

References		2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	
<u><b>GROWTH</b></u>						
<u><b>CHILDREN &amp; FAMILY SERVICES</b></u>						
**	G1	Demographic growth & increasing cost of Social Care Placement mix	22,200	30,200	38,700	47,900
**	G2	Front-line social care staff - increased caseloads	700	700	900	900
**	G3	Post Transforming SEND & Inclusion In Leicestershire(TSIL) sustainability	1,850	1,850	1,850	1,850
**	G4	Unaccompanied Asylum Seeking Children (UASC) - increased demand/cost	800	2,000	3,200	4,450
	G5	Disabled Children Service	1,380	1,700	2,000	2,350
	G6	Oakfield Expansion - Increased Transport need/demand	800	800	800	800
		<b>TOTAL</b>	<b>27,730</b>	<b>37,250</b>	<b>47,450</b>	<b>58,250</b>
<u><b>ADULTS &amp; COMMUNITIES</b></u>						
**	G7	Older people - new entrants and increasing needs in community based services and residential admissions	5,130	8,980	12,580	16,770
**	G8	Learning Disabilities - new entrants including children transitions and people with complex needs	3,780	6,530	9,150	12,000
**	G9	Mental Health - new entrants in community based services and residential admissions	1,420	2,400	3,290	4,340
**	G10	Physical Disabilities - new entrants in community based services	340	670	1,040	1,370
**	G11	Additional Service User Income from new growth to offset costs	-530	-1,380	-2,350	-3,420
**	G12	Additional Health Income from new growth to offset costs	-1,380	-2,380	-3,330	-4,390
	G13	Increased Service User Income realigning to 2025/26 levels	-750	-750	-750	-750
	G14	Archives digital preservation and offsite storage	170	120	100	100
	G15	CQC Improvement Plan	3,990	4,040	3,690	3,690
		<b>TOTAL</b>	<b>12,170</b>	<b>18,230</b>	<b>23,420</b>	<b>29,710</b>
<u><b>ENVIRONMENT &amp; TRANSPORT</b></u>						
<u><b>Highways &amp; Transport Services</b></u>						
**	G16	Special Educational Needs transport - increased client numbers/costs	4,975	7,290	10,325	13,275
**	G17	Mainstream School Transport - increased client numbers/costs	135	285	445	605
**	G18	Fleet Services vehicle maintenance costs	-45	-70	0	70
*	G19	Street Lighting maintenance costs	-125	-125	-125	-125
	G20	Loss of income on Passenger Fleet from removal of School Food Service	65	90	90	90
		<b>Total</b>	<b>5,005</b>	<b>7,470</b>	<b>10,735</b>	<b>13,915</b>
<u><b>Waste Management Services</b></u>						
**	G21	DIY Waste - loss of income	0	65	130	195
**	G22	Increased waste tonnages	80	240	440	640
*	G23	Emissions Trading Scheme (ETS) expansion to include energy from waste facilities	0	1,500	6,000	6,000
	G24	Deposit Return Scheme (DRS)	0	275	550	550
		<b>Total</b>	<b>80</b>	<b>2,080</b>	<b>7,120</b>	<b>7,385</b>
<u><b>Department Wide</b></u>						
*	G25	HGV Driver Market Premia	25	25	25	25
		<b>Total</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
		<b>TOTAL E&amp;T</b>	<b>5,110</b>	<b>9,575</b>	<b>17,880</b>	<b>21,325</b>
<u><b>CHIEF EXECUTIVES</b></u>						
	G26	Legal Services - Childcare team	175	175	175	175
	G27	Local Government Association (LGA) and County Councils Network (CCN) subscriptions	80	80	80	80
		<b>TOTAL</b>	<b>255</b>	<b>255</b>	<b>255</b>	<b>255</b>
<u><b>CORPORATE RESOURCES</b></u>						
**	G28	ICT cyber security	330	330	330	330
	G29	Commercial Services	675	675	675	675
		<b>TOTAL</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>
<u><b>CORPORATE GROWTH</b></u>						
**	G30	Growth contingency	0	6,955	10,260	16,725
		<b>TOTAL</b>	<b>0</b>	<b>6,955</b>	<b>10,260</b>	<b>16,725</b>
		<b>TOTAL GROWTH</b>	<b>46,270</b>	<b>73,270</b>	<b>100,270</b>	<b>127,270</b>
		<i>Overall net additional growth</i>		<i>27,000</i>	<i>27,000</i>	<i>27,000</i>

\* items unchanged from previous Medium Term Financial Strategy

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

## References

2026/27  
£000

2027/28  
£000

2028/29  
£000

2029/30  
£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	-1,500	-1,500
*	CF2	Eff	Defining CFS For the Future Programme - Phase 2 - Social Care Workforce Strategy (Recruitment and Retention)	-250	-650	-650	-650
*	CF3	Eff	Reduced Care Costs through growth of internal family based placements	-300	-600	-850	-850
**	CF4	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	-1,000	-2,250	-3,700	-5,470
			Strand 2 - Review of care packages /cost (Pro-active and Reactive) ensuring value for money and effectiveness	-200	-400	-650	-955
			Strand 3 - Development of a wide range of other accommodation and support options	-3,600	-5,950	-8,150	-10,250
	CF5	Eff	Departmental Service Efficiency Review	-630	-630	-630	-630
			<b>TOTAL</b>	<b>-6,730</b>	<b>-11,730</b>	<b>-16,130</b>	<b>-20,305</b>

**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	-150	-150	-150
*	AC3	Inc	Increased Better Care Fund income from annual uplift	-2,000	-3,000	-4,000	-5,000
*	AC4	Eff	Transforming Commissioning (Extra Care)	-80	-155	-155	-155
**	AC5	Eff	Transforming Commissioning continuing review of contracts across all areas	-25	-25	-25	-25
**	AC6	Eff	Review of underspends in staffing and general expenditure(turnover)	-100	-100	-100	-100
*	AC7	Eff	Review in-house supported living and short breaks provision	-150	-400	-400	-400
*	AC8	Eff	Review of 1:1 support in residential care	-250	-250	-250	-250
*	AC9	Inc	Increasing Health Income	-200	-200	-200	-200
*	AC10	Inc	Review of Fees & Charges	-50	-50	-50	-50
	AC11	Eff	Review of Lightbulb Service contribution and business case with partners to improve efficiency.	-160	-160	-160	-160
	AC12	Eff	Review of Direct Payments processes to improve efficiency across teams and robustness of assessments/reviews.	-50	-50	-50	-50
	AC13	Eff	Social Care Data Quality	-250	-250	-250	-250
	AC14	Eff	Strategic Commissioning Efficiencies	-50	-50	-50	-50
	AC15	Eff	Transforming Commissioning (Homecare Reprourement)	-150	-260	-260	-260
	AC16	Eff	Transforming Commissioning (Community Life Choices Reprourement)	-75	-150	-150	-150
	AC17	Eff	Prevention Review - Reviews of cases	-350	-700	-700	-700
	AC18	Eff	Prevention Review - Supported Living	-850	-1,700	-1,700	-1,700
	AC19	Eff	Prevention Review - Hospital Discharge and Reablement	-950	-1,900	-1,900	-1,900
	AC20	Eff	Prevention Review - Improved Pathway to Adulthood	0	-250	-250	-250
	AC21	Eff	Increased Reablement Capacity	-1,000	-1,000	-1,000	-1,000
	AC22	Eff	Increasing Reablement Capacity through recruitment of additional staff	0	-1,180	-3,070	-3,380
	AC23	Eff	Increasing Brokerage fees	-25	-25	-25	-25
			<b>Total ASC</b>	<b>-7,015</b>	<b>-12,205</b>	<b>-15,195</b>	<b>-16,605</b>

**Communities and Wellbeing**

**	AC24	Eff	Implementation of revised service for communities and wellbeing	0	0	-40	-40
			<b>Total C&amp;W</b>	<b>0</b>	<b>0</b>	<b>-40</b>	<b>-40</b>

**TOTAL A&C**

**-7,015**   **-12,205**   **-15,235**   **-16,645**

**ENVIRONMENT & TRANSPORT****Highways & Transport Services**

**	ET1	Eff	Assisted Transport Programme	-4,010	-4,845	-4,845	-4,845
**	ET2	Inc	Network Management incl. temporary traffic regulation orders (TTRO)	-200	-200	-200	-200
**	ET3	Inc	Fees and Charges Uplift	-35	-35	-35	-35
*	ET4	Eff	Traffic Signals energy savings arising LED implementation	-20	-20	-20	-20
	ET5	Eff	Contract Procurement efficiencies	-800	-800	-800	-800
			<b>Total</b>	<b>-5,065</b>	<b>-5,900</b>	<b>-5,900</b>	<b>-5,900</b>

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**SAVINGS**

Waste Management Services							
**	ET6	Inc	Trade Waste income	-100	-100	-100	-100
**	ET7	Eff/Inc	Food Waste implementation	-260	-575	-670	-670
**	ET8	Inc	Fees and Charges Uplift	-5	-5	-5	-5
	ET9	Inc	Recycling Materials increased income	-250	-250	-250	-250
Total				-615	-930	-1,025	-1,025
TOTAL E&T				-5,680	-6,830	-6,925	-6,925
CHIEF EXECUTIVE							
*	CE1	Eff	Trading Standards Review	-10	-20	-20	-20
**	CE2	Inc	Additional Registrars fees and income	-135	-135	-135	-135
	CE3	Eff/SR	Staff vacancy	-100	-100	-100	-100
	CE4	Eff	Review of Communities Management	-95	-95	-95	-95
	CE5	Eff	Travel reduction	-10	-10	-10	-10
	CE6	SR	Hospitality reduction	-10	-10	-10	-10
	CE7	Eff	Democratic Services - Staff Review	-55	-55	-55	-55
	CE8	Eff	Departmental Efficiencies	-125	-125	-125	-125
	CE9	Inc	Increasing monitoring fees for Section 106 obligations, funded by develop	-40	-40	-40	-40
TOTAL				-580	-590	-590	-590
CORPORATE RESOURCES							
Corporate Resources Department							
**	CR1	Eff/Inc	Use of office space	-175	-595	-595	-595
**	CR2	Eff	Customer Programme (cross cutting)	-85	-195	-280	-400
*	CR3	Eff	Transformation Unit efficiencies	0	-70	-70	-70
**	CR4	Eff	Energy Efficiency Initiatives	-50	-80	-80	-80
**	CR5	Eff	ICT efficiencies	-925	-925	-925	-925
**	CR6	Eff	Property Service efficiencies	-180	-180	-180	-180
*	CR7	Eff	Transfer of temporary Departmental/Administrative savings to permanent	300	300	300	300
	CR8	Inc	Tax Opportunities - review of opportunities for payroll tax savings	-40	-50	-50	-30
	CR9	Eff	Rationalisation of Multi-Functional Devices (Photocopiers)	0	-10	-10	-10
	CR10	Eff	Communications team efficiency (Social Media Strategy and Delivery)	-55	-55	-55	-55
	CR11	Eff	Early Payments Partnership	-50	-50	-50	-50
	CR12	Inc	Country Parks- increasing parking fees	-80	-80	-80	-80
				-1,340	-1,990	-2,075	-2,175
Central Items							
	CR13	Eff	Minimum Revenue Provision Review - assessment of alternative prudent approaches	-1,600	-1,600	-1,600	-1,600
	CR14	Inc	ESPO Increased Dividend Yield	-185	-185	-185	-185
				-1,785	-1,785	-1,785	-1,785
TOTAL				-3,125	-3,775	-3,860	-3,960
TOTAL SAVINGS including additional income				-23,130	-35,130	-42,740	-48,425
MTFS net shortfalls - savings required				-15,373	-34,151	-57,154	-84,539
Gap in 2026/27 budget to be met from earmarked reserves				15,373			
TOTAL SAVINGS REQUIRED - EXCLUDING DSG				-23,130	-69,281	-99,894	-132,964
Dedicated Schools Grant - Deficit reduction activity							
Integrated programme of six strategic actions to create a whole-system transformation that address the root causes of rising EHCP demand and inefficient placement patterns				-15,363	-33,403	-49,634	-66,146
				-15,363	-33,403	-49,634	-66,146
TOTAL SAVINGS REQUIRED - INCLUDING DSG				-38,493	-102,684	-149,528	-199,110

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