

2022 MEDIUM TERM FINANCIAL STRATEGY

Revenue Budget and Capital Programme

This booklet contains details of the revenue budget and capital programme for 2022/23 and provisional revenue budgets and capital programmes for 2023/24 to 2025/26.

The full MTFs, including financial strategies and policies, was approved by the County Council on 23 February 2022.

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Policies (separate documents):

- Capital Strategy 2022-2026 (Appendix G)
- Corporate Asset Investment Fund (CAIF) (Appendix H)
- Risk Management Policy & Strategy (Appendix I)
- Earmarked Funds Policy (Appendix J)
- Insurance Policy (Appendix L)
- Treasury Management Strategy Statement and Annual Investment Strategy (Appendix N)

LEICESTERSHIRE COUNTY COUNCIL
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REVENUE BUDGET 2022/23

	Gross Expenditure				Gross Income				
	Base including inflation £	Growth £	Savings £	Gross Expenditure £	Base including inflation £	Growth £	Savings £	Gross Income £	NET TOTAL £
Spending									
Services:									
Children & Family Services	314,383,460	5,435,000	-3,770,000	316,048,460	-225,471,990	0	0	-225,471,990	90,576,470
Adults & Communities	271,227,140	25,840,000	-2,620,000	294,447,140	-114,545,110	0	-8,400,000	-122,945,110	171,502,030
Public Health	26,654,080	0	-100,000	26,554,080	-28,000,170	0	0	-28,000,170	-1,446,090
Environment & Transport	99,780,680	1,845,000	-1,600,000	100,025,680	-16,693,240	0	-110,000	-16,803,240	83,222,440
Chief Executives	16,557,610	510,000	-65,000	17,002,610	-4,102,320	0	-25,000	-4,127,320	12,875,290
Corporate Resources	69,527,030	705,000	-270,000	69,962,030	-36,168,030	1,150,000	-640,000	-35,658,030	34,304,000
	798,130,000	34,335,000	-8,425,000	824,040,000	-424,980,860	1,150,000	-9,175,000	-433,005,860	391,034,140
Dedicated Schools Grant (Central Dept recharges)	0			0	-2,285,000			-2,285,000	-2,285,000
MTFS Risks contingency	8,000,000			8,000,000	0			0	8,000,000
Contingency for inflation	28,778,000			28,778,000	0			0	28,778,000
	834,908,000	34,335,000	-8,425,000	860,818,000	-427,265,860	1,150,000	-9,175,000	-435,290,860	425,527,140
Central Items:									
Financing of capital	22,317,000			22,317,000	-2,817,000			-2,817,000	19,500,000
Revenue funding of capital	2,500,000			2,500,000	0			0	2,500,000
Bank & other interest	0			0	-1,400,000			-1,400,000	-1,400,000
Central expenditure	3,154,000			3,154,000	-705,000		-150,000	-855,000	2,299,000
Total Central Items	27,971,000	0	0	27,971,000	-4,922,000	0	-150,000	-5,072,000	22,899,000
Total Services & Central Items	862,879,000	34,335,000	-8,425,000	888,789,000	-432,187,860	1,150,000	-9,325,000	-440,362,860	448,426,140
Contribution to budget equalisation earmarked fund	22,290,000			22,290,000	0			0	22,290,000
Contribution to General Fund	1,000,000			1,000,000	0			0	1,000,000
Total Spending	886,169,000	34,335,000	-8,425,000	912,079,000	-432,187,860	1,150,000	-9,325,000	-440,362,860	471,716,140
Funding									
Revenue Support Grant (new burdens)									-9,840
Business Rates - Top Up									-40,346,350
Business Rates Baseline/Retained									-25,528,000
S31 grants - Business Rates									-8,590,000
Council Tax Precept									-351,626,000
Council Tax Collection Fund net deficit / (surplus)									-3,569,580
New Homes Bonus Grant									-2,095,900
Improved Better Care Grant etc.									-14,189,870
Social Care Grant									-19,866,000
Market Sustainability and Fair Cost of Care Fund									-1,629,600
Services Grant 2022/23									-4,265,000
Total Funding									-471,716,140
Council Tax									
Council Tax Base									242,006.61
Band D Council Tax									£1,452.96
Increase on 2021/22 (£1,410.78)									2.99%

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2022/23 – 2025/26 REVENUE BUDGET*

	TOTAL 2021/22 £000	Inflation/ Contingencies /Transfers £000	Growth £000	Savings £000	TOTAL 2022/23 £000	Inflation/ Contingencies /Transfers £000	Growth £000	Savings £000	TOTAL 2023/24 £000	Inflation/ Contingencies /Transfers £000	Growth £000	Savings £000	TOTAL 2024/25 £000	Inflation/ Contingencies /Transfers £000	Growth £000	Savings £000	TOTAL 2025/26 £000
Spending Services:																	
Children & Family Services	89,086	-175	5,435	-3,770	90,576	0	6,260	-3,875	92,961		6,665	-2,690	96,936		6,765	-4,165	99,536
Adults & Communities	151,432	5,250	25,840	-11,020	171,502	0	3,070	-2,480	172,092		3,000	-2,160	172,932		3,100	-100	175,932
Public Health **	-1,323	-23	0	-100	-1,446	0	0	0	-1,446		0	-100	-1,546		0	-90	-1,636
Environment & Transport	81,355	1,732	1,845	-1,710	83,222	0	1,085	-1,580	82,727		1,515	-310	83,932		1,190	0	85,122
Chief Executives	12,458	-3	510	-90	12,875	0	5	-275	12,605		-230	-175	12,200		0	-200	12,000
Corporate Resources	34,089	-730	1,855	-910	34,304	0	-5	-2,275	32,024		0	-210	31,814		0	-1,475	30,339
	367,097	6,052	35,485	-17,600	391,034	0	10,415	-10,485	390,964	0	10,950	-5,645	396,269	0	11,055	-6,030	401,294
DSG (Central Dept recharges)	-2,285	0	0	0	-2,285	0	0	0	-2,285				-2,285				-2,285
Other corporate growth & savings	-350	350	0	0	0	0	7,085	0	7,085		6,550	0	13,635		6,365	0	20,000
MTFS Risks Contingency	8,000	0	0	0	8,000	0	0	0	8,000				8,000				8,000
Covid-19 Budget	28,300	-28,300	0	0	0	0	0	0	0				0				0
Contingency for inflation/ Living Wage	12,550	16,228	0	0	28,778	14,700	0	0	43,478	14,400			57,878	14,400			72,278
	413,312	-5,670	35,485	-17,600	425,527	14,700	17,500	-10,485	447,242	14,400	17,500	-5,645	473,497	14,400	17,420	-6,030	499,287
Central Items:																	
Financing of capital	19,000	500			19,500	500			20,000	900			20,900	1,600			22,500
Revenue funding of capital	2,500	0			2,500	-1,000			1,500	0			1,500				1,500
Bank & other interest	-1,300	-100			-1,400	-200			-1,600	200			-1,400	400			-1,000
Central expenditure	3,049	-600		-150	2,299	-100		-20	2,179	-100		-80	1,999	-100			1,899
Total Services & Central Items	436,561	-5,870	35,485	-17,750	448,426	13,900	17,500	-10,505	469,321	15,400	17,500	-5,725	496,496	16,300	17,420	-6,030	524,186
Contributions to budget equalisation earmarked fund	4,000				22,290				7,700				9,100				8,900
Contributions to/from General Fund	1,000				1,000				1,000				1,000				1,000
Total Spending	441,561				471,716				478,021				506,596				534,086
Funding																	
Revenue Support Grant (new burdens)	0				-10				-10				-10				-10
Business Rates - Top Up	-40,346				-40,346				-41,920				-39,930				-37,790
Business Rates Baseline/Retained	-24,181				-25,528				-20,500				-21,130				-21,670
S31 grants - Business Rates	-4,900				-8,590				-8,930				-9,140				-9,330
Council Tax Precept	-336,934				-351,626				-364,000				-376,820				-390,080
Council Tax Collection Fund net deficit / (surplus)	1,574				-3,569				1,000				0				0
LCTS Grant	-3,566				0				0				0				0
Provision for impact of Covid-19 on funding	9,000				0				0				0				0
New Homes Bonus Grant	-2,621				-2,096				0				0				0
Improved Better Care Grant etc.	-13,670				-14,190				-14,190				-14,190				-14,190
Social Care Grant	-14,167				-19,866				-19,866				-19,866				-19,866
Covid-19 21/22 General Grant	-11,750				0				0				0				0
Market Sustainability and Fair Cost of Care Fund	0				-1,630				-1,630				-1,630				-1,630
Services Grant 2022/23	0				-4,265				0				0				0
Total Funding	-441,561				-471,716				-470,046				-482,716				-494,566
VARIANCE	0				0				7,975				23,880				39,520
Band D Council Tax Increase	£1,410.78 4.99%				£1,452.96 2.99%				£1,481.87 1.99%				£1,511.36 1.99%				£1,541.44 1.99%

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GROWTH

References		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
<u>CHILDREN & FAMILY SERVICES</u>					
Demand & cost increases					
** G1	Demographic growth- Social Care Placements	2,265	7,715	13,075	19,250
** G2	Front-line social care staff - increased caseloads	3,100	3,840	5,075	5,595
** G3	Social Care market premia to support recruitment	20	40	60	80
** G4	Unaccompanied Asylum Seekers - additional demand	50	100	150	200
	TOTAL	5,435	11,695	18,360	25,125
<u>ADULTS & COMMUNITIES</u>					
Demand & cost increases					
** G5	Older people - new entrants and increasing needs in community based services and residential admissions	15,420	15,980	16,860	17,740
** G6	Learning Disabilities - new entrants including children transitions and people with complex needs	5,290	6,840	8,090	9,440
** G7	Mental Health - new entrants in community based services and residential admissions	2,080	2,590	3,020	3,440
** G8	Physical Disabilities - new entrants in community based services	2,200	2,650	3,090	3,540
G9	Care pathway market premia and step up to social work	350	350	350	350
G10	Social Care Investment Programme -staffing resources	500	500	500	500
	TOTAL	25,840	28,910	31,910	35,010
<u>ENVIRONMENT & TRANSPORT</u>					
<u>Highways & Transport</u>					
Demand & cost increases					
** G11	Special Educational Needs transport - increased client numbers/costs	1,200	2,300	3,850	5,150
G12	Resources to support management of risks associated with Capital Programme delivery	265	265	265	265
G13	Resources to address safety compliance matters across Transport Operations	45	45	45	45
G14	Passenger Transport Service	150	150	150	150
G15	Highway Maintenance (LGA subscription saving)	65	65	65	65
	Total	1,725	2,825	4,375	5,675
<u>Environment & Waste</u>					
Demand & cost increases					
* G16	Waste tonnage increases (temporary growth removed)	-100	-100	-100	-100
** G17	Contribution to Regional Waste Project (temporary growth removed)	0	-15	-50	-50
	Total	-100	-115	-150	-150
<u>Department Wide</u>					
G18	HGV Driver Market Premia	110	110	110	0
G19	Hydrotreated Vegetable Oil to replace bunkered diesel (CO2 saving)	110	110	110	110
	Total	220	220	220	110
	TOTAL E&T	1,845	2,930	4,445	5,635
<u>CHIEF EXECUTIVES</u>					
Demand & cost increases					
G20	Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored	5	10	-220	-220
G21	Midland Engine subscription	20	20	20	20
G22	Coroner's Service - additional costs from Leicester City due to increase in number of cases	80	80	80	80
G23	Trading Standards -additional responsibilities placed on the service by the Government and an increase in demand for service delivery	120	120	120	120
G24	Carbon Reduction Programme	135	135	135	135
G35	Leicestershire Grants	150	150	150	150
	TOTAL	510	515	285	285

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References		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
<u>CORPORATE RESOURCES</u>					
Demand & cost increases					
*	G25	Customer Service Centre - support service levels (temporary growth removed)			
		-100	-200	-200	-200
**	G26	ICT license subscriptions and support costs & increased email security			
		325	325	325	325
	G27	Additional Procurement & Finance support for the Capital Programme			
		145	145	145	145
	G28	ICT service desk and project support resources to meet increased demands			
		110	110	110	110
	G29	Health, safety & wellbeing - increased demands and legislative changes to fire safety regulations			
		75	100	100	100
	G30	Pressures arising from additional External Audit requirements			
		50	50	50	50
	G31	Increased demand for Communications Team			
		0	70	70	70
	G32	Commercial Services - reduce target			
		1,150	1,150	1,150	1,150
	G33	Investment in Tree Nurseries			
		100	100	100	100
	TOTAL	1,855	1,850	1,850	1,850
<u>CORPORATE GROWTH</u>					
**	G34	Growth contingency			
		0	7,085	13,635	20,000
	TOTAL	0	7,085	13,635	20,000
	TOTAL GROWTH	35,485	52,985	70,485	87,905
<i>Overall net additional growth</i>			17,500	17,500	17,420

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

References				2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
<u>CHILDREN & FAMILY SERVICES</u>							
**	CF1	Eff	Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways	-1,055	-1,270	-1,335	-1,450
**	CF2	Eff	Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements	-2,115	-5,175	-7,250	-10,500
**	CF3	Eff	Disabled Children's Service Enablement Workstream	-100	-200	-250	-300
<i>Total Defining CFS For the Future Programme</i>				-3,270	-6,645	-8,835	-12,250
**	CF4	Eff	Innovation Partnership - Creation of Assessment & Resource team and Hub and investment in residential accommodation	-250	-500	-750	-1,250
**	CF5	Eff	Departmental efficiency savings	-250	-500	-750	-1,000
TOTAL				-3,770	-7,645	-10,335	-14,500
<u>ADULTS & COMMUNITIES</u>							
<u>Adult Social Care</u>							
**	AC1	Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-1,100	-1,200	-1,300	-1,400
**	AC2	Eff	Social Care Investment Plan - reduced cost of care	-200	-200	-950	-950
**	AC3	Inc	Additional BCF/Health income	-1,300	-1,300	-1,300	-1,300
**	AC4	Eff	Implementation of Target Operating Model (TOM)	-300	-800	-800	-800
**	AC5	Eff	Implementation of digital assistive technology to service users	-350	-1,000	-2,250	-2,250
**	AC6	Eff	Establishment Review following implementation of TOM programme	-450	-800	-800	-800
*	AC7	Eff	Digital Self Serve financial assessments	-100	-100	-100	-100
**	AC8	Eff	Review of Mental Health pathway and placements	-500	-750	-750	-750
*	AC9	Eff	Review of placements transitioning from Children's	-120	-180	-240	-240
	AC10	Eff	Review of Direct Services/Day Services/Short Breaks	-70	-500	-500	-500
	AC11	Eff	Review Discharge to Assess and other high cost placements	-500	-500	-500	-500
	AC12	Inc	Potential continuation of Health income for additional discharges	-6,000	-6,000	-6,000	-6,000
Total ASC				-10,990	-13,330	-15,490	-15,590
<u>Communities and Wellbeing</u>							
**	AC13	Eff/SR	Implementation of revised service for communities and wellbeing	-30	-170	-170	-170
Total C&W				-30	-170	-170	-170
TOTAL A&C				-11,020	-13,500	-15,660	-15,760
<u>PUBLIC HEALTH</u>							
*	PH1	Eff/SR	Early Help & Prevention Review - review of externally commissioned prevention services	-65	-65	-65	-65
	PH2	Eff/SR	Redesign of integrated lifestyle service pathways			-100	-100
	PH3	Eff/SR	Review of Commissioned services	-35	-35	-35	-125
TOTAL				-100	-100	-200	-290
<u>ENVIRONMENT & TRANSPORT</u>							
<u>Highways & Transport</u>							
**	ET1	Eff/SR	Implement Review of Social Care and SEN Transport (Phase 2)	-350	-350	-350	-350
**	ET2	Eff	Temporary Traffic Management	-20	-20	-20	-20
**		Eff/Inc	Street Lighting - design services to developers and installation of street lighting on their behalf	-40	-65	-75	-75
**	ET3	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services	-340	-480	-490	-490
	ET4						

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References			2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
ET5	Eff	SEN Transport Lean Review	-710	-1,060	-1,060	-1,060
ET6	Eff	Passenger Transport Service - develop digital offer	0	0	-150	-150
ET7	Eff	Small Fleet Servicing	-100	-100	-100	-100
ET8	Eff	Low level street lighting energy savings	-30	-30	-30	-30
Total			-1,590	-2,105	-2,275	-2,275
<u>Environment & Waste</u>						
** ET9	Eff/Inc	Recycling & Household Waste Sites service approach	-30	-80	-190	-190
** ET10	Inc	Trade Waste income	-45	-75	-105	-105
** ET11	Eff	Future residual waste strategy- reduced disposal costs	0	-985	-985	-985
* ET12	Eff	Procurement savings from contract renewals	-30	-30	-30	-30
ET13	Eff	Ashby Canal maintenance	-15	-15	-15	-15
Total			-120	-1,185	-1,325	-1,325
TOTAL E&T			-1,710	-3,290	-3,600	-3,600
<u>CHIEF EXECUTIVE</u>						
** CE1	SR/Eff	Staffing (vacancy control and agency reduction)	0	-50	-100	-100
* CE2	Inc	Planning, Historic and Natural Environment - fee income	-25	-50	-75	-75
CE3	Eff	Review of Legal Case Management and New Ways of Working	0	-200	-300	-500
CE4	Eff	LGA subscription saving	-65	-65	-65	-65
TOTAL			-90	-365	-540	-740
<u>CORPORATE RESOURCES</u>						
** CR1	Eff	Ways of Working - Use of office space	0	-845	-670	-1,380
** CR2	Eff/Inc	Increasing Commercial Services contribution	0	-200	-375	-640
* CR3	Eff	Environment improvements - energy & water	-50	-50	-50	-50
** CR4	Eff	Increase returns from Corporate Asset Investment Fund	-600	-1,500	-1,600	-1,600
** CR5	Inc	Place to Live - Accommodation income	-40	-80	-120	-120
CR6	Eff	Customer & Digital Programme	-70	-180	-180	-680
CR7	Eff	Operational Finance process improvement	0	-100	-100	-100
CR8	Eff	Transformation Unit efficiencies	-50	-130	-200	-200
CR9	Eff	Insurance – integration with Internal Audit and review of cover	-75	-75	-75	-75
CR10	Eff	Reduced Business Travel	-25	-25	-25	-25
TOTAL			-910	-3,185	-3,395	-4,870
<u>CENTRAL ITEMS</u>						
** CI1	Inc	Growth in ESPO income	-150	-170	-250	-250
TOTAL			-150	-170	-250	-250
TOTAL SAVINGS including additional income			-17,750	-28,255	-33,980	-40,010
MTFS net shortfall - savings required				-7,975	-23,880	-39,520
TOTAL SAVINGS REQUIRED - EXCLUDING DSG			-17,750	-36,230	-57,860	-79,530
<u>Dedicated Schools Grant - Deficit reduction activity</u>						
High Needs Development Plan						
Demand savings			-280	-1,010	-2,050	-3,375
Benefit of local provision & practice improvements			-4,215	-6,190	-8,845	-11,070
			-4,495	-7,200	-10,895	-14,445
TOTAL SAVINGS REQUIRED - INCLUDING DSG			-22,245	-43,430	-68,755	-93,975

Savings Under Development

This list shows areas where departments are looking at the potential for additional savings which are not yet currently developed enough to be able to quantify and build into the detailed savings schedules.

Children and Family Services

Further savings from the DCFSF programme

As the Defining Children & Family Services for the Future (DCFSF) programme new ways of working are embedded, further analysis and strategic review will be undertaken to identify potential new opportunities to take forward in the following areas:

- Review non statutory and lower priorities, recognising the upstream value add of early intervention preventative services
- Identifying any services to outsource or bring in-house
- Placement Unit Costs and the Commissioning framework and processes – including 16+ placements and further SCIP investment
- Edge of Care
- Use of Systems & Back Office Support Functions
- Commercial opportunities
- Partnerships – health, education, police, community
- Maximising the potential of grants and funding identified in the Spending Review

As the savings opportunities are identified they will be prioritised based on amount of savings, impact and deliverability.

Adults and Communities

Digitalisation of service delivery

Digitalisation of service delivery and support for service users. These include increasing choices in self-service through a digital portal enabling people to undertake online care assessments and complements work already being explored to increase uptake of self-service online financial assessments. Savings would be a mixture of cashable and avoided cost. Crucial to delivering savings in this area will be promoting and steering people towards engaging with service online.

Digital assistive technology

Savings of £2.25m have already been built into the main savings programme for this. However, there is likely to be additional scope over and above this figure. This will be reviewed as the programme develops

Public Health

Early Help and Prevention

Explore potential to expand Early Help and Prevention to include a review of services across the authority to ensure interventions are efficient and effective.

Internal Infrastructure Costs (Weight Management)

A review of the infrastructure costs that are paid to organisations will be conducted to determine whether this funding is still needed.

Health Checks

Redesign of the Health Check programme to see what scope there is for delivering this service in a different way whilst still ensuring the statutory element of the service is provided.

CCG Prescribing Recharges

CCGs in Leicestershire currently recharge Public Health for prescription items related to Public Health activity. However, in many authorities this isn't the case. There is an opportunity to ensure a standardised approach as CCGs move towards an integrated care model.

Service Efficiencies

A review of the costs of each interaction with service users to see what opportunities there are to provide services, more efficiently whilst still delivering desired outcomes.

Commercialisation of elements of the school offer

Selling some of the current PH services to schools and workplaces. This will initially be explored in the County, but given the ability of the public health service to deliver services in house, the opportunities to provide services outside Leicestershire could also be explored.

Environment & Transport

Expansion of Continuous Improvement approach

The existing continuous improvement saving is primarily based on the pilot within Highways Delivery. The Department Management Team has agreed to roll out the approach to the other branches of the department to identify further savings within individual teams across the department. Workshops with individual team managers in Environment & Waste and Development & Growth are currently underway, with a proposed £400k target for opportunities identified as a result. Opportunities will be assessed, prioritised and scheduled for delivery over the life of the MTFS.

SEN Transport Lean Review

Potential for savings has been identified by Newton Europe from expanding the use of Fleet Transport. This would allow service users to be transferred from high cost taxi contracts onto Fleet. A further opportunity has been identified to introduce a comprehensive marketing / communications approach to voluntary PTBs to increase take-up further.

Digital Approach to Home to School Transport

Newton Europe phase 2 to include end to end integration with Children and Family Service (CFS) and digital delivery. Broader work with C&FS and digital colleagues is being scoped.

Developer Income

Work proposed to review the approach to engaging with developers across the Department, identifying opportunities to maximise the income potential. Currently there are a number of approaches in different teams (such as s278, the work in Street Lighting savings, and a previously developed proposal for introduction of pre-app charges in highway development control). There are examples of other authorities that have a single approach to developer engagement that delivers and maximises income from the various activities included.

Grass Cutting service approach

Potential to see whether increasing wildflower populations on verges provides opportunities for reductions in grass cutting in urban areas.

County Wide Parking

Consider the introduction of on-street parking charges to parking on the highway in bays that are currently waiting time limited in line with available statutory powers.

Bus Lane & Other Enforcement

Look at options arising from new powers to enable enforcement of moving traffic offences.

School Crossing Patrol funding

School Crossing Patrols are not a statutory function and do not need to be provided. Assuming patrols are to continue then the authority could seek funding from schools or other sources to cover costs.

Green Driver Training

The Energy Savings Trust, in the LCC Green Fleet Review, estimate that a 5-10% reduction in fuel use could be achieved through a programme of driver training.

Conversion to Electric Vehicles

Work is underway looking at the potential for switching to Electric vehicles (EV). The installation of EV infrastructure and adoption of EV vehicles will be subject to a business case. This will require up-front investment, but it is anticipated that through switching the volume of liquid fuels will decrease, reducing carbon, and it will also lead to reduced expenditure on fuel.

Future WTS and Trade Waste Commercial Work

The County Council operates a Waste Transfer Station (WTS) at Loughborough RHWS. With the insourcing of Whetstone RHWS and WTS from 1st April 2021, and the construction of Bardon WTS planned for completion in April 2022 there is an

opportunity to look at maximising these assets in terms of opportunities for income generation.

Impact of DEFRA Resources & Waste Strategy

Three major consultations on statutory reforms that will impact on the authority's existing operations and arrangements have been undertaken during 2021 that could lead to savings:

1. Extended Producer Responsibility (to be launched 2023): making producers pay the full net cost of managing the packaging they place on the market, setting more ambitious targets for producers and introducing clear and consistent labelling for recycling.
2. Deposit Return Scheme (to be launched late 2024): charging consumers a deposit on most drinks containers redeemable on return to designated return points.
3. Consistency in household and business recycling collections: effective through a standardised core set of dry recyclable materials for collection; separate weekly food waste collections and free green waste collection. Underpinning this will be an increase in recycling rates to encourage more recycling.

Chief Executive's

Corporate Reviews

The Strategy and Business Intelligence (SBI) service provides a range of services which support and interact with services provided in the Council's other departments. In each of these areas there is good collaboration between SBI and departments but also scope to improve existing working arrangements to avoid potential duplication, improve practice and efficiency and potentially realise savings.

Increased Income

Increase in charges in respect of authorised legal work undertaken for external bodies e.g. Leicestershire Fire & Rescue Service and Academy Trusts within Leicestershire; in respect of legal work undertaken in connection with new development e.g. s106 and s38/278 Highways Act agreements and miscellaneous matters that can be charged for e.g. Highway Licenses. Other areas of the department, such as Trading Services, Planning and Democratic Services will also be looked at to see what scope there is for charging other bodies for services provided.

Coronial Services

Potential efficiencies could occur from a different operating model for coronial services in the future.

Corporate Resources

Salary Sacrifice Shared Cost Additional Voluntary Contributions (AVC)

The department has been approached by a third party about introducing Salary Sacrifice Shared Cost AVC. This approach would provide an NI saving to employers, which is available to the County Council.

Vacant Properties

Alongside the property estate rationalisation being progressed as part of the Ways of Working Programme, Strategic Property and Operational Property will continue to assess the Council's fluid portfolio of existing and emerging vacant properties and land with a view to determining the most practical and economically advantageous option for using, leasing, renovating and returning to use, or disposing of such assets in each instance..

Additional CAIF savings

Further schemes could potentially be developed, subject to wider economic, financial return and planning considerations, which would provide increased income from the CAIF

Insurance Claims

Claims can be received by the authority several decades after the event, making estimation of the liabilities incurred in any year extremely difficult. An external review will be commissioned to ascertain if the annual provisions can be reduced.

SPECIFIC GOVERNMENT GRANTS (REVENUE)

	2022-23 Budget £000
Children & Family Services	
Dedicated Schools Grant (provisional)	605,423
Less DSG transferred to Academies	-387,101
	<u>218,322</u>
Pupil Premium (estimated)	5,158
Universal Infant Free School Meals (estimated)	2,592
PE and Sports Grant (estimated)	1,524
Troubled Families	1,442
Asylum Seekers (estimated)	1,000
Youth Justice Good Practice	466
EFA Sixth Forms and High Needs (estimated)	455
School Improvement Monitoring and Brokering Grant (estimated)	168
Fostering Staying Put (estimated)	140
Rough Sleepers	48
Virtual School	95
Extended Personal Advisor duty - Care Leaver	80
Remand Grant	174
School-led Tutoring grant	403
Reducing Parental Conflict Workforce Development	7
Respite Innovation Fund	110
Family Hubs development	TBC
Total	<u>232,067</u>
Adults & Communities	
Improved Better Care Fund - Spring Budget 2017/Winter Pressures	3,500
Skills Funding Agency (estimated)	4,147
Education Funding Agency (estimated)	75
Former ILF Recipient Grant	1,017
Community Voices (estimated)	45
War Pension Disregard Grant (estimated)	94
Social Care in Prisons (estimated)	102
Total	<u>8,980</u>
Public Health	<u>26,231</u>
Environment & Transport	
Bus Service Operator Grant (estimated)	535
DfE Extended Rights Grant	848
Bus Service Improvement Plan (estimated)	412
Supported Bus Services Grant	178
Rural Mobility Fund	465
Bikeability Cycling	143
Total	<u>2,581</u>
Chief Executive	
Local Reform & Community Voices (estimated)	300
Valuing Changing Land Mgt Farmland Practices	30
Total	<u>330</u>
Corporate Resources	
Music Education Hub Grant	<u>1,455</u>
TOTAL	<u><u>271,644</u></u>

LEICESTERSHIRE COUNTY COUNCIL
2022 MEDIUM TERM FINANCIAL STRATEGY

CHILDREN & FAMILY SERVICES DEPARTMENT - REVENUE BUDGET 2022/23

Net Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2022/23 £	Schools	Early Years	High Needs	Dedicated Schools Grant	LA Block
1,332,070	C&FS Directorate	1,290,860	80,550	0	1,371,410	-39,340	1,332,070	18,130	43,330	150,800	212,260	1,119,810
2,143,710	C&FS Safeguarding	2,177,680	182,120	0	2,359,800	0	2,359,800	0	0	0	0	2,359,800
112,610	LSCB	301,710	141,800	-69,360	374,150	-261,520	112,630	0	0	0	0	112,630
2,256,320	Safeguarding, Improvement & QA	2,479,390	323,920	-69,360	2,733,950	-261,520	2,472,430	0	0	0	0	2,472,430
1,493,760	Asylum Seekers	468,710	2,129,960	0	2,598,670	-1,000,000	1,598,670	0	0	0	0	1,598,670
4,252,470	C&FS Fostering & Adoption	4,714,530	601,020	-500	5,315,050	-254,290	5,060,760	0	0	0	0	5,060,760
38,345,490	C&FS Operational Placements	0	37,906,700	0	37,906,700	-314,000	37,592,700	0	0	0	0	37,592,700
3,212,530	Children in Care Service	3,071,300	670,160	0	3,741,460	-129,000	3,612,460	0	0	0	0	3,612,460
526,870	Education of Children in Care	817,810	1,638,360	-407,620	2,048,550	-1,521,680	526,870	0	0	0	0	526,870
47,831,120	Children in Care	9,072,350	42,946,200	-408,120	51,610,430	-3,218,970	48,391,460	0	0	0	0	48,391,460
13,618,030	Fieldwork Locality Teams	13,194,300	698,180	-36,990	13,855,490	-29,000	13,826,490	0	0	0	0	13,826,490
1,532,920	Social Care Legal Costs	44,000	1,532,920	0	1,576,920	0	1,576,920	0	0	0	0	1,576,920
15,150,950	Field Social Work	13,238,300	2,231,100	-36,990	15,432,410	-29,000	15,403,410	0	0	0	0	15,403,410
510,000	Practice Excellence	576,500	37,080	-67,580	546,000	-36,000	510,000	0	0	0	0	510,000
8,248,400	C&FS Children & Families Wellbeing	11,043,640	2,323,330	-2,285,460	11,081,510	-3,129,150	7,952,360	0	0	0	0	7,952,360
831,300	Education Sufficiency	1,174,480	116,940	-48,850	1,242,570	-365,200	877,370	384,220	0	0	384,220	493,150
37,475,380	C&FS 0-5 Learning	2,425,520	35,014,010	0	37,439,530	-60,000	37,379,530	0	35,616,330	1,432,010	37,048,340	331,190
415,920	C&FS 5-19 Learning	873,150	263,750	-191,800	945,100	-481,170	463,930	300,790	0	0	300,790	163,140
3,588,970	Inclusion	1,051,400	2,714,710	-27,140	3,738,970	-150,000	3,588,970	0	0	2,645,160	2,645,160	943,810
1,325,050	Oakfield	259,170	1,325,050	0	1,584,220	0	1,584,220	0	0	1,350,820	1,350,820	233,400
42,805,320	Education Quality & inclusion	4,609,240	39,317,520	-218,940	43,707,820	-691,170	43,016,650	300,790	35,616,330	5,427,990	41,345,110	1,671,540
79,482,070	C&FS SEN	1,649,880	93,044,370	-313,030	94,381,220	-252,850	94,128,370	0	0	93,031,450	93,031,450	1,096,920
2,423,670	C&FS Specialist Services to Vulnerable Groups	2,472,210	115,660	0	2,587,870	-164,200	2,423,670	0	0	2,423,670	2,423,670	0
1,095,760	C&FS Psychology Service	1,540,500	55,450	-202,300	1,393,650	-260,500	1,133,150	0	0	0	0	1,133,150
4,118,970	C&FS Disabled Children	910,930	3,111,630	0	4,022,560	0	4,022,560	0	0	0	0	4,022,560
1,059,490	HNB Development Programme	41,660	738,750	0	780,410	0	780,410	0	0	780,410	780,410	0
-5,650,000	DSG Reserve income	0	0	-8,934,170	-8,934,170	0	-8,934,170	0	0	-8,934,170	-8,934,170	0
82,529,960	SEND & Children with Disabilities	6,615,180	97,065,860	-9,449,500	94,231,540	-677,550	93,553,990	0	0	87,301,360	87,301,360	6,252,630
4,980,120	C&FS Business Support	6,336,200	866,610	-1,408,920	5,793,890	0	5,793,890	8,570	272,400	142,110	423,080	5,370,810
2,285,220	Central Charges	0	2,285,220	0	2,285,220	0	2,285,220	1,434,680	210,850	639,690	2,285,220	0
-130	C&FS Finance	0	538,140	-763,000	-224,860	0	-224,860	538,140	0	0	538,140	-763,000
1,489,900	C&FS Human Resources	1,539,900	0	0	1,539,900	-50,000	1,489,900	674,900	0	0	674,900	815,000
821,260	C&FS Commissioning & Planning	799,900	8,250	-44,120	764,030	0	764,030	0	0	0	0	764,030
312,780	C&FS Sub Transformation	55,720	67,120	0	122,840	0	122,840	0	0	0	0	122,840
9,889,150	Business Support & Commissioning	8,731,720	3,765,340	-2,216,040	10,281,020	-50,000	10,231,020	2,656,290	483,250	781,800	3,921,340	6,309,680
-645,000	C&FS Miscellaneous	0	0	0	0	0	0	0	0	0	0	0
-123,280,930	C&FS Dedicated Schools Grant	0	-11,310,190	-400,560	-11,710,750	-122,991,510	-134,702,260	-3,663,200	-36,142,910	-94,896,150	-134,702,260	0
456,632,410	Delegated School Budgets	0	482,621,570	0	482,621,570	-10,340,670	472,280,900	471,046,700	0	1,234,200	472,280,900	0
-455,179,590	Delegated Dedicated Schools Grant	0	0	0	0	-470,742,930	-470,742,930	-470,742,930	0	0	-470,742,930	0
0	Dedicated Schools Grant Recoupment	0	-387,101,020	0	-387,101,020	387,101,020	0	0	0	0	0	0
-122,473,110	C&FS Other	0	84,210,360	-400,560	83,809,800	-216,974,090	-133,164,290	-3,359,430	-36,142,910	-93,661,950	-133,164,290	0
88,911,480	TOTAL CHILDREN & FAMILY SERVICES	58,831,660	272,418,200	-15,201,400	316,048,460	-225,471,990	90,576,470	0	0	0	0	90,576,470

ADULTS AND COMMUNITIES - REVENUE BUDGET 2022/23

Net Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2022/23 £
Care Pathway - Older Adults/Mental Health							
96,760	Heads of Service & Lead Practitioners (OA/MH)	1,266,770	29,930	0	1,296,700	-677,870	618,830
4,768,750	Older Adults Team	5,633,040	66,540	0	5,699,580	-1,040,590	4,658,990
2,640,990	Working Age Adults Team (Mental Health)	2,688,520	71,690	0	2,760,210	-171,220	2,588,990
5,529,140	Countywide Team (OA/MH)	5,376,560	1,873,980	-300,000	6,950,540	-1,487,730	5,462,810
13,035,640	TOTAL	14,964,890	2,042,140	-300,000	16,707,030	-3,377,410	13,329,620
Care Pathway - Learning Disabilities							
551,970	Heads of Service & Lead Practitioners (LD)	504,470	47,500	0	551,970	0	551,970
3,154,300	Working Age Adults Team (Learning Disabilities)	3,223,490	63,020	0	3,286,510	-252,400	3,034,110
695,860	Countywide Team (LD)	881,560	22,630	0	904,190	-212,890	691,300
4,402,130	TOTAL	4,609,520	133,150	0	4,742,670	-465,290	4,277,380
Direct Services							
628,140	Direct Services Managers	615,300	5,400	0	620,700	-11,790	608,910
4,770,540	Supported Living, Residential and Short Breaks	4,190,100	189,760	0	4,379,860	-4,000	4,375,860
2,409,520	CLC / Day Services	2,376,650	181,560	-67,850	2,490,360	-61,950	2,428,410
315,810	Shared Lives Team	280,250	39,810	0	320,060	0	320,060
4,622,660	Reablement (HART) & Crisis Response	5,739,270	638,370	0	6,377,640	-1,754,980	4,622,660
1,544,170	Occupational Therapy	1,567,300	33,070	0	1,600,370	-43,400	1,556,970
1,667,860	Aids, Adaptations and Assistive Technology	553,010	1,819,380	0	2,372,390	-704,540	1,667,850
191,180	Direct Services Review	0	105,090	0	105,090	-6,000	99,090
16,149,880	TOTAL	15,321,880	3,012,440	-67,850	18,266,470	-2,586,660	15,679,810
Early Intervention & Prevention							
857,210	Extra Care	0	856,190	0	856,190	0	856,190
96,000	Eligible Services	0	361,350	0	361,350	-265,350	96,000
839,880	Secondary (e.g. Carers & Community Assessments)	0	1,227,040	0	1,227,040	-387,150	839,890
380,610	Tertiary (e.g. Advocacy)	0	700,300	-54,000	646,300	-284,620	361,680
2,173,700	TOTAL	0	3,144,880	-54,000	3,090,880	-937,120	2,153,760
Strategic Services							
186,260	Heads of Strategic Services	370,300	1,400	0	371,700	0	371,700
1,875,070	Business Support	1,609,150	284,760	-18,840	1,875,070	0	1,875,070
1,132,220	Adult Social Care Finance	1,208,680	-32,300	-8,000	1,168,380	-244,640	923,740
434,180	IT & Information Support	374,780	59,400	0	434,180	0	434,180
1,594,320	Commissioning & Quality	2,467,740	95,760	0	2,563,500	-699,700	1,863,800
5,222,050	TOTAL	6,030,650	409,020	-26,840	6,412,830	-944,340	5,468,490
Demand Led Commissioned Services							
60,366,270	Residential & Nursing Care	0	103,357,700	0	103,357,700	-37,145,470	66,212,230
1,631,680	Shared Lives Residential	0	1,631,680	0	1,631,680	0	1,631,680
20,483,820	Supported Living	0	28,577,820	0	28,577,820	0	28,577,820
21,602,040	Home Care	0	31,960,040	0	31,960,040	0	31,960,040
39,687,060	Direct Cash Payments	0	42,994,060	0	42,994,060	-1,162,000	41,832,060
5,948,460	Community Life Choices (CLC)	0	5,914,300	0	5,914,300	0	5,914,300
535,750	Shared Lives - CLC	0	535,750	0	535,750	0	535,750
-21,449,930	Community Income	0	0	0	0	-25,557,900	-25,557,900
128,805,150	TOTAL	0	214,971,350	0	214,971,350	-63,865,370	151,105,980
-19,190,030	Better Care Fund (Balance)	392,470	17,410,120	0	17,802,590	-44,292,620	-26,490,030
830,770	Department Senior Management	1,002,230	-77,940	0	924,290	-83,320	840,970
151,429,290	TOTAL ASC	42,321,640	241,045,160	-448,690	282,918,110	-116,552,130	166,365,980
Communities and Wellbeing							
366,720	C&W Senior Management	306,250	5,300	-23,000	288,550	0	288,550
1,706,840	Libraries Operational	1,892,070	287,660	-6,700	2,173,030	-439,950	1,733,080
1,110,150	Libraries Resources	255,190	852,470	0	1,107,660	-20,000	1,087,660
826,830	Museums & Heritage	839,770	336,620	0	1,176,390	-356,290	820,100
436,170	Participation	377,220	53,280	0	430,500	0	430,500
847,420	Collections & Learning	1,192,890	313,040	0	1,505,930	-672,610	833,320
0	Externally Funded Projects	130,910	172,750	0	303,660	-303,660	0
200	Adult Learning	4,233,510	738,770	-371,810	4,600,470	-4,600,470	0
-41,590	C&W Efficiencies	0	-57,160	0	-57,160	0	-57,160
5,252,740	TOTAL C&W	9,227,810	2,702,730	-401,510	11,529,030	-6,392,980	5,136,050
156,682,030	TOTAL ADULTS & COMMUNITIES	51,549,450	243,747,890	-850,200	294,447,140	-122,945,110	171,502,030

PUBLIC HEALTH DEPARTMENT REVENUE BUDGET 2022/23

Net Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2022/23 £
-25,515,000	Public Health Ring-Fenced Grant	0	0	0	0	-25,515,000	-25,515,000
	Department						
2,171,620	Public Health Leadership	2,196,550	542,000	-4,593,790	-1,855,240	-296,360	-2,151,600
919,210	Local Area Co-ordination	1,701,110	72,830	0	1,773,940	-85,370	1,688,570
543,610	Quit Ready	372,530	259,750	0	632,280	-21,000	611,280
272,030	First Contact Plus	865,130	700	0	865,830	-158,640	707,190
209,010	Other Public Health Services	0	171,510	0	171,510	0	171,510
778,100	Programme Delivery	922,850	829,580	-58,900	1,693,530	-180,330	1,513,200
310,720	Public Health Advice	0	760,720	0	760,720	0	760,720
270,960	Weight Management Service	252,090	41,500	0	293,590	-10,000	283,590
500,000	NHS Health Check programme	0	500,000	0	500,000	0	500,000
5,975,260	Total	6,310,260	3,178,590	-4,652,690	4,836,160	-751,700	4,084,460
8,233,240	0-19 Childrens Public Health	0	9,447,340	-323,000	9,124,340	0	9,124,340
	Safer Communities						
385,260	Domestic Violence	0	434,700	0	434,700	0	434,700
4,076,070	Sexual Health	0	4,286,880	0	4,286,880	-100,000	4,186,880
4,025,930	Substance Misuse	0	4,399,630	0	4,399,630	-215,820	4,183,810
8,487,260	Total	0	9,121,210	0	9,121,210	-315,820	8,805,390
	Physical Activity and Obesity						
1,110,950	Physical Activity	0	1,145,950	0	1,145,950	0	1,145,950
190,000	Obesity Programmes	0	190,000	0	190,000	0	190,000
1,300,950	Total	0	1,335,950	0	1,335,950	0	1,335,950
102,200	Health Protection	608,440	41,830	0	650,270	-1,500	648,770
70,000	Tobacco Control	0	70,000	0	70,000	0	70,000
0	Active Together	1,240,440	1,836,430	-1,660,720	1,416,150	-1,416,150	0
-1,346,090	TOTAL PUBLIC HEALTH	8,159,140	25,031,350	-6,636,410	26,554,080	-28,000,170	-1,446,090

ENVIRONMENT & TRANSPORT DEPARTMENT REVENUE BUDGET 2022/23

Net Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2022/23 £
	HIGHWAYS & TRANSPORT						
	Development & Growth						
950,550	Development & Growth management AD	1,351,220	289,950	-572,620	1,068,550	-3,000	1,065,550
413,640	HS2	254,980	32,700	-4,950	282,730	-8,000	274,730
	H & T Commissioning						
1,803,530	H & T Staffing & Admin	4,405,940	3,274,970	-4,852,400	2,828,510	-926,490	1,902,020
	H & T Network Management						
1,280,490	Traffic controls	0	1,309,140	0	1,309,140	-25,000	1,284,140
557,360	Road Safety	487,820	634,770	-411,080	711,510	-209,150	502,360
-1,160	Speed Awareness	216,650	1,544,780	0	1,761,430	-1,761,430	0
205,840	Sustainable Travel	366,790	400,700	-562,930	204,560	0	204,560
758,600	H & T Network Staffing & Admin	4,279,560	60,250	-850,010	3,489,800	-2,709,860	779,940
20	Civil Parking Enforcement	0	1,217,370	0	1,217,370	-1,217,370	0
	Highways and Transport Operations						
	Highways & Transport Operations Delivery						
1,475,730	Staffing & Admin Delivery	1,842,090	148,240	-479,650	1,510,680	0	1,510,680
1,952,650	Winter Maintenance	0	1,985,150	0	1,985,150	0	1,985,150
103,290	Passenger Fleet	4,072,730	1,541,090	-5,301,030	312,790	-111,760	201,030
2,678,630	SEN Fleet	0	2,678,630	0	2,678,630	0	2,678,630
1,817,390	Social Care Fleet	0	2,053,390	0	2,053,390	-236,000	1,817,390
	Highways & Transport Operations Resourcing						
4,483,200	Environmental Maintenance	0	4,555,200	0	4,555,200	-72,000	4,483,200
1,955,500	Reactive Maintenance	0	2,252,700	-297,200	1,955,500	0	1,955,500
3,706,930	Staffing & Admin Resourcing	3,824,800	251,300	-86,000	3,990,100	-106,500	3,883,600
13,819,200	SEN External	40,000	14,315,640	0	14,355,640	-131,700	14,223,940
3,516,300	Mainstream School Transport	0	4,221,500	0	4,221,500	-1,107,600	3,113,900
2,175,400	Social Care External	0	2,282,820	0	2,282,820	-52,800	2,230,020
0	Joint Arrangements	0	353,110	-26,250	326,860	-326,860	0
2,221,230	Public Bus Services	0	3,855,610	-209,470	3,646,140	-1,541,910	2,104,230
-53,310	Fleet Services	569,880	822,410	-1,500,870	-108,580	-50,400	-158,980
	Highways & Transport Operations Services						
2,214,860	Street Lighting Maintenance	0	2,275,870	0	2,275,870	-56,340	2,219,530
21,500	Blue badge	0	222,900	0	222,900	-150,250	72,650
397,560	H & T Operations Management	408,390	4,570	-8,600	404,360	0	404,360
-2,049,450	Staffing, Admin & Depot Overheads	9,673,470	3,971,230	-13,068,660	576,040	-2,819,310	-2,243,270
27,500	Cyclic Maintenance	0	27,500	0	27,500	0	27,500
4,977,600	Concessionary Travel	0	4,937,850	0	4,937,850	-23,850	4,914,000
51,410,580	TOTAL	31,794,320	61,521,340	-28,231,720	65,083,940	-13,647,580	51,436,360
	ENVIRONMENT & WASTE MANAGEMENT						
419,430	E&W Branch Management	417,350	2,470	0	419,820	0	419,820
	Environment & Waste Management Commissioning						
1,263,490	Staffing and Admin	1,449,310	7,700	-132,380	1,324,630	-14,000	1,310,630
788,060	Initiatives	122,630	1,015,400	-109,800	1,028,230	-170,870	857,360
60,000	Recycling & Reuse credits	0	60,000	0	60,000	0	60,000
	Waste Management Delivery						
331,710	Staffing & Admin	366,820	3,240	-20,000	350,060	0	350,060
9,343,940	Landfill	0	9,895,290	0	9,895,290	0	9,895,290
8,802,000	Treatment & Contracts	0	8,265,650	0	8,265,650	0	8,265,650
2,209,000	Dry Recycling	0	2,874,000	0	2,874,000	-665,000	2,209,000
1,591,000	Composting Contracts	0	1,591,000	0	1,591,000	0	1,591,000
3,710,640	Recycling & Household Waste	3,021,930	1,265,940	-12,000	4,275,870	-591,290	3,684,580
2,208,370	Haulage & Waste Transfer	572,170	1,701,580	0	2,273,750	-5,000	2,268,750
-1,458,000	Income	0	0	0	0	-1,503,000	-1,503,000
-30,000	WEEE Funding	0	0	0	0	-32,000	-32,000
29,239,640	TOTAL	5,950,210	26,682,270	-274,180	32,358,300	-2,981,160	29,377,140
	Departmental & Business Management						
2,012,170	Management & Admin	2,100,770	708,230	-775,100	2,033,900	-6,000	2,027,900
425,200	Departmental Costs	55,250	499,290	-5,000	549,540	-168,500	381,040
2,437,370	TOTAL	2,156,020	1,207,520	-780,100	2,583,440	-174,500	2,408,940
83,087,590	TOTAL ENVIRONMENT & TRANSPORT	39,900,550	89,411,130	-29,286,000	100,025,680	-16,803,240	83,222,440

CHIEF EXECUTIVE'S DEPARTMENT REVENUE BUDGET 2022/23

Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2022/23 £
	DEMOCRATIC SERVICES, ADMIN & CIVIC AFFAIRS						
1,354,790	Democratic Services and Administration	1,325,700	92,420	0	1,418,120	-63,330	1,354,790
114,000	Subscriptions	0	69,000	0	69,000	0	69,000
165,900	Civic Affairs	29,040	142,860	0	171,900	-6,000	165,900
1,634,690	TOTAL	1,354,740	304,280	0	1,659,020	-69,330	1,589,690
2,561,950	LEGAL SERVICES	3,665,830	139,460	-608,750	3,196,540	-634,590	2,561,950
	STRATEGY AND BUSINESS INTELLIGENCE						
1,507,590	Business Intelligence	2,148,420	137,410	-524,890	1,760,940	-253,350	1,507,590
1,732,120	Policy and Communities	892,300	1,360,290	-70,470	2,182,120	-300,000	1,882,120
1,273,170	Growth Service	1,263,900	839,140	-425,060	1,677,980	-264,810	1,413,170
412,290	Management and Administration	407,250	5,040	0	412,290	0	412,290
4,925,170	TOTAL	4,711,870	2,341,880	-1,020,420	6,033,330	-818,160	5,215,170
299,730	EMERGENCY MANAGEMENT AND RESILIENCE	653,210	101,600	-124,910	629,900	-330,170	299,730
	REGULATORY SERVICES						
1,602,680	Trading Standards	1,804,830	155,850	-60,000	1,900,680	-178,000	1,722,680
1,095,970	Coroners	236,670	999,300	0	1,235,970	-60,000	1,175,970
-101,940	Registrars	987,570	73,190	0	1,060,760	-1,162,700	-101,940
2,596,710	TOTAL	3,029,070	1,228,340	-60,000	4,197,410	-1,400,700	2,796,710
506,160	PLANNING SERVICES	1,220,620	164,820	-29,910	1,355,530	-874,370	481,160
-69,120	DEPARTMENTAL ITEMS	-88,120	19,000	0	-69,120	0	-69,120
12,455,290	TOTAL CHIEF EXECUTIVES	14,547,220	4,299,380	-1,843,990	17,002,610	-4,127,320	12,875,290

CORPORATE RESOURCES DEPARTMENT REVENUE BUDGET 2022/23

Net Budget 2021/22 £000		Employees £000	Running Expenses £000	Internal Income £000	Gross Budget £000	External Income £000	Net Budget 2022/23 £000
<u>AD Finance, Strategic Property & Commissioning</u>							
2,610,350	Strategic Property	1,945,590	1,243,200	-547,070	2,641,720	-207,570	2,434,150
2,321,810	Audit & Insurance	1,858,490	3,339,500	-1,160,560	4,037,430	-1,830,080	2,207,350
3,811,530	Strategic Finance & Pensions	5,569,580	406,260	-1,683,770	4,292,070	-203,030	4,089,040
386,230	Corporate Resource Other	48,280	94,480	-51,000	91,760	0	91,760
-108,660	Score+ Schemes	0	0	0	0	-108,660	-108,660
1,045,480	Commissioning Support	1,250,540	35,800	-149,000	1,137,340	-12,500	1,124,840
10,066,740		10,672,480	5,119,240	-3,591,400	12,200,320	-2,361,840	9,838,480
1,808,210	<u>East Midlands Shared Services</u>	4,488,610	2,189,540	-310,020	6,368,130	-4,394,370	1,973,760
<u>AD IT, Communications & Digital, Customer Service</u>							
11,231,370	IT	7,352,000	5,860,910	-1,185,700	12,027,210	10,000	12,037,210
1,020,230	Communications & Digital Services	1,321,330	241,500	-535,500	1,027,330	-10,060	1,017,270
2,281,230	Customer Services	2,569,510	-205,600	-129,530	2,234,380	-54,850	2,179,530
14,532,830		11,242,840	5,896,810	-1,850,730	15,288,920	-54,910	15,234,010
<u>Commercialism</u>							
<u>LTS Catering</u>							
86,510	Leisure & Hospitality	555,610	514,630	-31,080	1,039,160	-867,750	171,410
-118,430	Education Catering	11,985,860	6,159,880	-8,279,250	9,866,490	-10,119,120	-252,630
-322,590	Beaumanor	901,210	540,910	-46,690	1,395,430	-1,522,290	-126,860
-354,510		13,442,680	7,215,420	-8,357,020	12,301,080	-12,509,160	-208,080
<u>LTS Professional & Other Services</u>							
-21,920	Bursar Service	198,920	14,540	-59,030	154,430	-176,000	-21,570
-345,300	LEAMIS	703,360	323,400	-933,440	93,320	-490,000	-396,680
-40	Music Service	1,448,110	525,890	0	1,974,000	-1,974,000	0
-94,980	HR Services	1,174,540	57,150	-219,550	1,012,140	-1,117,620	-105,480
-462,240		3,524,930	920,980	-1,212,020	3,233,890	-3,757,620	-523,730
-915,520	<u>LTS Infrastructure</u>	227,500	71,000	-64,140	234,360	0	234,360
-1,732,270	Total Commercialism	17,195,110	8,207,400	-9,633,180	15,769,330	-16,266,780	-497,450
<u>Corporate Services</u>							
<u>Operational Property</u>							
3,491,720	Building Running Costs	251,350	4,169,560	-238,000	4,182,910	-817,610	3,365,300
2,300,000	Building Maintenance	0	3,650,000	-1,350,000	2,300,000	0	2,300,000
2,064,390	Operational Property	1,951,510	213,740	-208,270	1,956,980	0	1,956,980
60,230	Traveller Services	228,890	52,740	-14,950	266,680	-206,290	60,390
7,916,340		2,431,750	8,086,040	-1,811,220	8,706,570	-1,023,900	7,682,670
<u>Corporate Services</u>							
948,880	Business Support Services	929,970	154,650	-126,960	957,660	-13,600	944,060
618,040	Management	683,780	9,610	-33,000	660,390	0	660,390
1,982,550	HR	2,393,900	46,420	-394,690	2,045,630	0	2,045,630
1,387,840	L&D	1,601,140	88,780	-143,960	1,545,960	-159,700	1,386,260
-26,540	LTS Property Services	2,945,810	1,872,890	-4,172,390	646,310	-724,770	-78,460
234,890	Country Parks	525,370	414,240	0	939,610	-744,750	194,860
1,427,200	Transformation	3,639,700	24,930	-2,289,110	1,375,520	0	1,375,520
6,572,860		12,719,670	2,611,520	-7,160,110	8,171,080	-1,642,820	6,528,260
14,489,200		15,151,420	10,697,560	-8,971,330	16,877,650	-2,666,720	14,210,930
<u>Corporate Asset Investment Fund</u>							
-495,800	Rural	0	1,219,200	0	1,219,200	-1,266,500	-47,300
-1,062,090	Industrial	0	1,376,630	-251,000	1,125,630	-2,969,600	-1,843,970
-2,647,820	Office	0	490,850	0	490,850	-4,077,310	-3,586,460
-1,600,000	Other	0	740,000	-118,000	622,000	-1,600,000	-978,000
-5,805,710		0	3,826,680	-369,000	3,457,680	-9,913,410	-6,455,730
33,359,000	TOTAL CORPORATE RESOURCES	58,750,460	35,937,230	-24,725,660	69,962,030	-35,658,030	34,304,000

CORPORATE & CENTRAL ITEMS REVENUE BUDGET 2022/23

Net Budget 2021/22 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2022/23 £
<u>CORPORATE</u>							
-2,285,000	DSG (Central Dept recharges)	0	0	0	0	-2,285,000	-2,285,000
8,000,000	MTFS RISKS CONTINGENCY	0	8,000,000	0	8,000,000	0	8,000,000
28,300,000	COVID-19 BUDGET	0	0	0	0	0	0
4,548,000	CONTINGENCY FOR INFLATION/ LIVING WAGE *	12,400,000	16,378,000	0	28,778,000	0	28,778,000
38,563,000	TOTAL CORPORATE BUDGETS	12,400,000	24,378,000	0	36,778,000	-2,285,000	34,493,000
<u>CENTRAL ITEMS</u>							
19,000,000	FINANCING OF CAPITAL	0	22,371,000	-54,000	22,317,000	-2,817,000	19,500,000
2,500,000	REVENUE FUNDING OF CAPITAL	0	2,500,000	0	2,500,000	0	2,500,000
<u>CENTRAL EXPENDITURE</u>							
1,500,000	Pensions (pre LGR /LGR)	0	1,400,000	0	1,400,000	0	1,400,000
1,229,000	Members Expenses & Support etc	90,800	1,138,200	0	1,229,000	0	1,229,000
311,000	Flood Defence Levies	0	311,000	0	311,000	0	311,000
200,000	Elections	0	200,000	0	200,000	0	200,000
-691,000	Financial Arrangements	0	235,000	-221,000	14,000	-855,000	-841,000
500,000	LCTS	0	0	0	0	0	0
3,049,000		90,800	3,284,200	-221,000	3,154,000	-855,000	2,299,000
<u>CENTRAL INCOME</u>							
-1,300,000	Bank & Other Interest	0	0	0	0	-1,400,000	-1,400,000
-1,300,000		0	0	0	0	-1,400,000	-1,400,000
23,249,000	TOTAL CENTRAL ITEMS	90,800	28,155,200	-275,000	27,971,000	-5,072,000	22,899,000

* 2021/22 contingency net of transfers to Departmental budgets

EARMARKED FUND BALANCES

	Revised Balance 01/04/2021 £000	Forecast Balance 31/03/2022 £000	Forecast Balance 31/03/2023 £000	Forecast Balance 31/03/2024 £000	Forecast Balance 31/03/2025 £000	Forecast Balance 31/03/2026 £000
Renewal of Systems, Equipment and Vehicles	3,710	2,960	1,790	1,420	1,100	840
Trading Accounts						
Insurance						
General	8,200	7,660	7,120	6,580	6,030	5,490
Schools schemes and risk management	370	370	370	370	370	370
Uninsured loss fund	5,250	5,250	5,250	5,250	5,250	5,250
Committed Balances						
Community Grants	250	250	250	250	250	250
Other						
Children & Family Services						
Supporting Leicestershire Families	1,840	370	0	0	0	0
C&FS Developments	750	750	250	150	50	0
Youth Offending	580	420	260	100	0	0
Other	800	430	60	0	0	0
Adults & Communities						
A&C Developments	2,920	1,360	260	260	260	260
Adult Learning Service	290	290	290	290	290	290
Public Health	1,810	1,810	1,360	880	550	550
Environment & Transport						
E&T Developments	250	250	250	250	250	250
Commuted Sums	3,150	2,850	2,350	1,850	1,350	850
LLITM	2,080	1,720	640	350	510	680
Major Projects - advanced design	490	480	60	50	40	30
Waste Developments	350	350	330	100	50	0
Section 38 Income	490	440	0	0	0	0
Other	520	360	200	200	170	170
Chief Executive						
Economic Development-General	340	180	120	60	0	0
Chief Executive Dept Developments	790	380	230	120	90	50
Other	180	150	20	0	0	0
Corporate Resources						
Leicestershire Schools Music Service	190	150	110	60	30	0
Other	580	230	150	80	10	10
Corporate:						
Transformation Fund	9,200	4,190	760	0	0	0
Broadband	1,960	1,610	810	810	810	10
Business Rates Retention	8,070	570	570	570	570	570
Inquiry and other costs	600	590	590	590	590	590
Elections	780	180	380	580	780	180
Other	450	390	390	390	390	390
Government Cash Flow Funding	0	0	0	0	0	0
Budget Equalisation	24,030	40,930	50,400	50,080	53,900	62,800
Covid-19 : council tax etc	0	4,000	3,000	2,000	1,000	0
Covid-19 Budget (other)	0	0	0	0	0	0
Covid-19: Tax Income Guarantee compensation	2,280	0	0	0	0	0
Carbon Neutral Investment Fund	0	2,000	1,500	1,000	500	0
Capital Financing (phasing of capital expenditure)	101,770	97,290	59,790	35,270	22,270	1,270
Pooled Property Fund investment *	-23,630	-23,630	-23,630	-23,630	-23,630	-23,630
TOTAL	161,690	157,580	116,280	86,330	73,830	57,520
Schools and Partnerships						
Dedicated Schools Grant	-11,100	-19,810	-26,940	-39,300	-52,860	-62,790
Leicestershire & Rutland Sport	1,370	1,260	980	540	20	0
Health & Social Care Outcomes	9,920	6,920	6,920	6,920	6,920	6,920
Emergency Management	610	610	610	610	610	610
East Midlands Shared Services - other	60	60	60	60	60	60
Leicestershire Safeguarding Children Board	100	100	80	60	40	20
Leics Social Care Development Group	30	20	0	0	0	0
Total	990	-10,840	-18,290	-31,110	-45,210	-55,180

* Pooled Property Fund investments - funded from the overall balance of earmarked funds

EFFECT OF COUNTY COUNCIL'S BUDGET DECISION ON 2022/23 COUNCIL TAX

BAND (APRIL 1991 VALUE)			Proportion of Band D	Main element £	ASC Precept £	County Council's Element £
A	(Up to	£40,000)	6/9	853.91	114.73	968.64
B	(£40,001 -	£52,000)	7/9	996.23	133.85	1,130.08
C	(£52,001 -	£68,000)	8/9	1,138.55	152.97	1,291.52
D	(£68,001 -	£88,000)	1	1,280.87	172.09	1,452.96
E	(£88,001 -	£120,000)	11/9	1,565.51	210.33	1,775.84
F	(£120,001 -	£160,000)	13/9	1,850.14	248.58	2,098.72
G	(£160,001 -	£320,000)	15/9	2,134.78	286.82	2,421.60
H	(Over	£320,000)	2	2,561.74	344.18	2,905.92

PRECEPT 2022/23

BILLING AUTHORITY	Tax Base	Precept £
Blaby	34,246.23	49,758,413
Charnwood	58,819.00	85,461,673
Harborough	37,389.35	54,325,242
Hinckley and Bosworth	39,010.50	56,680,708
Melton	19,358.38	28,126,958
North West Leicestershire	35,581.00	51,697,781
Oadby and Wigston	17,602.15	25,575,225
Total	242,006.61	351,626,000

2022/23 COUNCIL TAX BILL (COUNTY COUNCIL ELEMENT) (EXAMPLE USING BAND D - % INCREASES APPLY TO ALL BANDS)

	2020/21 £	2021/22 £	Increases *
Main Element (core)	1,252.80	1,280.87	1.99%
ASC Precept **	157.98	172.09	1.00%
Total	1,410.78	1,452.96	2.99%

* per Government guidance each percentage is calculated as an increase to the 2021/22 total of £1,410.78

** The following paragraphs are required to be included with information to be made available to bill-payers. They explain that the County Council can raise an additional amount of Council Tax, for adult social care, without requiring a referendum.

" The Secretary of State made an offer to adult social care authorities. ("Adult social care authorities" are local authorities which have functions under Part 1 of the Care Act 2014, namely county councils in England, district councils for an area in England for which there is no county council, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly.)

The offer was the option of an adult social care authority being able to charge an additional "precept" on its council tax without holding a referendum, to assist the authority in meeting its expenditure on adult social care from the financial year 2016-17. It was originally made in respect of the financial years up to and including 2019-20. If the Secretary of State chooses to renew this offer in respect of a particular year, this is subject to the approval of the House of Commons."

AVERAGE COUNCIL TAX FOR A BAND D PROPERTY IN LEICESTERSHIRE 2022/23

	Billing Authority							
	Blaby £	Charnwood £	Harborough £	Hinckley & Bosworth £	Melton £	North West Leics £	Oadby & Wigston £	Average £
County Council	1,452.96	1,452.96	1,452.96	1,452.96	1,452.96	1,452.96	1,452.96	1,452.96
Police and Crime Commissioner	258.23	258.23	258.23	258.23	258.23	258.23	258.23	258.23
Combined Fire Authority	74.29	74.29	74.29	74.29	74.29	74.29	74.29	74.29
District Council (General Expenses)	178.32	135.69	162.35	125.50	192.20	158.58	239.50	159.64
Special Expenses & Parishes (average)	115.57	95.14	72.17	77.87	62.37	87.23	0.00	80.99
Average Band D Council Tax 2021/22	2,079.37	2,016.31	2,020.00	1,988.85	2,040.05	2,031.29	2,024.98	2,026.11
Average Band D Council Tax 2020/21	2,013.54	1,951.39	1,957.36	1,925.21	1,976.52	1,970.89	1,962.80	1,962.59
Increase (£)	65.83	64.92	62.64	63.64	63.53	60.40	62.18	63.52
Increase (%)	3.27%	3.33%	3.20%	3.31%	3.21%	3.06%	3.17%	3.24%
Increases (%)								
County Council *	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%
Police and Crime Commissioner **	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%	4.03%
Combined Fire Authority	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%
District Council (General Expenses)***	2.88%	3.52%	3.23%	4.15%	2.85%	0.00%	2.13%	2.70%
Special Expenses & Parishes (average)	3.26%	3.40%	0.53%	1.91%	1.66%	3.83%	n/a	2.71%

1. County Council increase includes 1% for the Adult Social Care precept
2. Police and Crime Commissioners were allowed an option to increase Council Tax by up to £10 per Band D property
3. The lowest charging quartile of Fire and Rescue Authorities were allowed an option to increase Council Tax by £5 per Band D property
4. District Councils were allowed an option to increase Council Tax by up to £5 per Band D property

ANALYSIS OF NUMBER OF EMPLOYEES

Average Number of Staff *	2021/22	2022/23
Children & Family Services		
Schools **	2,392.4	2,292.0
Non-Schools	1,192.9	1,215.6
	3,585.3	3,507.6
Adults & Communities	1,330.9	1,294.7
Public Health	179.0	190.6
Environment & Transport	956.4	1,006.0
Chief Executives	282.0	293.9
Corporate Resources	1,414.2	1,421.7
Total - All Staff	7,747.8	7,714.5

* Part-time employees have been equated to full time equivalents (fte)

** Subject to Academy transfers

Policy for the Identification of Capital Expenditure

What is Capital Expenditure?

The precise definition is prescribed in the IFRS Code of Practice, which itself represents proper practice as defined in the 2003 Local Government Act.

“All expenditure on the acquisition, creation or enhancement of tangible fixed assets should be capitalised on an accruals basis. Expenditure on the acquisition of a tangible asset which adds to and not merely maintains the value of an existing asset should be capitalised and be classified as a tangible fixed asset, provided that it yields a benefit to the authority and the services it provides are for a period of more than one year”

Expenditure that should be capitalised will include expenditure on the

- acquisition, replacement, enhancement or laying out of land
- acquisition, construction, preparation, enhancement or replacement of roads, buildings or other structures.
- acquisition, installation or replacement of movable plant, machinery, apparatus, vehicles and vessels.

Examples of items to be classified as capital expenditure include;

1. all land purchases for future buildings and roads, footpaths etc
2. all construction of new buildings and extensions including (a) fixed plant and equipment and (b) landscaping
3. professional fees; architects, quantity surveyors, structural engineers, highways engineers, legal and other specialist services fees either internal or external incurred on the above, where these contribute directly to bringing an asset into working condition for its intended use.
4. internal charges to be supported by suitable evidence by reports from a time recording system.
5. monitoring of (a) client responsibilities under the 1994 construction, design and management regulations and (b) Health & Safety regulations.
6. all alterations and improvements to property, roads, canals, bridges, footpaths (including tree planting)
7. improvement works and structural repairs that lengthen substantially the life of an asset or increases its market value.
8. feasibility studies leading to the provision of an asset
9. forward design fees incurred on the approved programme
10. the purchase of all additional new, used and replacement vehicles (but not leased assets). The replacement of vehicles should be financed from renewal reserves (but still charged to capital at source).
11. grants to other bodies for expenditure to be incurred by those bodies on any of the above items.
12. purchase of new and replacement equipment and machinery, including I.T. hardware.
13. the purchase of software (intangible asset) but not the cost of training of users

14. staff time, advertising, auction fees and conveyancing costs of preparing for the sale of assets and associated accommodation works. (e.g. fencing)

All expenditure on the above shall be charged to the capital accounts irrespective of the financing of that expenditure. e.g. the capital programme should show the gross cost of a project with contributions from other parties being separately disclosed.

The following transactions will not be Capital;

- a) A de-minimis limit of £10,000 for individual items shall apply. This should also apply to individual items within a block allocation within the capital programme. A de-minimus limit of £2,500 for individual items for schools devolved formula capital grant shall apply.

The purchase of single items below these limits should be charged to revenue. e.g. Pc's and printers although in certain circumstances exemptions may apply, for example, the need to comply with grant conditions.

All such exemptions need to be agreed with Corporate Finance

- b) staff time involved in preparation, monitoring and reporting on the capital programme
- c) client side costs of project specification and project management.
- d) consumable items e.g. books, initial stocking of new offices and schools
- e) routine repair and maintenance
- f) hire of alternative accommodation
- g) costs of scoping potential sites or assets
- h) relocation costs – costs of physically relocating staff, equipment, documents etc
- i) training costs
- j) site security

LEICESTERSHIRE COUNTY COUNCIL
2022 MEDIUM TERM FINANCIAL STRATEGY

2022/23 SUMMARY OF CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0	12,245	2,685	0	9,698	0	10,301	34,929
Adults and Communities	0	4,447	0	0	0	0	2,470	6,917
Environment & Transport	0	42,385	0	0	0	2,878	13,962	59,225
Chief Executives	0	0	0	0	0	0	100	100
Corporate Resources	0	0	0	0	0	0	5,272	5,272
Corporate Programme	0	0	0	0	0	250	22,628	22,878
	0	59,077	2,685	0	9,698	3,128	54,733	129,321

Notes:								
	£000			£000			£000	
Government Grants			Earmarked Capital Receipts				Discretionary Funding	
<u>C&FS</u>			C&FS -	2,685			Capital Financing Reserve	48,733
DfE Basic Need Capital Grant 22/23	8,800			<u>2,685</u>				
DfE Maintenance Capital Grant 22/23 *	2,000						General Capital Receipts	
Devolved Formula Capital *	500		Capital Contributions Unapplied				New capital receipts	6,000
DfE Children's Homes Capital Grant	945			<u>0</u>			Internal borrowing -	
							using internal cash balance	0
<u>Adult and Communities</u>			External Contributions					
MHCLG Disabled Facilities Grant *	4,447		C&FS - Section 106 contributions	9,698				
				<u>9,698</u>				
<u>Environment & Transport *</u>								<u>54,733</u>
DfT LTP Grant Capital Maintenance	9,864		Revenue and Earmarked Funds					
DfT LTP Grant ITB	2,728		<u>Environment & Transport</u>					
DfT Pothole Grant	7,891		Renewals Reserve IT	135				
DfT MMDR	19,909		LLITM Reserve	1,250				
HIF MMDR Southern	1,993		Revenue contribution	1,293				
	<u>59,077</u>		Commutes Sum - drawdown	200				
			<u>Corporate Programme</u>					
			Industrial Property Reserve	250				
				<u>3,128</u>				

* Grant Allocations not yet known

2023/24 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0		11,500	0	0	18,542	0	1,500
Adults and Communities	0		4,447	0	0	0	0	4,505
Environment & Transport	0		48,770	0	0	46	1,743	26,495
Chief Executives	0		0	0	0	0	0	350
Corporate Resources	0		0	0	0	0	0	2,209
Corporate Programme	0		0	0	0	0	250	40,020
	0		64,717	0	0	18,588	1,993	75,079

Notes:							
	£000		£000				£000
Government Grants		Earmarked Capital Receipts				Discretionary Funding	
<u>C&FS *</u>						Capital Financing Reserve	22,017
DfE Basic Need Capital Grant 23/24	1,000				0		
DfE Maintenance Capital Grant 23/24	2,000					General Capital Receipts	
Devolved Formula Capital	500					New capital receipts	6,927
DfE SEMH Free School	8,000	Capital Contributions Unapplied					
					0	Prudential borrowing -	
<u>Adult and Communities *</u>						using internal cash balance	46,135
MHCLG Disabled Facilities Grant	4,447						
		External Contributions					75,079
<u>Environment & Transport *</u>							
DfT LTP Grant Capital Maintenance	9,864	C&FS - Section 106 contributions	18,542				
DfT LTP Grant ITB	2,728	E&T - Section 106 contribution	46				
DfT Pothole Grant	7,891		18,588				
DfT MMDR	20,603						
HIF MMDR Southern	3,684	Revenue and Earmarked Funds					
LLEP MMDR	4,000	<u>Environment & Transport</u>					
	64,717	LLITM Reserve	450				
		Revenue contribution	1,293				
		<u>Corporate Programme</u>					
		Industrial Property Reserve	250				
			1,993				

* Grant Allocations not yet known

LEICESTERSHIRE COUNTY COUNCIL
2022 MEDIUM TERM FINANCIAL STRATEGY

2024/25 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0		3,500	0	0	13,791	0	1,750
Adults and Communities	0		4,447	0	0	0	0	2,450
Environment & Transport	0		30,682	0	0	250	0	35,111
Chief Executives	0		0	0	0	0	0	100
Corporate Resources	0		0	0	0	0	0	1,362
Corporate Programme	0		0	0	0	0	250	38,250
	0		38,629	0	0	14,041	250	79,023

Notes:							
	£000		£000				£000
Government Grants		Earmarked Capital Receipts				Discretionary Funding	
<u>C&FS *</u>						Capital Financing Reserve	13,356
DfE Basic Need Capital Grant 24/25	1,000				0		
DfE Maintenance Capital Grant 24/25	2,000					General Capital Receipts	
Devolved Formula Capital	500					New capital receipts	6,585
		External Contributions					
		C&FS - Section 106 contributions			13,791		
		E&T - Melton BC MMDRS			250		
<u>Adult and Communities *</u>					14,041		
MHCLG Disabled Facilities Grant	4,447					Prudential borrowing -	
						using internal cash balance	59,082
<u>Environment & Transport *</u>		Revenue and Earmarked Funds					79,023
DfT LTP Grant Capital Maintenance	9,864						
DfT LTP Grant ITB	2,728						
DfT Pothole Grant	7,891	<u>Corporate Programme</u>					
HIF MMDR Southern	10,199	Industrial Property Reserve			250		
	38,629				250		

LEICESTERSHIRE COUNTY COUNCIL
2022 MEDIUM TERM FINANCIAL STRATEGY

2025/26 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0		3,500	0	0	3,250	0	1,750
Adults and Communities	0		4,447	0	0	0	0	0
Environment & Transport	0		20,483	0	0	0	0	3,603
Chief Executives	0		0	0	0	0	0	100
Corporate Resources	0		0	0	0	0	0	3,683
Corporate Programme	0		0	0	0	0	250	51,850
	0		28,430	0	0	3,250	250	60,986

Notes:		£000		£000		£000
Government Grants			Earmarked Capital Receipts			Discretionary Funding
<u>C&FS *</u>						Capital Financing Reserve
DfE Basic Need Capital Grant 25/26	1,000			0		21,356
DfE Maintenance Capital Grant 25/26	2,000					
Devolved Formula Capital	500					General Capital Receipts
			Capital Contributions Unapplied			New capital receipts
<u>Adult and Communities *</u>				0		2,000
MHCLG Disabled Facilities Grant	4,447					Prudential borrowing -
						using internal cash balance
						37,630
<u>Environment & Transport *</u>			External Contributions			
DfT LTP Grant Capital Maintenance	9,864		C&FS - Section 106 contributions	3,250		
DfT LTP Grant ITB	2,728					
DfT Pothole Grant	7,891			3,250		
	28,430		Revenue and Earmarked Funds			
			<u>Corporate Programme</u>			
			Industrial Property Reserve	250		
				250		
						60,986

CHILDREN & FAMILY SERVICES - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
		MAIN GRANT FUNDED PROGRAMME					
Mar-26	62,296	Provision of Additional School Places	24,113	19,342	14,591	4,250	62,296
Mar-24	9,000	SEND Programme					
Mar-23	2,300	SEMH Special School - Free School	1,000	8,000			9,000
Mar-23	2,612	Expansion of Special Schools	2,300				2,300
		New/Expansion of Special School	2,612				2,612
		Sub-total - SEND Programme	5,912	8,000	0	0	13,912
Mar-26	8,000	Strategic Capital Maintenance	2,000	2,000	2,000	2,000	8,000
Mar-26	2,000	Schools Devolved Formula Capital	500	500	500	500	2,000
Mar-25	600	Schools Access / Security	200	200	200		600
		<u>Children's Social Care Investment Plan (SCIP)</u>					
Mar-23	2,500	Assessment & Residential - Multi-functional properties x 4	259				259
Mar-23	2,000	Residential Homes - phase1	1,945				1,945
Mar-26	5,000	Residential Homes - subject to business cases	0	1,500	1,750	1,750	5,000
		Other Capital	4,904	4,200	4,450	4,250	17,804
		Overall Total	34,929	31,542	19,041	8,500	94,012

Future Developments - subject to further detail and approved business cases

- New Area Special School
- Additional School Infrastructure arising from Housing Developments
- SEN Provision arising from new housing developments
- Further Residential Opportunities

ADULTS & COMMUNITIES - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Mar-26	17,788	Disabled Facilities Grant (DFG) Changing Places/Toilets (Personal Assistance)	4,447	4,447	4,447	4,447	17,788
Mar-23	30		30				30
			4,477	4,447	4,447	4,447	17,818
		<u>Social Care Investment Plan (SCIP):</u>					
Mar-25	5,500	Specialist Dementia Facility - Coalville	1,940	2,550	950		5,440
Mar-25	3,955	SCIP - Additional accommodation schemes to be confirmed	500	1,955	1,500		3,955
		Sub-Total SCIP	2,440	4,505	2,450	0	9,395
		Total A&C	6,917	8,952	6,897	4,447	27,213

Future Developments - subject to further detail and approved business cases

- Records Office
- Heritage and Learning Collections Hub
- Adult Accommodation Strategy (Social Care Investment Plan)
- Digital for A&C

ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
		<u>Major Schemes</u>					
Mar-25	85,270	Melton Distributor Road - North and East Sections	20,708	29,230	19,660		69,598
Mar-26	37,500	Melton Distributor Road - Southern Section	1,993	3,684	23,441	5,601	34,719
Mar-24	12,430	Zouch Bridge Replacement - Construction and Enabling Works	5,000	5,427			10,427
Mar-26	10,595	County Council Vehicle Replacement Programme	2,995	2,700	2,400	2,500	10,595
Mar-26	12,097	Advance Design / Match Funding	3,068	3,438	3,233	2,358	12,097
Mar-24	5,430	A511/A50 Major Road Network - Advanced design	942	2,429			3,371
Mar-25	10,000	Melton Depot - Replacement	550	8,127	968		9,645
Mar-24	1,700	Leicester and Leicestershire Integrated Transport Model - Refresh	1,250	450			1,700
			36,506	55,485	49,702	10,459	152,152
		<u>Transport Asset Management</u>					
Mar-26	46,706	Capital Schemes and Design	0	19,048	14,531	13,127	46,706
Mar-23	2,655	Bridges	2,655				2,655
Mar-23	1,081	Flood Alleviation- Environmental works	1,081				1,081
Mar-23	303	Street Lighting	303				303
Mar-23	1,730	Traffic Signal Renewal	1,730				1,730
Mar-23	433	Preventative Maintenance - (Surface Dressing)	433				433
Mar-23	3,956	Restorative (Patching)	3,956				3,956
Mar-23	9,022	Public rights of way maintenance	9,022				9,022
Mar-23	21	Network Performance & Reliability	21				21
Mar-23	47	Hinckley Hub (Hawley Road) - National Productivity Investment Fund	47				47
Mar-23	5,655	Safety Schemes	0	1,335			1,335
Mar-26	1,100	Highways Depot Improvements - subject to business case	300	300	250	250	1,100
Mar-25	770		0	370	400		770
			19,548	21,053	15,181	13,377	69,159
		<u>Environment & Waste</u>					
Mar-23	5,500	Kibworth Site Redevelopment (Commitments b/f)	2,000				2,000
Mar-23	9,000	Waste Transfer Station Development (Commitments b/f)	671	284			955
Mar-26	1,852	Recycling Household Waste Sites - General Improvements	210	232	1,160	250	1,852
Mar-23	75	Recycling Household Waste Sites - Lighting	75				75
Mar-23	340	Mobile Plant	215				215
			3,171	516	1,160	250	5,097
		Total E&T	59,225	77,054	66,043	24,086	226,408

ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME 2022-26 (Continued)

Future Developments - subject to further detail and approved business cases

- RHWS Lighting
- New Melton RHWS
- Additional bid development/match funding
- Lutterworth Spine Road
- Windrow Composting Facility
- Compaction equipment
- Whetstone mobile plant
- A511 Corridor
- Green vehicle fleet

CHIEF EXECUTIVES - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Mar-26	400	Leicestershire Grants	100	100	100	100	400
Mar-24	250	Legal - Case Management System - subject to business case	0	250			250
							0
		Total Chief Executives	100	350	100	100	650

Future Developments - subject to further detail and approved business cases

- Rural Broadband Scheme

CORPORATE RESOURCES - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Mar-26	700	<u>ICT</u>					
Mar-26	240	Network Equipment	0	0	100	600	700
Mar-26	100	Replacement of IT Service Management toolset and User Portal	0	0	0	240	240
Mar-26	1,700	Remote Access Refresh	50	0	0	50	100
Mar-23	950	Hyper-Converged Infrastructure (HCI) Refresh/re-license	200	0	0	1,500	1,700
		Backup System Replacement	950				950
		Sub total ICT	1,200	0	100	2,390	3,690
		<u>Transformation Unit - Ways of Working</u>					
Mar-24	1,334	Workplace Strategy - Office Infrastructure	1,084	250			1,334
Mar-26	9,400	Workplace Strategy - End User Device (PC, laptop)	1,580	1,209	862	1,293	4,944
Mar-25	1,460	Workplace Strategy - property costs, dilapidations and refurbishments	850	210	400		1,460
		Sub total Transformation Unit	3,514	1,669	1,262	1,293	7,738
		<u>Property Services</u>					
Mar-24	440	County Hall Lift Replacement Scheme	150	130			280
		<u>Country Parks</u>					
Mar-23	63	Bosworth Country Park - ANPR Car Parking	63				63
		<u>Climate Change - Environmental Improvements</u>					
Mar-24	650	Score + (Schools Energy Efficiency Scheme)	330	320			650
Mar-24	90	Electric Vehicle Car Charge Points	0	90			90
Mar-23	15	Minimum Energy Efficiency Standards & Performance Certificates	15				15
		Sub total Energy	345	410	0	0	755
		Total Corporate Resources	5,272	2,209	1,362	3,683	12,526

Future Developments - subject to further detail and approved business cases

Major System Replacements: IAS, Mosaic, Capita One, STADS, PAMS, s106 system

ICT Future Development:

- Remote Access
- Network Connectivity (Resiliency)
- WDM Equipment (DC to DC Connectivity Hardware)
- Telephony Equipment
- Load Balancers
- Mobile Smartphone Refresh
- Solaris Storage

Country Parks Future Developments:

- Potential for further Cafés
- Country Parks - ANPR ticketless car parking expansion
- Ashby Woulds Heritage Trail - resurfacing
- Broombriggs Farm Cottage - refurbishment
- New Adventure Play Facility

Climate Change Future Developments:

- Energy & Water Strategy - Invest to save
- Green energy generation
- Decarbonisation of LCC's Property Estate
- Score + (Schools Energy Efficiency Scheme)

CORPORATE - CAPITAL PROGRAMME 2022-26

Estimated Completion Date	Gross Cost of Project £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
		<u>Corporate Asset Investment Fund (CAIF)</u>					
Mar-26	9,400	Airfield Business Park - Phase 3-4	6,300	2,100	0	1,000	9,400
Mar-23	6,390	Quorn Solar Farm	6,178				6,178
Mar-24	2,750	M69 Junction 2 - SDA	900	170			1,070
Mar-24	8,200	Lutterworth Leaders Farm - Drive Thru Restaurants	2,500				2,500
Mar-23	5,000	East of Lutterworth SDA (Planning and Preparatory works)	500	3,500			4,000
Mar-26	1,000	County Farms Estate - General Improvements	250	250	250	250	1,000
Mar-26	1,000	Industrial Properties Estate - General Improvements	250	250	250	250	1,000
Mar-26	48,000	Asset Acquisitions / New Investments - subject to Business Case	5,000	10,000	13,000	20,000	48,000
		Sub total CAIF	21,878	16,270	13,500	21,500	73,148
Mar-26	60,000	<u>Future Developments</u> - subject to business cases	1,000	19,000	20,000	20,000	60,000
Mar-26	20,600	<u>Major Schemes Portfolio Risk</u>	0	5,000	5,000	10,600	20,600
		Total Corporate Programme	22,878	40,270	38,500	52,100	153,748

Future Developments - subject to further detail and approved business cases

- Sustainability / Invest to Save Schemes