

APPENDIX C (Amended)

References			2025/26	2026/27	2027/28	2028/29
			£000	£000	£000	£000
<u>GROWTH</u>						
<u>CHILDREN & FAMILY SERVICES</u>						
**	G1	Demographic growth & increasing cost of Social Care Placement mix	15,000	23,300	33,000	44,500
**	G2	Front-line social care staff - increased caseloads	500	500	750	750
**	G3	Post Transforming SEND & Inclusion In Leicestershire(TSIL) sustainability	900	900	900	900
**	G4	Unaccompanied Asylum Seeking Children (UASC) - increased demand/cost	3,250	5,500	8,000	11,200
*	G5	Demand management	-100	-260	-1,240	-1,240
	G6	Children In Need Financial Support - Section 17/23	750	750	750	750
TOTAL			20,300	30,690	42,160	56,860
<u>ADULTS & COMMUNITIES</u>						
**	G7	Older people - new entrants and increasing needs in community based services and residential admissions	1,900	5,660	10,720	15,190
**	G8	Learning Disabilities - new entrants including children transitions and people with complex needs	550	1,720	3,790	5,720
**	G9	Mental Health - new entrants in community based services and residential admissions	500	1,340	2,470	3,340
**	G10	Physical Disabilities - new entrants in community based services	0	110	470	800
**	G11	Additional Service User Income from new growth to offset costs	-420	-1,430	-2,500	-3,630
**	G12	Additional Health Income from new growth to offset costs	-310	-930	-1,880	-2,710
**	G13	Demand management	-4,000	-4,000	-4,000	-4,000
TOTAL			-1,780	2,470	9,070	14,710
<u>ENVIRONMENT & TRANSPORT</u>						
<u>Highways & Transport</u>						
**	G14	Special Educational Needs transport - increased client numbers/costs	3,125	4,980	7,125	9,565
**	G15	Highways Maintenance	1,170	1,595	1,825	2,200
	G16	Statutory change in Mainstream Home to School transport policy	120	120	120	120
	G17	Mainstream School Transport	660	830	1,010	1,190
	G18	School Crossing Patrol - loss of income from Leicester, Leicestershire & Rutland Road Safety Partnership (LLRRSP)	190	190	190	190
	G19	Fleet Services vehicle maintenance costs	290	190	260	330
	G20	Street Lighting maintenance costs	340	215	215	215
Total			5,895	8,120	10,745	13,810
<u>Environment & Waste</u>						
*	G21	Confirm replacement - licensing costs	70	70	70	70
**	G22	Waste Upholstered Domestic Seating (WUDS)	65	65	65	65
**	G23	DIY Waste - loss of income	55	110	175	235
	G24	Increased waste tonnages	0	240	440	640
	G25	Emissions Trading Scheme (ETS) expansion to include energy from waste facilities	0	0	1,500	6,000
Total			190	485	2,250	7,010
<u>Department Wide</u>						
**	G26	HGV Driver Market Premia	135	160	160	160
Total			135	160	160	160
TOTAL E&T			6,220	8,765	13,155	20,980
<u>CORPORATE RESOURCES</u>						
	G27	ICT cyber security	300	500	500	500
TOTAL			300	500	500	500
<u>CORPORATE GROWTH</u>						
**	G28	Growth contingency	0	9,615	14,155	14,155
TOTAL			0	9,615	14,155	14,155
TOTAL GROWTH			25,040	52,040	79,040	107,205
<i>Overall net additional growth</i>				<i>27,000</i>	<i>27,000</i>	<i>28,165</i>

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

References				2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
SAVINGS							
References used in the following tables							
* items unchanged from previous Medium Term Financial Strategy							
** items included in the previous Medium Term Financial Strategy which have been amended							
Eff - Efficiency saving							
SR - Service reduction							
Inc - Income							
CHILDREN & FAMILY SERVICES							
**	CF1	Eff	Innovation Partnership - Creation and investment in Internal Residential provision	-750	-1,250	-1,750	-2,000
**	CF2	Eff	Departmental establishment modelling / Re-design	-390	-390	-390	-390
**	CF3	Eff	Defining CFS For the Future Programme - Phase 2 - Social Care Workforce Strategy (Recruitment and Retention)	-250	-500	-900	-900
**	CF4	Eff	Reduced Care Costs through growth of internal family based placements	-150	-450	-750	-1,000
**	CF5	Eff/Inc	Smarter commissioning, Procurement and Demand Management - Social Care Placements and externally commissioned services				
			Strand 1 - Contain & Minimise impact of market cost pressures for children placements - external providers	-910	-2,180	-3,900	-6,300
			Strand 2 - Review of care packages /cost (Pro-active and Reactive) ensuring value for money and effectiveness	-1,400	-2,050	-2,450	-2,850
			Strand 3 - Development of a wide range of other accommodation and support options.	-1,000	-1,250	-1,500	-1,500
			Strand 4 - Increased Partner Income	-750	-1,500	-1,850	-2,000
TOTAL				-5,600	-9,570	-13,490	-16,940
ADULTS & COMMUNITIES							
Adult Social Care							
**	AC1	Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-100	-200	-300	-400
**	AC2	Eff	Implementation of digital assistive technology to service users	-150	-300	-300	-300
**	AC3	Eff	Review of Mental Health pathway and placements	-400	-400	-400	-400
**	AC4	Inc	Increased Better Care Fund income from annual uplift	-1,000	-2,000	-3,000	-4,000
*	AC5	Eff	Improve consistency in hourly rates for Direct Payments and promote use of personal assistants	-160	-160	-160	-160
*	AC6	Eff	Transforming Commissioning (Extra Care)	-100	-180	-255	-255
*	AC7	Eff	Transforming Commissioning (Alternatives to homecare)	-250	-600	-600	-600
*	AC8	Eff	Transforming Commissioning continuing review of contracts across all areas	-150	-150	-150	-150
	AC9	Eff	Review of underspends in staffing and general expenditure(turnover)	-300	-300	-300	-300
	AC10	Eff	Review in-house supported living and short breaks provision	-100	-250	-500	-500
	AC11	Eff	Approved Mental Health Professionals (AMHP) review	-30	-30	-30	-30
	AC12	Eff	Review of 1:1 support in residential care	-250	-500	-500	-500
	AC13	Inc	Increasing Health Income	-300	-500	-500	-500
	AC14	Inc	Review of Fees & Charges	-100	-150	-150	-150
Total ASC				-3,390	-5,720	-7,145	-8,245
Communities and Wellbeing							
**	AC16	Eff	Implementation of revised service for communities and wellbeing	0	-40	-40	-40
Total C&W				0	-40	-40	-40
TOTAL A&C				-3,390	-5,760	-7,185	-8,285
PUBLIC HEALTH							
*	PH1	Eff/SR	Review of Commissioned services	-90	-90	-90	-90
*	PH2	Eff	Quit Ready - Development of a Pharmacy Community Based Service Model	-50	-50	-50	-50
TOTAL				-140	-140	-140	-140

References				2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
<u>SAVINGS</u>							
<u>ENVIRONMENT & TRANSPORT</u>							
<u>Highways & Transport</u>							
**	ET1	Eff	Assisted Transport Programme	-550	-1,985	-2,005	-2,005
**	ET2	SR	Review application of subsidised bus policy, post Covid	0	-400	-400	-400
**	ET3	Inc/SR	Review approach to Park and Ride	0	-400	-400	-400
**	ET4	Eff/SR	Street Lighting - review energy reduction options, including reduced operation times	-110	-110	-110	-110
**	ET5	Inc	Network Management incl. temporary traffic regulation orders (TTRO)	-400	-400	-400	-400
**	ET6	Inc	Fees and Charges Uplift	-80	-80	-80	-80
	ET7	Inc	Review of fees & charges across targeted services	-60	-60	-60	-60
	ET8	Eff	Traffic Signals energy savings arising LED implementation	-25	-45	-45	-45
	ET9	Eff	Fleet Service Insurance	-15	-15	-15	-15
			Total	-1,240	-3,495	-3,515	-3,515
<u>Environment & Waste</u>							
**	ET10	Eff/Inc	Recycling & Household Waste Sites (RHWS) service approach	-60	-60	-60	-60
**	ET11	Inc	Trade Waste income	-50	-100	-100	-100
**	ET12	SR	Review RHWS provision	-400	-400	-400	-400
**	ET13	Eff/Inc	Food Waste Implementation	130	-130	-150	-150
**	ET14	Inc	Fees and Charges Uplift	-20	-20	-20	-20
**	ET15	Eff	Reduction in line of business system licences	-60	-60	-60	-60
	ET16	Eff	Digitalised timesheets	-30	-30	-30	-30
	ET17	Eff	Contracted waste tonnage reductions	-200	-200	-200	-200
			Total	-690	-1,000	-1,020	-1,020
			TOTAL E&T	-1,930	-4,495	-4,535	-4,535
<u>CHIEF EXECUTIVE</u>							
*	CE1	Inc	Democratic Services income	-5	-5	-5	-5
*	CE2	Eff	Trading Standards Review	-10	-20	-30	-30
	CE3	Inc	Freeport Accountable Body responsibilities	-50	-50	-50	-50
	CE4	Inc	Additional Registrars fees and income	-50	-85	-85	-85
	CE5	Eff	Growth Service staffing review	-95	-95	-95	-95
	CE6	Eff	Democratic Services efficiencies	-30	-30	-30	-30
	CE7	SR	Hospitality Function reductions	-10	-10	-10	-10
	CE8	Inc	Hire of Committee Suite	-15	-15	-15	-15
			TOTAL	-265	-310	-320	-320
<u>CORPORATE RESOURCES</u>							
**	CR1	Eff/Inc	Ways of Working - Use of office space	-240	-735	-810	-810
**	CR2	Eff	Customer Programme (Cross cutting)	-220	-530	-530	-530
*	CR3	Eff	Operational Finance process improvement	-50	-50	-50	-50
**	CR4	Eff	Transformation Unit efficiencies	0	0	-70	-70
**	CR5	Eff	Energy Initiatives	-150	-150	-200	-200
*	CR6	Eff	ICT efficiencies	-300	-725	-725	-725
**	CR7	Eff	Property Service efficiencies	-150	-185	-185	-185
**	CR8	Eff	Departmental/Administrative efficiencies	-440	-140	-140	-140
**	CR9	Eff	People Services efficiencies	0	-35	-35	-35
	CR10	Eff	Insurance - reduced insurance premium contract	-200	-200	-200	-200
	CR11	Inc	Review of Support Service charges	-250	-250	-250	-250
			TOTAL	-2,000	-3,000	-3,195	-3,195
			TOTAL SAVINGS including additional income	-13,325	-23,275	-28,865	-33,415
			MTFS net shortfalls - savings required	-4,653	-37,923	-62,178	-90,823
			Gap in 2025/26 budget to be met from earmarked reserves	4,653			
			TOTAL SAVINGS REQUIRED - EXCLUDING DSG	-13,325	-61,198	-91,043	-124,238
<u>Dedicated Schools Grant - Deficit reduction activity</u>							
			Transforming SEND & Inclusion in Leicestershire (TSIL) Programme defined opportunities	-12,384	-20,034	-28,018	-34,237
			Increase in Local Specialist Places	-389	-4,252	-11,193	-14,486
			SEND Investment Fund - return on investment	0	-2,600	-2,970	-3,360
				-12,773	-26,886	-42,181	-52,083
			TOTAL SAVINGS REQUIRED - INCLUDING DSG	-26,098	-88,084	-133,224	-176,321

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