

Leicester  
City Council

## **MEETING OF THE CABINET**

**DATE: MONDAY, 21 FEBRUARY 2011**  
**TIME: 1:00 pm**  
**PLACE: THE COUNCIL CHAMBER - FIRST FLOOR, TOWN HALL,  
TOWN HALL SQUARE, LEICESTER**

### **Members of the Committee**

Councillor Patel (Chair)  
Councillor Dempster (Vice-Chair)

Councillors Bhatti, Cooke, Dawood, Naylor, Osman, Russell, Westley  
and Wann

Members of the Committee are invited to attend the above meeting to  
consider the items of business listed overleaf.

for Director, Corporate Governance

### **MEMBERS OF THE PUBLIC:**

**YOU ARE VERY WELCOME TO ATTEND TO OBSERVE THE PROCEEDINGS.  
HOWEVER, PLEASE NOTE THAT YOU ARE NOT ABLE TO PARTICIPATE IN  
THE MEETING.**

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## **INFORMATION FOR MEMBERS OF THE PUBLIC**

### **ACCESS TO INFORMATION AND MEETINGS**

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### **WHEELCHAIR ACCESS**

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If there are any particular reports that you would like translating or providing on audio tape, the Democratic Services Officer can organise this for you (production times will depend upon equipment/facility availability).

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**General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact Julie Harget or Heather Kent, Democratic Support on (0116) 229 8809/8816 or email [julie.harget@leicester.gov.uk](mailto:julie.harget@leicester.gov.uk) or [heather.kent@leicester.gov.uk](mailto:heather.kent@leicester.gov.uk) or call in at the Town Hall.**

**Press Enquiries - please phone the Communications Unit on 252 6081**

## **PUBLIC SESSION**

### **AGENDA**

#### **1. APOLOGIES FOR ABSENCE**

#### **2. DECLARATIONS OF INTEREST**

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

#### **3. GENERAL FUND REVENUE BUDGET 2011/12 TO 2013/14 **Appendix A****

The Chief Finance Officer submits a report that requests Cabinet to approve a budget for 2011/12 to 2013/14 and to recommend this to the Council.

A copy of the report is attached for Members of Cabinet only. Copies of the budget summaries are not attached. All documents can be viewed at the following link: <http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=78&MId=4143&Ver=4> or at Customer Services, B Block, New Walk Centre, King Street, Leicester.

**Further information regarding the Children & Young People Budget summary will be circulated as soon as it is available. Minute extracts from Scrutiny Committees are included within the report. Further extracts from the meeting of the Overview & Scrutiny Management Board on 15 February 2011 and Health Scrutiny Committee on 9 February 2011 will be circulated as soon as they are available.**

#### **4. COMPREHENSIVE SPENDING REVIEW - ASSESSMENT OF EQUALITY IMPACT ON LEICESTER **Appendix B****

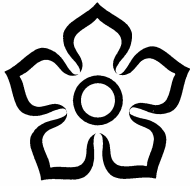
The Chief Executive submits a report that shows an equality impact assessment of the Government's Comprehensive Spending Review (CSR) and its impact on Leicester. Cabinet is recommended to consider the report findings to inform its decisions in deciding the budget for 2011/12.

A copy of the report is attached for Members of Cabinet only. All documents can be viewed at the following link: <http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=78&MId=4143&Ver=4> or at Customer Services, B Block, New Walk Centre, King Street, Leicester.

#### **5. ANY OTHER URGENT BUSINESS**

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Leicester  
City Council

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**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

|   |                         |
|---|-------------------------|
| <b>OVERVIEW AND SCRUTINY MANAGEMENT</b> | <b>15 FEBRUARY 2011</b> |
| <b>BOARD SCRUTINY</b>                   |                         |
| <b>CABINET</b>                          | <b>21 FEBRUARY 2011</b> |
| <b>COUNCIL</b>                          | <b>23 FEBRUARY 2011</b> |

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**GENERAL FUND REVENUE BUDGET 2011/12 TO 2013/14**

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**Report of the Chief Finance Officer**

**1. Purpose**

- 1.1 The purpose of this report is to request Cabinet to approve a budget for 2011/12 to 2013/14 and to recommend this to the Council.

**2. Summary**

- 2.1 The budget for 2011/12 is set in a context of the most substantial public spending cuts for decades. There have also been significant changes in the way funding streams are paid to local government.

- 2.2 The extent and severity of the changes has emerged during the course of the year, although at the time of writing information still remains outstanding about some specific grants. The main formula grant was announced in the draft financial settlement on 13 December, which is later than usual. In essence, the changes result in:

- ending of a large number of specific grant streams. These have either been merged with the Council's main formula grant funding, combined with other specific grants, or ceased altogether;
- a reduction in overall formula grant and specific grants totaling 13%, or £34m, between 2010/11 and 2011/12;
- greater flexibility to use the remaining specific grants as we see fit;
- a reduction in capital resources of £21m - whilst this report concerns the revenue budget, reductions have been necessary in some areas of service which manage capital projects.

- 2.3 The above funding changes have been combined with changes in national policy direction which will directly impact the type of service provided by the Council. The most particular impact of this is in children's services.
- 2.4 The background to the budget proposals is:
- (a) a significant economic downturn, following the "credit crunch" of October 2008;
  - (b) the election of a new Government in May, 2010, committed to faster reduction of the public expenditure deficit;
  - (c) in-year spending cuts announced in May, 2010, of which local government's share was £1.2bn and the Council lost £9.2m (in addition to indirect losses due to cuts to other organisations, particularly EMDA);
  - (d) the national budget in June, which signalled substantial public spending cuts from 2011/12;
  - (e) a Comprehensive Spending Review in the Autumn, which indicated that local government would be one of the worst affected sectors from public expenditure reductions. A 29% real terms reduction in formula grant was proposed (at national level) with substantial front-loading into 2011/12;
  - (f) the draft finance settlement of 13 December, making substantial cuts to the City Council's formula grant as described above. On 31 January, the draft settlement was finalised, with inconsequential changes.
- 2.5 Additional savings of 40% were sought in the Council's BSF schemes, although savings of 14% are now expected.
- 2.6 The Council was already well on the way to delivering efficiencies in its support services (finance, ICT, property and administration).
- 2.7 The Council needs to take a period of time to fundamentally review what it does. In the context of these changes, the prime emphasis of the budget has been on 2011/12, rather than the full 3 years to 2013/14.
- 2.8 Key features of the budget are:
- (a) protection for services which are the Council's top priorities, particularly safeguarding children and vulnerable adults, improving educational attainment through Building Schools for the Future, regeneration and economic development (including Leicester Market) and supporting cultural activities;
  - (b) continued drive to transform, modernise and personalise adult care;

- (c) a council tax freeze;
  - (d) continued pressure to achieve efficiencies;
  - (e) unavoidable service cuts given the scale of the grant cuts.
- 2.9 In total, the budget makes savings of £28m, and the council tax at Band D will be £1,186.22 (excluding police and fire authorities). This is expected to remain below the national average.
- 2.10 The budget was launched for public consultation on 18 January. At the time of consultation, proposals had not been made to bridge a £9m gap in funding for children's services. This had arisen very late in the process, due to significant changes in grant funding and reductions made. Proposals are now included to bridge this gap. These, however, rely substantially on the use of one-off monies; more detailed work will be required reshaping children's services in the Spring.
- 2.11 A provision of £15m has been created within the budget to meet costs associated with severance. It is legitimate for this cost to be deferred over more than one year given that it generates future savings. This, however, clearly results in an additional burden in later years. One-off money has also been used to support the budget in 2011/12: £9.3m of one-off money has been used in this way.
- 2.12 Sources of one-off money amounting to £17m have been identified, as explained later in this report. This means that only £6.6m of the severance costs needs to be deferred. How this is achieved is described later in this report. Borrowing to fund severance is common-place in local government, and the government often issues "capitalisation directions" for this purpose.
- 2.13 Further savings will be required in 2012/13. Government funding will be lower in 2012/13 than 2011/12.

### **3. Recommendations**

- 3.1 The Cabinet is asked:
- (a) to consider the draft 3 year budget for 2011/12 to 2013/14, and the draft overall budget for 2011/12 as described in this report;
  - (b) subject to any amendments Cabinet wishes to make to the proposals in this report, to ask the Chief Finance Officer to prepare a formal budget and council tax resolution, and consequent prudential indicators, for Council approval;
  - (c) subject to the approval of the budget by the Council on 23 February and the Council's normal procedures, to authorise strategic and divisional

directors to take any action necessary to deliver budget plans for 2012/13 to 2013/14;

- (d) to recommend to the Council that the approved budget shall form part of the policy and budget framework of the Council, and that future amendments shall require the approval of full Council, subject to the following:
  - the Executive function may authorise the addition, deletion or virement of sums within the budget up to a maximum amount of £2m (either one-off or per annum) for a single purpose;
  - the Executive function may determine the use of monies held for job evaluation;
  - the Executive function may determine the use of the £2m contingency in 2011/12;
  - subject to a further report to Council (as agreed by Cabinet on 7 February), the Executive function may determine the use of monies held for centrally located office accommodation;
- (e) to recommend to Council that the Chief Finance Officer be authorised to calculate and give effect to the following budget adjustments, for which provision is presently held corporately:
  - savings arising from the ODI transformation plan;
  - savings arising from the review of senior management;
  - provision for the carbon reduction levy;
- (f) to approve the creation of an earmarked reserve for potential severance costs arising from the budget amounting to £15m, and to recommend Council to authorise the Chief Finance Officer to devise a scheme to reimburse divisions with the costs of severance;
- (g) to approve and seek Council's approval to, the use of one-off monies described in sections 9 and 10 to support the budget, and approve their transfer to general reserves for this purpose;
- (h) to recommend Council to authorise the Chief Finance Officer to determine the most appropriate method of deferring part of the cost of severance, as described in section 9;
- (i) to recommend that Council approves the proposed policy on minimum revenue provision described in section 19 of this report;

- (j) to approve the commitment of £2.8m of Working Neighbourhoods Fund monies to the schemes described in Appendix Three;
- (k) to commission the Director of Assurance and Governance to prepare a review of the scheme of members' allowances with a view to achieving savings (section 6);
- (l) to note proposals to review the accounting treatment of the Housing Revenue Account and General Fund, to take place once the implications of HRA self-financing are clear (section 6);
- (m) to ask divisional directors to review support provided to the voluntary sector during 2011/12 with a view to achieving savings (section 14);
- (n) to ask the Chief Executive to review budgets for new furniture acquisition, conference attendance, IT and policy support; and to agree that any savings achieved should be used to support adult social care services (section 6);
- (o) to commission a further report from the Strategic Director of Children's Services on early intervention services, following a more detailed review, identifying how the Council can respond to reduced specific grant on a recurrent basis (section 14);
- (p) to agree that a sum of £2.4m "borrowed" from education capital resources in 2008/09 should not now be "repaid" given the substantial changes in circumstances since that time (section 14);
- (q) to recommend to Council that the executive function shall have authority to approve the final package of changes in HR policies (Appendix Two) on the basis of a report from the Director of HR;
- (r) to recommend that Council approves the controllable budget lines at Appendix Seven to this report, being sub-divisions of the budget to which the Council's virement rules apply (ie discretion to move funds between budget lines is limited).

#### **4. Budget Overview**

- 4.1 The table below presents the budget in overview, at 2011/12 prices. Only the position for 2011/12 will be formally adopted as the Council's budget for next year. Future years' figures are estimates, and will change, potentially substantially:

|                                  | <u>2011/12</u><br>£m | <u>2012/13</u><br>£m | <u>2013/14</u><br>£m |
|----------------------------------|----------------------|----------------------|----------------------|
| <b><u>Mainstream Budgets</u></b> |                      |                      |                      |
| Spending on services             | 269.5                | 266.7                | 266.7                |
| Capital Finance                  | 23.3                 | 24.5                 | 23.8                 |
| Other corporate budgets          | 1.0                  | 0.9                  | 0.9                  |
| <b><u>Other Costs</u></b>        |                      |                      |                      |
| Building Schools for the Future  | 5.1                  | 5.1                  | 6.5                  |
| Job Evaluation                   | 4.0                  | 5.0                  | 5.2                  |
| Carbon reduction levy            | 0.7                  | 0.7                  | 0.7                  |
| Capital programme support        | 1.0                  |                      |                      |
| Contingency                      | 2.0                  |                      |                      |
| <b><u>Future Provisions</u></b>  |                      |                      |                      |
| Inflation                        |                      | 3.4                  | 8.0                  |
| Planning provision               |                      | 1.5                  | 3.0                  |
| <b><u>Savings</u></b>            |                      |                      |                      |
| ODI Programme                    | (5.9)                | (8.4)                | (9.2)                |
| HR Policies                      | (3.3)                | (4.1)                | (4.1)                |
| Senior Management Review         | (0.8)                | (0.8)                | (0.8)                |
|                                  | <b>296.6</b>         | <b>294.5</b>         | <b>300.6</b>         |
| <b><u>Resources</u></b>          |                      |                      |                      |
| Government Grant:                |                      |                      |                      |
| - Formula grant                  | 189.8                | 177.4                | 175.8                |
| - Council tax freeze grant       | 2.3                  | 2.3                  | 2.3                  |
| - New Homes Bonus grant          | 1.4                  | 1.4                  | 1.4                  |
| Council Tax                      | 93.7                 | 96.0                 | 98.4                 |
| Collection Fund Surplus          | 0.1                  |                      |                      |
| Use of Reserves                  | 9.3                  |                      |                      |
| Balance to be addressed          |                      | 17.4                 | 22.7                 |
|                                  | <b>296.6</b>         | <b>294.5</b>         | <b>300.6</b>         |

|                          |           |      |      |
|--------------------------|-----------|------|------|
| Band D Tax in 2010/11    | £1,186.22 |      |      |
| Tax increase:            |           |      |      |
| - 2011/12 proposed       | 0%        |      |      |
| - provisional indication |           | 2.5% | 2.5% |

4.2 Key items of expenditure are discussed further in section 6 below. A more detailed breakdown is provided at Appendix Eight. (Appendix Eight follows the correct technical treatment of netting council tax freeze grant and new homes bonus grant off expenditure).

## **5. Police and Fire Authority**

5.1 The tax levied by the City Council constitutes only part of the tax Leicester citizens have to pay (albeit the major part). Separate taxes are raised by the Police Authority and the Fire Authority. These are added to the Council's tax, to constitute the total tax charged.

5.2 The total tax bill in 2010/11 for a Band D property was as follows:

|                  | £               |
|------------------|-----------------|
| City Council     | 1,186.22        |
| Police           | 169.63          |
| Fire             | 53.38           |
| <b>Total tax</b> | <b>1,409.23</b> |

5.3 The actual amounts people are paying in 2010/11, however, depends upon the valuation band their property is in and their entitlement to any discounts, exemptions or benefit. 80% of properties in the City are in Band A or Band B.

5.4 For 2011/12, the Government is making available a grant equal to 2.5% of council tax income for authorities which "freeze" their tax at 2010/11 levels. This grant is called the "Council Tax Freeze Grant" and is worth £2.3m pa to the City Council.

5.5 The City's proposed Band D tax for 2011/12 will remain at £1,186.22. On 9 February, the Combined Fire Authority agreed to freeze its tax at the 2010/11 level. The police authority will make its budget decisions on 18 February.

5.6 It is believed that most authorities will freeze their council tax in 2011/12. It is expected that our tax level will remain below the average of unitary and metropolitan authorities; and that the total City tax (including police and fire) will remain below the national average.

## **6. Expenditure Proposals**

6.1 The purpose of this section of the report is to describe briefly the expenditure proposals in the budget and how the total budget has been built up. Appendix One to this report shows a precise analysis of how the Council's expenditure has changed between 2010/11 and 2011/12.

6.2 The table at section 4.1 above includes:

- (a) mainstream budgets for services - these are controlled by divisional directors, routinely monitored through scrutiny committees, and are by far the most substantial part of the budget;

- (b) budgets and other provisions held corporately, either because their volatility makes them unsuitable for managing departmentally (eg capital finance); or because the amount is still uncertain and hence provisional;
- (c) provisions which are not required until 2012/13 or later;
- (d) savings programmes which are being managed corporately and will result in budget adjustments to services at a later date.

### Mainstream Budgets

6.3 As stated above, mainstream budgets for services are by far the most significant element of the Council's budget. Last year's budget has been used as the starting point, and has been updated for:

- pay and price changes;
- changes in landfill tax;
- the effect of decisions taken as part of the 2010/11 budget which have a financial impact in 2011/12 or later;

6.4 A large number of services have been receiving "specific grants", being grants given by central government for specific purposes. These have usually had conditions attached and some are subject to audit. Amongst other funding changes, a large number of these grants have now been "mainstreamed", ie the grant has ceased and an amount added to the Council's main formula grant instead (the main formula grant was, of course, subsequently cut). Where this has happened, extra money has been added to divisional budgets. Whilst this gives the appearance that some divisional budgets have grown, this is not real - it simply reflects a change in the way money is provided by the Government. A total of £24.3m has been added to divisional budgets for this reason.

6.5 Inflation has been added to divisional budgets as follows:

- (a) a provision averaging 0.4% has been made to reflect estimated 2011/12 pay awards. This assumes that the Local Government Employers will follow the central government position of offering £250 pa to employees earning below £21,000, and nothing to other employees (the same assumption has been made for 2012/13);
- (b) 2.0% for general inflation. It is noted that this is below prevailing rates, although economists still expect rates to fall in 2011/12. The current high rate (RPIX stands at 4.7% as at December 2010) is due to food and clothing, which has little impact on Council budgets; and fuel. The Council has a separate provision to provide for increased gas and electricity prices (in addition to the general 2%).



- 6.6 Work has subsequently taken place, overseen by strategic directors, to identify budget pressures; and to find savings in response to funding reductions. These are separately described in divisional budget summaries which are included on your agenda. The emphasis has been on 2011/12, acknowledging that further work is required to balance 2012/13 and 2013/14.
- 6.7 In total, divisional budget pressures (including specific grant losses) and savings amount to:

|                    | <u>2011/12</u><br>£m | <u>2012/13</u><br>£m | <u>2013/14</u><br>£m |
|--------------------|----------------------|----------------------|----------------------|
| Budget pressures   | 17.4                 | 17.4                 | 17.4                 |
| Savings            | (19.8)               | (24.4)               | (25.0)               |
| <b>Net savings</b> | <b>(2.4)</b>         | <b>(7.0)</b>         | <b>(7.6)</b>         |

- 6.8 In total, savings proposed in the 2011/12 budget amount to £29.8m (being the £19.8m above, together with savings retained corporately).
- 6.9 The table in paragraph 4 above also includes 2 other headings under “mainstream budgets”. These are:
- (a) capital financing - the interest on debt repayment costs on past years’ capital spending and planned capital spending. This budget also includes provision of £2m per annum for the central accommodation review, which was first included as part of the 2009/10 budget strategy and provides for refurbishment or replacement of New Walk Centre. Plans for committing this money were considered by Cabinet on 7 February 2011;
  - (b) other corporate budgets, consisting of miscellaneous provisions which it is not appropriate to allocate to services. These include external audit and inspection fees, some pensions costs of former staff, charitable rate relief, bank charges, and the effect of charges from the general fund to other statutory accounts of the Council.

#### Other Costs

- 6.10 Certain other costs have been provided for in the budget. These are described below.
- 6.11 **Building Schools for the Future (BSF)** is a substantial programme of investment in secondary schools, partly funded by conventional finance and partly by PFI. The Council was in the first wave of BSF, and our programme is split into phases. Following Government cutbacks, the Council’s scheme is one of very few sizable programmes remaining. Estimated cuts of some £30m will be made in the available funding, but the scheme still totals £290m.
- 6.12 The 4 schools in phase one of BSF are complete. A strategy for the remaining phases has been approved, and Rushey Mead is set to commence imminently.

- 6.13 The treatment of Building Schools for the Future in the budget is complex, caused largely by the way the Government has provided funding.
- 6.14 The biggest element of cost in the budget is the servicing of debt, for which Government support is available. The initial phases of BSF will be supported (in respect of the non-PFI element) by capital grant. Borrowing will not be needed until the final phase. The Government started, however, to provide support for the costs of borrowing long before a deal was concluded, and in advance of need. Indeed, such support has been given since 2005/06. Thus, support provided has been ringfenced until the final phase of BSF commences.
- 6.15 Provision has also been included in the budget for the Council's agreed contribution to the affordability gap, the remainder of which is being met directly by schools. Present plans are that this will amount, in due course, to £3m pa for all phases, although in the light of funding reductions revenue costs are being reviewed.
- 6.16 Provision has been made for the increased pay costs arising from the Council's **new pay and grading (job evaluation) scheme**.
- 6.17 £0.7m has been provided for the national **carbon reduction levy**. This is a scheme whereby large organisations need to purchase "credits" for their carbon emissions. The scheme was originally intended to be financially neutral at national level (with payments for credits being recycled, and repaid to organisations dependent on their performance in reducing emissions). In the Comprehensive Spending Review, however, the groundrules changed and no money will be recycled - consequently it is simply a charge. It is as yet unclear whether the general fund must bear the cost associated with schools (the budget assumes it will have to) or whether schools will pay their own.
- 6.18 The budget also proposes a corporately maintained provision for the **capital programme**. Resources available for the capital programme are exceptionally restricted. Whilst some elements of the programme (education, housing and transport) are funded separately by Government resources, the part of the programme we can spend at our own discretion is heavily dependent upon the generation of capital receipts from asset sales. These are minimal in the current economic downturn. £1m will provide sufficient resource to maintain a modest programme in 2011/12, consisting primarily of rolling programmes of minor works.
- 6.19 The need for a **contingency** is discussed in the risk assessment later in this report.

#### Future Provisions

- 6.20 This part of the budget includes:

- (a) provision for **inflation** in 2011/12 and 2012/13. As stated above, the most significant assumption is of a nil pay award (except for the lower paid) in both 2011/12 and 2012/13. The following assumptions are made:

|       | <b>2012/13</b> | <b>2013/14</b> |
|-------|----------------|----------------|
| Pay   | 0.4%           | 1.0%           |
| Price | 2.0%           | 2.0%           |

- (b) a **planning provision**, for dealing with future uncertainty and turbulence (such a provision is routinely included in our budget strategies).

### Other Savings

6.21 The budget reflects the forecast savings arising from the **Organisational Development and Improvement (ODI) Programme**. Savings arise from a substantial review of support services, planned to modernise and standardise “back office” systems; and from procurement of goods and services. Since last year’s budget, new reviews of corporate governance and ICT have been included within the programme. A review of HR is not scheduled to commence until later, given the significant HR work associated with reducing the Council’s workforce due to funding cuts. A proposed saving of £0.3m pa from spending on conferences and seminars has been included, which will be addressed by centralising and reducing this area of expenditure. The provision for procurement savings is significantly lower than envisaged last year - experience, and the development of a new procurement strategy approved by Cabinet on 13 December, has led to the view that procurement is better positioned facilitating the delivery of savings in services; creating a large central target runs the risk of “double counting”. Nonetheless, strategic procurement partners will be charged with delivering substantially more.

6.22 Budgeted ODI savings are:

|   | <b>2011/12</b> | <b>2012/13</b> | <b>2013/14</b> |
|---|----------------|----------------|----------------|
|   | £m             | £m             | £m             |
| Property  | 1.4            | 2.2            | 2.2            |
| Finance   | 1.0            | 1.2            | 1.2            |
| Strategic Support (Change and Programme Management) | 0.3            | 1.0            | 1.0            |
| Corporate Governance                                | 0.1            | 0.3            | 0.3            |
| Admin and Business Support                          | 1.6            | 2.5            | 2.5            |
| HR  |                |                | 0.8            |
| ICT   | 0.7            | 1.4            | 1.4            |
| Conferences and Seminars                            | 0.3            | 0.3            | 0.3            |
|   | <b>5.4</b>     | <b>8.9</b>     | <b>9.7</b>     |
| Procurement   | 1.5            | 1.5            | 1.5            |
| Less non-general fund                               | (1.0)          | (2.0)          | (2.0)          |
|   | <b>5.9</b>     | <b>8.4</b>     | <b>9.2</b>     |

- 6.23 The budget reflects forecast savings arising from **HR policy changes**, principally from changes in terms and conditions. The most significant proposal (in cash terms) is a proposed reduction in the working week from 37 to 35 hours. Also significant is a proposed rationalisation of the Council's scheme of car allowances. The proposals are more fully described at Appendix Two. These proposals build on successful work in reducing the Council's reliance on agency and interim staffing. These changes are currently being discussed with the trade unions and a final package of measures will be brought to Cabinet for approval.
- 6.24 Savings are proposed arising from a reduction in the Authority's **senior management**. An organisational review is currently taking place, and will eventually consider all the top 3 tiers. The saving in the budget only reflects planned savings at the top 2 tiers. More is expected to follow, but a prudent stance has been taken to prevent overlap with divisional restructuring proposals included separately within the budget.

#### Other Issues

- 6.25 This section of the report discusses other expenditure issues on which recommendations are made, but for which no specific financial proposals included within the budget.
- 6.26 Cabinet members have expressed a desire to share some of the burden of public expenditure cuts by means of reduction in total monies paid to elected members. It is proposed that the Director of Assurance and Governance carries out a review for member consideration - this will be subject to a detailed report, and no saving will be anticipated until this is complete.
- 6.27 Budgets for the Housing Revenue Account are prepared separately from the general fund. The Housing Revenue Account is ringfenced, and it is not permissible for the Housing Revenue Account to subsidise the General Fund or vice versa. Notwithstanding this, a number of areas of expenditure do not clearly fall to either the Housing Revenue Account or General Fund, and accounting policies are established which determine how they are treated. This treatment can vary from authority to authority. It is proposed that policies are reviewed during 2011/12. The Housing Revenue Account itself is moving to a system of self-financing in 2012/13, and information about how this will impact on Leicester is only recently emerging.
- 6.28 It is proposed to undertake a further review, in addition to savings proposed in the ODI programme, in areas of furniture purchase, attendance at conferences and seminars, IT expenditure and policy support. In particular, it is planned to consider centralisation of the first of these items and new mechanisms to control this expenditure centrally rather than divisionally as a means of achieving savings. Any such savings would be used to support adult care.

## 7. Links to Sustainable Community Strategy

- 7.1 In recent years, the Council has approved an overall 3 year financial strategy together with a 3 year budget. The strategy supported the “One Leicester” sustainable community strategy.
- 7.2 The 2011/12 budget focuses on 2011/12, and it is intended to work intensively over the coming months to revise the formal financial strategy and to identify how the Council will live within its means over the period to 2014/15. Nonetheless, the budget aims to protect the Council’s investment in One Leicester where it can, as shown in the remainder of this section. One Leicester will itself be refreshed over the coming months.
- 7.3 **The development of community meetings at ward level** was a key initiative in the 2008/09 budget. Funding of £15,000 per ward will continue to be provided, despite the financial climate.
- 7.4 **Meeting the growing needs of older and vulnerable people** is supported by a substantial programme of adult care transformation. Money built into last year’s budget for demographic change continues to be made available. An additional £4m has been provided by the Government to the PCT, to support programmes which benefit both health and social care. The Government’s intention is that this money should be paid to local authorities for jointly agreed priorities. Further NHS money has been made available for re-ablement.
- 7.5 Whilst savings have been made in management of the **Youth Service**, extra resource is provided for youth work. The MyPlace Children’s Hub will, however, no longer go ahead.
- 7.6 The Council continues to make substantial provision for “**Building Schools for the Future**”.
- 7.7 Whilst funding is restricted, £2.8m has been made available to support a number of **regeneration initiatives**, which have the potential to attract £11.7m of leverage. Significant amongst these is a major scheme to improve Leicester market. These are further described at Appendix Three.
- 7.8 Some reductions have been made in environmental services which will impact **making the City clean and green**. Nonetheless, such savings have sought to minimise the impact, and there are no proposals to make savings in refuse collection. The planting of 10,000 trees is now complete.

## 8. Resources

- 8.1 This section of the report describes resources available to pay for the budget.

## Government Grant

8.2 Government grant comes in 2 forms:

- formula grant, which provides general funding and can be spent at our discretion. It is distributed according to a complex formula;
- specific grant, which is usually for specific purposes, and traditionally has had conditions attached.

8.3 Formula grant is used to fund the budget as a whole, whereas specific grant is paid to individual services.

8.4 Government grant funding has changed substantially in 2011/12:

- a large number of specific grants will now be payable through formula grant;
- specific grants have been rationalised, and in many cases no longer have conditions attached;
- a lot of specific grants have ceased altogether.

8.5 There are now 9 “core” specific grants, which are as follows. Various methods exist for the distribution of these grants:

- (a) Dedicated Schools Grant, which continues to be ringfenced and must be paid to schools. It has been amalgamated with a number of other specific grants which used to be paid directly to schools. At an estimated £240m, it is easily the largest specific grant;
- (b) Early Intervention Grant - this replaces a range of former children’s grants, and (at £18.5m) is the largest of the new core grants which are not ringfenced;
- (c) Learning Disabilities Grant - this pays for certain adults with learning disabilities, and used to be routed through the PCT. It is not ringfenced;
- (d) Housing Benefit Administration Grant, to support the costs of administering benefit. This is not ringfenced;
- (e) Preventing Homelessness Grant, which is not ringfenced;
- (f) Public Health Grant - a new grant which will start to be paid in 2013/14, and will be ringfenced to support our new public health duties;

- (g) Council Tax Freeze Grant - compensating authorities who set a council tax freeze in 2011/12. This grant has been treated as a corporate grant, to balance the overall budget;
- (h) PFI Grant - grant in support of individual authorities' PFI schemes;
- (i) New Homes Bonus - this grant is not ringfenced, and matches council tax payable on new homes for the next 6 years. It is expected to amount to £1.4m in 2011/12, and is expected to rise to £4.2m by 2013/14 (on present projections). The first £1.4m of this has been used as a corporate grant, to balance the budget. A policy will be needed in the context of the overall financial strategy review as to whether future increases in this grant should be similarly treated, or whether any allowance should be made to incentivise regeneration activity. The budget assumes that £50,000 pa from 2012/13 will be used to support Housing Strategy's Empty Homes Team.

8.6 There remain some grants outside of core grants, which are generally for specific programmes. These include monies for adult learning (commissioned by the Skills Funding Agency), youth justice, and drugs and alcohol.

8.7 All other grants have now ceased. This includes the former area based grant, and its various components have either been added to formula grant, included within the new core grants, or ceased altogether.

8.8 In total, revenue grants to the Council (that we know about) have reduced by 13%, or £33.6m (disregarding ringfenced DSG). This is shown in the table below:

|                           | <u>2010/11</u> | <u>2011/12</u> | <u>Increase/<br/>(Reduction)</u> |              |
|---------------------------|----------------|----------------|----------------------------------|--------------|
|                           | £m             | £m             | £m                               |              |
| Formula grant             | 208.1          | 189.8          | (18.3)                           | 8.8%         |
| Specific grants:          |                |                |                                  |              |
| - Early Intervention      | 23.7           | 18.5           | (5.2)                            |              |
| - Learning Disability     | 9.9            | 10.1           | 0.2                              |              |
| - Housing Benefit Admin   | 4.0            | 3.5            | (0.5)                            |              |
| - Homelessness            | 0.6            | 0.7            | 0.1                              |              |
| - Working Neighbourhoods  | 9.2            | 0              | (9.2)                            |              |
| - Former Education        | 3.7            | 0              | (3.7)                            |              |
| - Other ceased grants     | 1.0            | 0              | (1.0)                            |              |
| New specific grants:      |                |                |                                  |              |
| - New Homes Bonus (est)   |                | 1.4            | 1.4                              |              |
| - Council Tax Freeze      |                | 2.4            | 2.4                              |              |
| Sub-Total specific grants | 52.1           | 36.6           | (15.5)                           | 29.8%        |
| <b>TOTAL REVENUE</b>      | <b>260.2</b>   | <b>226.4</b>   | <b>(33.8)</b>                    | <b>13.0%</b> |

- 8.9 As can be seen, the biggest source of funding for the overall general fund is formula grant. This provides some two thirds of the money needed to fund the net budget, with only one third provided from council tax. In more affluent authorities the proportion supported by council tax is much higher - hence, deprived authorities like Leicester have been more adversely affected by Government cuts in formula grant.
- 8.10 The formula grant system has changed significantly in recent years. However, at its heart remains a formula which assesses each authority's assumed need to spend, and compares this with the amount of council tax income which would be received if a national standard amount of council tax was levied. The formula then calculates the amount of grant which would be required to meet the assessed level of need. This system is known as "equalisation", ie every authority is entitled to a level of grant which enables it to provide a "standard" level of service (the standard itself reflecting different levels of need in different areas). Less affluent authorities consequently receive a higher grant entitlement than more prosperous authorities. Whilst these principles remain true, the detailed methodology by which they are delivered has become opaque, and application of the principle has blurred. The addition of some former specific grants into formula grant in 2011/12 has further strained the system, as the Government has been unable to modify the formula in a way which accommodates them in an acceptable way. Hence some elements have simply been treated as "add-ons" using the same formulae by which they were distributed as specific grants (an example is the former Supporting People Grant).
- 8.11 The settlement for 2011/12 is a first of a 2 year grant settlement. The detailed make-up of the 2 year settlement is shown in the table below:

|                                       | <b><u>2011/12</u></b><br>£m | <b><u>2012/13</u></b><br>£m |
|---------------------------------------|-----------------------------|-----------------------------|
| Actual formula grant in previous year | 182.4                       | 189.8                       |
| Grant transfers                       | 25.7                        | (0.8)                       |
| Comparable grant in previous year     | <b>208.1</b>                | <b>189.0</b>                |
| <u>Formula grant</u>                  |                             |                             |
| Needs element                         | 147.1                       | 131.7                       |
| Resources element                     | (0.8)                       | (0.6)                       |
| Central allocation                    | 43.7                        | 39.3                        |
| Some former specific grants           | 13.1                        | 12.9                        |
| Grant entitlement                     | 203.1                       | 183.3                       |
| Less damping                          | (13.3)                      | (5.9)                       |
|                                       | <b>189.8</b>                | <b>177.4</b>                |
| Grant cut                             | 8.8%                        | 6.2%                        |



- 8.12 In previous settlements, the Government has used out-of-date forecasts of the City's population, disregarding the substantial growth in population since that time. The new settlement incorporates better estimates of population (315,000, as opposed to 285,000 estimated in 2010/11). However, the Council does not receive the full amount of grant the formula suggests we should be entitled to. Grant is "scaled" in order to provide extra money for parts of the country which would otherwise see greater grant reductions. Consequently, the settlement is still not properly reflecting best estimates of the City's population.
- 8.13 In reality, even the most up-to-date official data excludes certain elements of the population such as short-term migrants. (Being based on movements since the 2001 census, any undercounts in the census are also perpetuated, and there is therefore a need to do all we can to ensure the 2011 count is accurate).
- 8.14 The formula grant system is going to be subject to a significant review, and revised methodologies will be used in 2013/14. It is impossible to know what the outcome of this review might be - for the time being, we have assumed that the Council's grant will fall by the national reduction shown in the Comprehensive Spending Review.
- 8.15 The Comprehensive Spending Review also provided monies to the PCT, to be spent by local authorities on programmes which benefit both health and social care. Amounts allocated to the city amount to £4m in each of 2011/12 and 2012/13. An agreed use of this money will need to be established with the PCT, and the money has not therefore been included in the proposed budget.

#### Council Tax

- 8.16 The other resources available to fund the net budget are:
- (a) council tax income. Despite a tax freeze, a small increase in income is projected due to increases in the number of properties in the City;
  - (b) a surplus of £0.1m in 2011/12, arising from previous years' council tax collection performance. This surplus was reported to the Cabinet on 17 January.

### **9. General Reserves**

- 9.1 It is essential that the Council has a minimum working balance of reserves in order to be able to deal with the unexpected. This might include:
- (a) an unforeseen overspend;
  - (b) a contractual claim;
  - (c) an uninsured loss.

- 9.2 The Council also holds a number of earmarked reserves, which are further described in section 10 below.
- 9.3 The budget requires a substantial amount of one-off monies, and for that reason a thorough review of earmarked reserves has been carried out with many sums transferred to the general reserve. These transfers are detailed in section 10 below.
- 9.4 It is proposed to set-aside a sum of £15m for severance costs as part of the budget. £1m was previously set-aside for this purpose, and the balance will come from a combination of general reserves and “quasi borrowing” (see below).
- 9.5 The budget would have the following effect on general reserves:

|  | £000s  | £000s        |
|--|--------|--------------|
| <b>Balance 1.04.10</b>   |        | 10,724       |
| <u>Less:</u>   |        |              |
| Used for 2010/11 budget  | 2,332  |              |
| Used for 2010/11 capital programme   | 2,000  | (4,332)      |
| <u>Plus:</u>   |        |              |
| Earmarked reserves transferred on 16.08.10 as part of in-year cuts report to Cabinet | 1,437  |              |
| Earmarked reserves transferred now   | 13,864 | 15,301       |
| <u>Less:</u>   |        |              |
| Required for 2011/12 budget  | 9,304  |              |
| Transfer to severance reserve  | 7,389  | (16,693)     |
|  |        | <b>5,000</b> |

- 9.6 The Council’s policy for a number of years has been to maintain general reserves at a level which does not sink below £5m. The Council has also sought to increase general reserves to a figure of £7m, but this is not achievable in the current climate.
- 9.7 The new provision for severance will be created with a balance of £15m:

|                                | £000s         |
|--------------------------------|---------------|
| Amount set-aside in 2010/11    | 1,000         |
| Transfer from general reserves | 7,389         |
| Met from quasi-borrowing       | 6,611         |
|                                | <b>15,000</b> |

- 9.8 Whilst a significant proportion of the severance provision can be met from reserves, some needs to be borrowed.

9.9 Severance costs are revenue costs, and borrowing powers are only available to fund capital expenditure. However, there are means at our disposal to indirectly capitalise this expenditure. These are as follows:

- (a) significant sums of revenue money are (as described previously) set-aside for phase 4 of BSF. These sums can be utilised: in effect, the Council will then have to borrow more for phase 4 of BSF than it would otherwise have done, having used the money we have saved to pay for severance;
- (b) costs associated with pensions (as opposed to redundancy) can be capitalised and paid to the pension fund over a period extending to 5 years;
- (c) the recent triennial review of the pension fund provided the City with a facility to capitalise £8m of "pension fund strain" incurred between 2011/12 and 2013/14. Capitalisation up to this amount will not require a capitalised sum to be paid to the pension fund (as is usually the case), but will result in increased employers' contributions at the next 3 year revaluation.
- (d) we can apply for a capitalisation direction from the Secretary of State, although the amount available nationally is minimal and is expected to be heavily over-subscribed.

9.10 In effect, all these measures are different ways of achieving the same thing. All, of course, create an additional burden on budgets in future years. Hence, the strategy adopted has been to seek to avoid deferring the costs of severance to the extent possible.

9.11 Nonetheless, I believe it is (in principle) acceptable to capitalise these costs on a "spend to save" basis - they are essential to us reducing our ongoing staffing budgets. Many authorities have capitalised such costs in recent years and will be doing so again in 2011/12.

9.12 The recommendations to this report seek approval for the Chief Finance Officer to determine the most appropriate method of deferring the £6.6m of severance to be met from quasi-borrowing. This will be one or more of the options described above.

## **10. Earmarked Reserves**

10.1 Appendix Four shows the Council's earmarked revenue reserves as they stood on 31 March 2010, and as projected by March 2011. These have been set-aside, sometimes over a number of years, for specific purposes. Some of these are ringfenced by law, and can only be spent on specific restricted purposes:

- (a) schools' balances;
- (b) other funds in the schools' block;

- (c) on-street parking income.
- 10.2 The balance on the BSF reserve is now significant. The reason for this is explained in section 6 above, and has been built up over a number of years to pay for phase 4 of the BSF programme.
- 10.3 Of the remainder of the earmarked reserves, the most critical for monitoring purposes is the insurance fund, which is set up to meet claims against the Council for which we act as our own insurer (there is a further “provision” for actual known claims which stood at £4.6m in March 2010). The Council’s performance in managing risk is good, and has improved significantly in recent years. We are now successfully defending more claims than we used to do, and have seen a consequent reduction in claims made. The fund is periodically reviewed for adequacy by an actuary, and £1.5m was released in 2009/10. The actuary’s report confirms that a further £4m can now be released.
- 10.4 The Working Neighbourhoods Fund is a component of the former Area Based Grant, which the Council planned to spend over a 5 year rather than a 3 year period. At present, there remains an uncommitted balance of £5.2m. The budget proposes to commit £2.8m of this balance on regeneration schemes, described at Appendix Three, which will support the City’s regeneration goals and attract substantial leverage. This would leave £2.4m uncommitted. Some committed sums will not have been spent by the year end, hence Appendix Four shows a larger year end figure.
- 10.5 Given the overall financial climate, the Council’s holdings of earmarked reserves have been reviewed. As a consequence of this review, it is proposed that a number of uncommitted balances are transferred to general reserves to help meet the overall budget situation. These are additional to the £1.4m reserves transferred in August, when Cabinet considered how to deal with the in-year funding cuts. The reserves it is proposed to transfer into general reserves are as follows:

|  | £000s         |
|--|---------------|
| Insurance fund surplus   | 4,000         |
| Job evaluation - surplus of one-off monies estimated once scheme implementation is complete  | 2,300         |
| Waste PFI - monies paid in advance of need by Government which will not be required  | 1,100         |
| Capital fund - sums set-aside to support the capital programme and no longer required due to decisions to cease work on MyPlace and the new City Gallery | 1,600         |
| Uncommitted working Neighbourhoods Fund balance  | 2,406         |
| Former DSO balance   | 444           |
| Cultural Services Strategic Reserve (set-aside for City Gallery)   | 1,089         |
| Uncommitted ODI monies   | 371           |
| Chief Executive's Initiatives Fund   | 16            |
| Former Area Committees   | 73            |
| Cashiers' equipment  | 23            |
| VAT and taxation   | 51            |
| NNDR revaluation   | 100           |
| Property rationalization   | 123           |
| A7 refurbishment   | 90            |
| Other  | 78            |
|  | <b>13,864</b> |

10.6 The estimate of earmarked reserves at Appendix Four reflects these transfers.

## **11. Risk Assessment and Adequacy of Estimates**

11.1 Best practice requires me to identify any risks associated with the budget; and the Local Government Act 2003 requires me to report on the adequacy of reserves and the robustness of estimates.

11.2 In my view, whilst very difficult, the budget in 2011/12 is achievable subject to the risks and issues described below. For budgetary control purposes, the budget of the Council is split into divisions, with a divisional director accountable for spending within budget. Inevitably, some individual reduction proposals will not achieve the full expected savings, and issues will surface during the course of the year which will unexpectedly cost money. The Council has always, however, operated flexible budget management rules which enable pressures to be dealt with as they arise.

11.3 The paragraphs below deal with what I believe to be the most significant risks in the budget.

11.4 A substantial risk is the £3.8m expected to be saved from the implementation of the adult social care transformation strategy, although savings from other reviews (para 6.28) may offset this. The scale of the programme, and the amount of work to be done, means that there must be danger of slippage

affecting our ability to achieve this target. Adult social care costs are also susceptible to changes in the numbers and needs of clients and the underlying position in respect of adult care spending suggests there are currently needs led pressures in excess of budget (estimated at £1m pa on a recurring basis). The Strategic Director is working to contain these, and will report a plan as part of the period 9 budget monitoring report for 2010/11.

- 11.5 A second key area of risk is the proposed savings arising from HR policy changes. Changes in terms and conditions of the workforce are contentious, and will be susceptible to slippage through protracted negotiation. £3.3m of savings are anticipated in 2010/11.
- 11.6 A third key area of risk is inability to deliver the proposed ODI savings of £5.9m in 2011/12, or slippage in their achievement.
- 11.7 The key to delivery of all the above is effective programme management, and this will be a vital task for the Council in 2011/12.
- 11.8 Other areas of risk in the budget are:
- (a) job evaluation, which will remain a risk until it is implemented. This is due to its scale - the pay of several thousand staff, with a total pay bill of £200m, is affected. Financial estimates cannot be regarded as certain until the exercise is complete, and risks will continue well beyond that date as appeals against grading are heard. There remains, furthermore, a risk of equal pay litigation - such is the complexity of this area of law that some claims may arise regardless of the successful conclusion of the project. The Council has made provision for compromising some such claims;
  - (b) concessionary fares remains an area of risk. £1m per annum was added to the budget in 2010/11, all of which is expected to be spent. A further £1m per annum has been added to the budget for 2011/12. The Council's costs are susceptible to continued increased usage by older people, and fare increases by the bus companies;
  - (c) children's safeguarding costs, although this is mitigated by the addition of £750,000 to the budget in 2011/12.
- 11.9 Conversely, it has been a feature of past years' budgeting that severance estimates tend to under-shoot rather than over-shoot - this arises because staff at risk of redundancy often find new jobs before a payment is due. This may, of course, be more difficult in the current climate.
- 11.10 To help mitigate risk, a contingency of £2m has been included within the 2011/12 budget.
- 11.11 Given the scale of funding reductions in 2011/12, it is inevitable that the budget would be subject to a higher degree of risk than is usual. Should there be

sizable problems in the new year, 2 options are available to the Council to manage this and avoid an overspend:

- (a) to utilise some of the £5m balance of general reserves (it is not advisable to go below the recommended balance of £5m, but if we had to, this is, after all, what we have got reserves for);
- (b) to capitalise a greater proportion of the severance cost provision.

11.12 Subject to the above comments, I believe the Council's general and earmarked reserves to be adequate. I also believe estimates made for pay, price, and capital financing are robust.

11.13 Strategic directors, supported by their heads of finance, believe the financial estimates in the divisional budget statements are robust (subject to the risks described within them).

## **12. 2012/13 and 2013/14**

12.1 Members are asked to note the outlook for the years following 2011/12.

12.2 Further reductions in formula grant of 6% are expected in 2012/13, which represents a further £12m loss. The formula grant position for 2013/14 cannot be estimated with accuracy, but there must be a risk that the Council will lose as a result of the Government's forthcoming local government finance review. This will ultimately depend on whether the review prioritises recognition of need (which would benefit urban authorities) or seeks a more level distribution of resources (which would benefit counties).

12.3 As stated elsewhere in this report, the budget takes a one year perspective. However, it is already clear that substantial savings will be required in 2012/13 and 2013/14. The table at section 4 of this report suggests a gap of £17.4m in 2012/13 rising to £22.7m in 2013/14. Additional costs will arise from "quasi borrowing", which will depend on how this is undertaken.

12.4 It is worth noting, however, that whilst the adult social care transformation programme anticipates savings of £3.8m in 2011/12, these are expected to rise substantially by 2013/14. This increase is tentative at this stage, and has not been included in the 3 year budget forecasts.

## **13. Capping**

13.1 As members will be aware, the Secretary of State has power to cap the budgets of local authorities where he believes these to be excessive. A statement from the Secretary of State is awaited at the time of writing this report.

13.2 Given the proposed tax freeze, members need not consider these powers.

## 14. Changes to Budget

14.1 At the time the budget was prepared for consultation, it was recognised that a £9m loss of specific grants in Children's Services still needed to be dealt with. Details of this loss arose very late in the process, due to significant changes in grant funding and reductions made.

14.2 The budget proposed in this report includes additional savings to help bridge this gap. These are included within Children's divisional proposals, but for ease of reference are summarised at Appendix Nine. These savings amount to:

|           |       |
|-----------|-------|
| 2011/12   | £2.7m |
| Full year | £2.9m |

14.3 In practice, time is required to undertake a significant review of those early intervention services which have been substantially affected by Government funding reductions, and the Strategic Director of Children's Services has been asked to carry out a review, consult stakeholders, and prepare a report for Cabinet in the Summer. As part of this exercise, the Director has been asked to identify how a further £1m saving can be achieved in 2011/12, although this additional saving has not been budgeted.

14.4 Clearly, to ensure services can be reviewed properly, a significant amount of one-off monies are required in 2011/12 as a consequence of the loss of children's grants. This is partly offset by a reduction from £2m to £1m of the amount originally proposed for addition to the capital programme.

14.5 During 2008/09, when the economic downturn first took hold, the sum of £2.4m was "borrowed" from education capital resources in order to maintain the capital programme. This provision was to be repaid when new housing developments came on stream at a later date, necessitating additional school places. Given the substantial changes in the Council's circumstances since that time, and the proposals in this budget, these arrangements appear increasingly anachronistic; consequently, it is recommended that the "loan" be "written-off".

14.6 A number of other changes to policy proposals have been made in response to comments made during consultation. These are all included within divisional budget proposals, but are summarised below:

- (a) proposals to transfer sports and leisure facilities to a charitable trust have been removed (these proposals were of particular concern to OSMB scrutiny committee);
- (b) proposals for alternative management arrangements of museums have been withdrawn;



- (c) proposals to save staff as a consequence of replacing the City Gallery provision in New Walk Museum have been withdrawn;
- (d) introduction of admission charges for non-city residents at museums will not now go ahead - again, this matter was particularly raised at OSMB Scrutiny Committee;
- (e) a reduction (from £566,000 pa to £500,000 pa) has been made to the proposed reductions in subsidised bus services;
- (f) a proposed reduction in planning advice and negotiation has been reduced from £70,000 pa to £15,000 pa;
- (g) proposals to reduce the establishment of gardeners by one in Bereavement Services have been withdrawn;
- (h) proposals to reduce budgets for care and repair and the handy-person service have been removed from the budget;
- (i) a proposed saving of £75,000 in the anti-social behaviour unit has been removed from the budget;
- (j) proposals to cease additional library funding for the Bookstart programme, cease specialist speech and language support, and re-commission childcare and early learning provision have been removed from the budget;
- (k) an additional £26,000 pa saving in recruitment advertising is proposed;
- (l) additional savings of £100,000 pa have been included in the budget of Regeneration, Highways and Transport Division by means of extending pay and display to new areas of the City;
- (m) the original budget proposals added back savings anticipated in 2010/11 as a consequence of an accommodation review in Children's Services. It is now planned to continue to progress proposals to relocate from Collegiate House, and therefore part of this "growth" has been removed;
- (n) it is proposed to reduce expenditure on subscriptions and professional fees by £300,000 pa. This would be achieved by centralising (and centrally controlling) all divisional budgets for such expenditure. As described in section 6 above, further savings would be sought from centralising other, similar budget provision;

- (o) a proposal to reinvest in the Youth Service, complementary to proposals to restructure and streamline management, will provide additional resources for the service. This reinvestment amounts to £147,000 in 2011/12 rising to £294,000 in 2013/14.
- 14.7 Following the original budget proposals, further work took place to consider how savings could be achieved from services provided by the voluntary sector. In particular, a principle was enunciated, at the time of the draft budget, that voluntary sector bodies should achieve savings of 5% if they have not been directly affected by any other proposals in the budget.
- 14.8 Rather than “top-slice” 5% savings from the voluntary sector, it is proposed instead that divisional directors review services provided by the sector during 2011/12. Such review would not start from the expectation that every voluntary sector provider can make the same level of reduction. Instead, individual services will be considered with a view to achieving savings:
- (a) as a consequence of service review (of which a number are already proposed in the budget);
  - (b) by direct negotiation with individual voluntary bodies where it is believed that there is scope for savings; or
  - (c) at the time a contract reaches its end date.
- 14.9 In order not to pre-empt this work, the budget avoids assuming a percentage saving can be achieved across the entire sector. This is a change of approach from that envisaged when the original draft proposals were made, and the change was welcomed at a meeting of voluntary sector representatives.
- 14.10 In response to concerns raised by trade unions and staff, proposals to save £4.3m pa in 2011/12 (rising to £5.3m by 2013/14) through reviewing staff terms and conditions have been reduced by £1m pa. This will provide additional flexibility to respond to issues raised during trade union negotiation, particularly in respect of proposals to reduce the working week from 37 to 35 hours.
- 14.11 £150,000 has been added to the budget (in 2011/12 only) to help ameliorate the impact of funding reductions on community safety services.

## **15. Consultation**

- 15.1 Consultation has taken place with the following:
- (a) The Council’s scrutiny function;
  - (b) Partners in Leicestershire Police, NHS Leicester City and the Probation Committee;

- (c) Trade Unions;
- (d) The Business Community;
- (e) The Public;
- (f) The Older People's Forum;
- (g) The Youth Council;
- (h) The Schools' Forum;
- (i) Representatives of the voluntary sector.

15.2 Meetings took place of the Children and Young People's Scrutiny Committee on 31 January; the Performance and Value for Money Select Committee on 2 February; and the Overview Scrutiny and Management Board on 3 February. Minutes of these meetings are included in Appendix Five of this report. OSMB Scrutiny is scheduled to meeting again on 15 February, particularly to consider the budgets of Adult Care, Safer and Stronger Communities, and Supporting People. The minutes of this deliberation will be circulated to Cabinet members separately. Minutes of Health Scrutiny which met on 9 February will be circulated as soon as they are available. The Children's and Young People's Scrutiny Committee endorsed the recommendations in the draft budget strategy.

15.3 The following specific recommendations for Cabinet were made by Scrutiny:

- (a) that attention be drawn to the commissioning process for contracts in the voluntary sector, concerns having been expressed about the lack of targets in some contracts;
- (b) that the post of gardener in Bereavement Services, proposed for deletion, should be retained - revised budget proposals have done this;
- (c) that admission charges at museums were not supported (this proposal is now withdrawn);
- (d) that alternative management of sports and leisure facilities is not supported (this proposal is now withdrawn).

15.4 Partners in the Leicestershire Police, NHS Leicester City and Probation Committee were briefed on the Council's budget proposals on 25 January. Written comments were sought, and any that are received will be forwarded to Cabinet.

- 15.5 Trade unions have been consulted on the budget. A copy of a response from Unison is included at Appendix Five, and any further responses will be forwarded to members in time for your meeting.
- 15.6 Comments on the budget were invited from representatives of the business community. At the time of writing this report, no comments have been received.
- 15.7 Comments have been received directly from employees and the public, via the online consultation. At the time of writing this report, 18 comments have been received. These are summarised in Appendix Five of this report.
- 15.8 The Older People's Forum met on 26 January, and the budget was discussed. Comments received are summarised at Appendix Five. Members are asked to note the importance the Forum placed on Care and Repair Services, and that the original proposal to cut this has now been withdrawn.
- 15.9 The children's budget proposals were presented to the Youth Council on 9 February. The young people understood the challenges faced and the difficult decisions required. Members wanted front-line services to children and young people to be protected where possible.
- 15.10 The Schools' Forum met on 27 January, and the budget proposals were noted. Some concerns were expressed about the impact of general fund reductions on schools, particularly those related to pupils' pre-school readiness and behavioural support. Formal comments were invited from individual members following a meeting but to-date none have been received.
- 15.11 A meeting took place on 8 February with representatives of the Voluntary Sector. Those present welcomed the change of approach whilst the budget was subject to consultation, specifically the fact that individual bodies' budgets will not be "top-sliced". Representatives were concerned about the overall effect of the budget on the sector as a whole.
- 15.12 The Director of Education for the Roman Catholic Diocese of Nottingham has written to the Leader, requesting reconsideration of the removal of subsidy for bus services to voluntary aided schools.
- 15.13 Leicester Disabled People's Access Group has written to express concerns about cuts to bus subsidies, with particular reference to closure of the inner circle and the importance of an orbital route for people with mobility problems.

**16. Budget and Equalities (Irene Kszyk, Head of Equalities)**

- 16.1 Under current equality legislation the Council has a duty to promote race equality, disability equality and gender equality. It must also ensure that it does not discriminate as an employer or as a service provider on the basis of age, religion or belief, or sexual orientation. The race equality duty also includes the promotion of good relations between people of different racial groups.

- 16.2 The Council has a policy of integrating equalities into all aspects of its business and services. It also has a commitment to implement the Equality Framework for Local Government. In keeping with its race equality, disability and gender equality duties, it undertakes Equality Impact Assessments of its policies, procedures and practices in order to inform its decision making.
- 16.3 Each strategic director has assessed his/her budget plans for:
- (a) any adverse equality implications that would negatively impact on service users' well-being (as defined by the Equality and Human Rights Commission);
  - (b) any negative impact on equalities insofar as the proposals affect staffing.
- 16.4 A total of 143 Equality Impact Assessments accompanied the detailed budget proposals. Of these, 31 (22%) indicated that the proposal had an adverse disproportional impact on one or more equality group (only 5 proposals had adverse impacts covering all equality groups: race, gender and disability – the groups covered by our current public sector equality duty). In terms of race equality, 22 EIAs (15%) cited adverse impacts, but 15 EIAs (10%) cited positive impacts arising from the proposal. For gender equality, 15 EIAs (10%) cited adverse impacts, and 15 EIAs cited positive impacts. For disability equality, 12 EIAs (8%) cited adverse impacts, and 15 EIAs cited positive impacts (the 15 EIAs citing positive impacts covered all three equality groups). For all but a few adverse impacts identified, mitigating actions were presented that would reduce the impact, and of these mitigating actions, 8 (26%) presented alternative delivery models for the proposed service. Of the positive equality impacts cited above, 13 of the 15 EIAs indicated that this was as the result of alternative delivery models. The proposals that did not have mitigating actions were those that had no realistic alternatives: as a result of changes in Government policy (grants for housing), or the nature of the saving (reduction in grant for the Curve and Phoenix, or reduction in bus subsidies). Almost 50% of the budget proposals indicated that they had some direct effect on service users (with only 22% having adverse equality impacts as indicated above). Many efficiency savings indicated that they would not have any impact on service users. It is important that the proposals are revisited next year and the equality impact assessed again to determine whether that has indeed been the case. This would inform the development of future service actions and proposals.

## **17. Unsupported Borrowing**

- 17.1 Local authority capital expenditure is based on a system of self-regulation, based upon a code of practice (the “prudential code”).

- 17.2 The Council complies with the code of practice, which requires us to agree a set of indicators that demonstrate that borrowing is affordable, sustainable and prudent. To comply with the code, the Council must approve the indicators at the same time as it agrees the budget.
- 17.3 The code recommends a number of national indicators, which all authorities must set. The Council has also identified specific local indicators, which monitor the effect of borrowing which is not supported by Government grant.
- 17.4 Indicators relating to the Housing Revenue Account were agreed by the Council on 17 January as part of the HRA budget report.
- 17.5 Attached at Appendix six are the prudential indicators which would result from the proposed budget. This budget strategy does not propose any new unsupported borrowing although it is recognised that deferring severance costs has the same practical effect (and may, depending on the route adopted, lead to additional unsupported borrowing). Significant unsupported borrowing (approved in previous years) will take place to fund the centrally located administrative buildings project.
- 17.6 The following table shows the projected unsupported borrowing of the Council (incurred in respect of approved capital schemes) as a percentage of turnover. I believe this to be a better measure of indebtedness than the prescribed prudential indicators which include debt supported by Government grant (this is of no significant consequence):

|                            | <b><u>Outstanding Debt</u></b><br>£m | <b><u>Approximate Turnover</u></b><br>£m | <b><u>Debt as % of Turnover</u></b><br>% |
|----------------------------|--------------------------------------|--|--|
| <b><u>General Fund</u></b> |                                      |  |  |
| 2011/12                    | 53.0                                 | 717                                      | 7.4                                      |
| 2012/13                    | 59.9                                 | 707                                      | 8.5                                      |
| 2013/14                    | 56.7                                 | 707                                      | 8.0                                      |
| <b><u>HRA</u></b>          |                                      |  |  |
| 2011/12                    | 28.6                                 | 72                                       | 39.7                                     |
| 2012/13                    | 27.3                                 | 73                                       | 37.4                                     |
| 2013/14                    | 25.9                                 | 73                                       | 35.5                                     |

- 17.7 This borrowing results in costs to the general fund and Housing Revenue Account as follows:

|         | <b><u>General Fund</u></b><br>£m | <b><u>HRA</u></b><br>£m |
|---------|----------------------------------|-------------------------|
| 2011/12 | 5.3                              | 1.2                     |
| 2012/13 | 6.0                              | 1.4                     |
| 2013/14 | 6.2                              | 1.4                     |

## **18. Procedural Matters**

- 18.1 When the Council approves the budget for 2011/12 it needs to make various statutory calculations. These include:
- (a) the total budget;
  - (b) the tax arising from the budget for each of the 8 council tax valuation bands (to four decimal places);
  - (c) the total tax for each valuation band, including tax charged by the police and fire authorities.
- 18.2 Following the decisions of Cabinet at your meeting, I will prepare the appropriate resolution for Council.
- 18.3 The Council is also required, as part of setting the budget, to determine the level of discretion given to Cabinet to make in-year changes. The recommendations to this report propose a maximum of £2m, which is the same as 2010/11. With effect from May, this discretion will be the prerogative of the elected mayor.

## **19. Minimum Revenue Provision**

- 19.1 By law, the Council is required to charge to its budget each year an amount for the repayment of debt. This is known as “minimum revenue provision” (MRP).
- 19.2 Borrowing for capital purposes is incurred in 2 ways:
- (a) unsupported borrowing, where the Council decides to borrow money for a priority development and pay the interest and principal from its own revenue resources;
  - (b) supported borrowing, where principal and interest payments are matched by equivalent amounts of Government grant (or at least, reflected in the formula).
- 19.3 The government has announced that it will not make any new supported borrowing allocations, and will use capital grant in all cases. Nonetheless, a policy is still required for historic supported borrowing.
- 19.4 Supported borrowing can be charged to revenue on a basis of matching the government support. This would result in a charge equal to 4% of outstanding debt.
- 19.5 In essence, the proposed policy requires a charge which would repay the debt over the life of the asset it is funding. The policy also enables me to continue making repayment of debt at the 4% rate, where the policy would otherwise produce a lower repayment.

19.6 The policy statement members are asked to endorse is as follows:

- (a) **basis of charge** – where capital expenditure on an asset is wholly or partly funded by borrowing, it is proposed that the debt repayment calculation be based on the life of the asset;
- (b) **commencement of charge** – debt repayment will normally commence in the year following the year in which the expenditure was incurred. However, in the case of expenditure incurred relating to the construction of an asset, the charge will commence in the year in which the asset becomes operational;
- (c) **asset lives** – the following maximum asset lives are proposed:
  - land - 50 years;
  - buildings – 50 years;
  - infrastructure – 40 years;
  - plant and equipment – 20 years;
  - vehicles – 10 years;
  - loan premia – the higher of the residual period of loan repaid and the period of the replacement loan;
- (d) **voluntary set-aside** - authority to be given to the Chief Finance Officer to set-aside sums voluntarily for debt repayment, where depreciation would otherwise result in a charge of less than 4% of outstanding debt, subject to such set-aside (in respect of unsupported borrowing) being reported annually as part of the revenue outturn.

## **20. Financial Implications**

20.1 This report is exclusively concerned with financial issues.

20.2 Section 106 of the Local Government Finance Act, 1992, applies to this report in respect of members with arrears of council tax.

## **21. Legal Implications (Peter Nicholls, Director of Legal Services)**

21.1 The Council is required to set the council tax applicable for any financial year before 11 March in the preceding financial year.

21.2 Other legal implications are covered in the report:



- (a) adequacy of reserves, as required by the Local Government Act, 2003 (sections 9 to 11);
- (b) the Secretary of State's power to cap the budget (section 13);
- (c) obligations under the equalities legislation (section 16);
- (d) unsupported borrowing, under the Local Government Act, 2003 (section 17).

21.3 There is a need to comply with statutory requirements to consult trade unions/staff regarding any proposed changes to staffing levels and conditions of service. Consultation is also a requirement of current terms and conditions of service.

21.4 There must be meaningful consultation with any outside organisations affected by any proposed cuts included in the budget process.

21.5 EIAs must be completed in accordance with the report.

## 22. Other Implications

| <b>Other Implications</b>            | <b>Yes/ No</b> | <b>Paragraph References within the report</b>  |
|--------------------------------------|----------------|--|
| Equal Opportunities                  | Yes            | These are dealt with in section 16 above.  |
| Policy                               | Yes            | The budget is part of the Council's overall budget and policy framework, and makes a substantial contribution to the delivery of Council policy.   |
| Sustainable and Environmental        | Yes            | No reductions are proposed to the Council's budgets to tackle carbon emissions, although these are not large. Some impact is addressed at section 7 and in divisional budgets. The national carbon reduction levy no longer recycles resources for improved carbon emission performance. |
| Crime & Disorder                     | Yes            | Any specific implications are drawn out in the divisional budgets. Grant for the Youth Offending Service was not announced at the time of writing this report.   |
| Human Rights Act                     | Yes            | There are human rights implications because of our obligations under Equalities Legislation Act – see section 16.  |
| Elderly People/ People on Low Income | Yes            | The cost of providing concessionary fares to older people has increased significantly, and budget provision has been made.   |

**23. Background Papers**

- 23.1 Collection Fund Surpluses – report to Cabinet on 17 January 2011.  
Council Tax – Taxbase report to Council on 27 January 2011.  
Equality impact assessments deposited in Members' Services.

**24. Report Author/Officer to Contact**

**Mark Noble**  
**Chief Financial Officer**  
Extn: 297401  
10 February 2011

|                                      |   |
|--------------------------------------|---|
| <b>Key Decision</b>                  | Yes   |
| <b>Reason</b>                        | Is significant in terms of its effect on communities living or working in an area comprising more than one ward |
| <b>Appeared in Forward Plan</b>      | Yes   |
| <b>Executive or Council Decision</b> | Executive (Cabinet)   |

**Changes Between 2010/11 and 2011/12**

|   | £m         | £m     | £m               |
|---|------------|--------|------------------|
| <b>Net Budget 2010/11</b>                     |            |        | <b>276.4</b>     |
| Plus spend supported by use of Reserves       |            |        | 2.3              |
| <b>Budgeted Spend 2010/11</b>                 |            |        | <b>278.7</b>     |
| <br><b>Technical Changes:-</b>                |            |        |                  |
| Inflation                                     |            |        |                  |
| - Pay   | (0.2)      |        |                  |
| - Other                                       | <u>1.7</u> | 1.5    |                  |
| Landfill Tax                                  |            | 0.4    |                  |
| Carbon Reduction Levy                         |            | 0.7    |                  |
| National Insurance                            |            | 0.5    |                  |
| Energy Costs                                  |            | 0.5    |                  |
| Pensions                                      |            | 0.7    |                  |
| Increase In Planned Borrowing Costs           |            | 1.3    |                  |
| Other   |            | (0.1)  |                  |
| New Homes Bonus                               |            | (1.4)  |                  |
| Council Tax Freeze Grant                      |            | (2.3)  |                  |
| Grant Transfers                               |            | 24.3   |                  |
|   |            |        | 26.1             |
| <br><b>Real Changes:-</b>                     |            |        |                  |
| Children's Services Grant Loss                |            | 9.6    |                  |
| Other Budget Pressures                        |            | 7.8    |                  |
| Community Safety Investment                   |            | 0.2    |                  |
| Budget Savings                                |            | (19.8) |                  |
| Full Year Effects of Previous Budgets         |            | (0.3)  |                  |
| Planned Efficiencies - ODI Programme          |            | (3.9)  |                  |
| HR Policy Savings                             |            | (3.3)  |                  |
| Job Evaluation                                |            | 0.7    |                  |
| Transformation Reserve - one off in 10/11     |            | (2.0)  |                  |
| Senior Management Review                      |            | (0.8)  |                  |
| City Centre Offices - Reduced Provision       |            | (1.1)  |                  |
| Capital Programme Support - reduced provision |            | (1.0)  |                  |
| Contingency                                   |            | 2.0    |                  |
|   |            |        | (11.9)           |
| <br><b>Budget Spend 2011/12</b>               |            |        | <br><b>292.9</b> |
| Less Contribution from Reserves               |            |        | (9.3)            |
| <br><b>Net Budget 2011/12</b>                 |            |        | <br><b>283.6</b> |

**Proposed Changes in HR Policies**

1. Purpose of proposals

1.1 Leicester City Council is the largest employer in the city, employing approximately 15,000 staff. 34% of the working population of Leicester work for the combined public sector who are similarly affected by significant cut-backs in funding arising from the Comprehensive Spending Review.

1.2 The next 3 years will see an estimated one million people losing their jobs nationally in the public sector. The future of those people depends to a large degree on the availability of alternative employment in their area or their willingness to move to take up jobs in a competitive national market place. In these circumstances, considering alternatives to further job cuts in relation to amending terms and conditions is one option to help to ameliorate the situation. The estimated savings of these measures, which take into account increasing expenditure on apprentices by £0.2m, are £3.5m in the financial year 2011/12, rising to £4.3m in 2012/13 and 2013/14.

2. Proposed Measures

2.1 The proposed measures are as follows:

- (a) moving to the HMRC car mileage rate of 40p a mile for all staff using their cars for work;
- (b) charging for car parking spaces, with suitable exemptions in place for employees who require car parking for their jobs;
- (c) investigating further a pool car scheme;
- (d) proposed removal of the car leasing scheme;
- (e) proposed removal of the car loan scheme;
- (f) tightening up arrangements for special leave subject to an EIA;
- (g) ceasing payments for professional subscriptions;
- (h) review of interpreters' allowances;
- (i) implementing a part-time reduction in hours policy, which would enable staff to volunteer to reduce their hours, used where appropriate in conjunction with the Flexible Retirement policy;
- (j) removal of the Retainer/Re-entry scheme;

## Appendix Two

- (k) the introduction of a flexible working framework agreement;
  - (l) removing the Soulsbury grades and evaluating these posts under the GLPC scheme;
  - (m) seeking volunteers for voluntary redundancy/early retirement;
  - (n) changing the sick pay scheme to provide a normal maximum of 3 months full pay and 3 months half pay, with discretions;
  - (o) reducing the working week to 35 hours.
- 2.2 The first £200,000 pa saved will be re-applied to finance the currently unfunded programme of corporate apprenticeships.
- 2.3 It is recognised that a number of these proposals will be contentious. However since the Council's pay bill represents a major element of the Council's expenditure, these options cannot be ignored. Some of these options such as the introduction of HMRC car mileage rates and the proposed changes to the sick pay scheme are being proposed nationally or elsewhere in local government. The unions support a voluntary trawl for redundancy/early retirement. It is not anticipated that these consultations will be easy.
- 2.4 If accepted in principle, it is proposed to continue consultations with the trade unions with a view to reaching a collective agreement with them on as many of these proposals as are acceptable.

**Proposed Regeneration Spending**

| <b><u>WNF Scheme</u></b>                              | <b><u>Description</u></b>   | <b><u>WNF Funding (est)</u></b> | <b><u>Estimated Match Funding</u></b>     | <b><u>Timeframe</u></b> |
|---|---|---------------------------------|---|-------------------------|
| <b>Leicester Market Public Realm Improvements</b>     | Works to the area immediately adjacent the market place will improve the public realm and encourage greater visitor numbers to support market traders and the retailers around the market place. Will support private sector businesses and job creation.                 | <b>£608,000</b>                 | <b>£1m ERDF</b>                           | To Dec 2013             |
| <b>Enterprise and Business Support ERDF Programme</b> | Creating additional public, private and third sector workspace provision to unlock private sector investment and job creation. Other business support proposals to be defined.  | <b>£600,000</b>                 | <b>£1.2m ERDF</b>                         | To Dec 2013             |
| <b>Science Park Innovation Workspace</b>              | Match funding to deliver new innovation workspace building for 59 new companies and create 22,000 sq ft of high value workspace. Supports complementary investment in adjacent site from Zeeko.   | <b>£622,212</b>                 | <b>£4.5m ERDF / RGF</b>                   | Summer 2011             |
| <b>Local Retail Business Support Package</b>          | Improvements to local retailing areas to support public realm and shopfront improvements. Target areas are Granby St, Leicester Market and two key gateways to the city at Belgrave Gate / Melton Road and Narborough Road. Supports approx 80 + shop front improvements. | <b>£600,000</b>                 | <b>£400,000 Private owners funds</b>      | Spring 2011             |
| <b>NAS / Leicester College Apprenticeship Scheme</b>  | Grant incentive to SMEs to take on 100 apprenticeships.   | <b>£200,000</b>                 | <b>£2,060,000 Private sector leverage</b> | Spring 2011             |
| <b>Developing Environmental Apprenticeships</b>       | Support for Photo Voltaic's on social housing homes, reducing energy costs for tenants and developing skills for 'green jobs'. Train 50 unemployed people. 20 pilot homes targeted.   | <b>£150,000</b>                 | <b>TBC</b>                                | April 2011              |
|   | <b>Total</b>  | <b>£2,780,212</b>               | <b>£9,160,000</b>                         |                         |

**Earmarked Revenue Reserves**

| <b>Reserve</b>  | <b>Year-end<br/>balance<br/>31 March<br/>2010</b> | <b>Forecast<br/>balance<br/>31 March<br/>2011</b> |
|---|---|---|
|   | <b>£'000</b>                                      | <b>£'000</b>                                      |
| <b><u>Statutory / other ringfenced reserves</u></b>       |   |   |
| Schools' Balances   | 15,942  | 15,942  |
| Schools' Capital Fund                                     | 2,062   | 1,800   |
| Insurance Fund  | 6,877   | 4,237   |
| Dedicated Schools Grant (carry forward)                   | 4,857   | 1,600   |
| Supporting People Funds                                   | 1,311   | 865   |
| Schools Buy Back  | 949   | 702   |
| Schools Catering - Job Evaluation                         | 506   | 506   |
| On Street Parking Reserve                                 | 29  | 0   |
|   | -----   | -----   |
| <b><u>TOTAL STATUTORY / OTHER RINGFENCED RESERVES</u></b> | <b>32,533</b>                                     | <b>25,652</b>                                     |
| <b><u>Other Earmarked reserves</u></b>                    |   |   |
| BSF - Capital Financing Costs                             | 19,221  | 24,116  |
| Job Evaluation Reserve                                    | 14,545  | 8,400   |
| Area Based Grant - carry forward                          | 12,536  | 15,454  |
| LPSA Reward Grant   | 2,044   | 962   |
| Raising Achievement Plan (formerly TLL)                   | 1,773   | 375   |
| Transforming the Learning Environment                     | 1,426   | 1,200   |
| Minor Reserves  | 1,348   | 1,923   |
| ODI Programme – transformation monies                     | 1,194   | 2,070   |
| Housing Capital Reserve (Housing Maintenance)             | 1,144   | 0   |
| VAT Rebate - City Gallery                                 | 1,000   | 0   |
| Special Olympics  | 1,000   | 0   |
| Capital Financing Reserve                                 | 951   | 0   |
| Regeneration & Cultural Reserve                           | 620   | 0   |
| IT Development Reserve                                    | 532   | 532   |
| LABGI - Economic Regeneration                             | 472   | 100   |
| Butterwick House  | 408   | 408   |
| Ward Community Meetings                                   | 381   | 0   |
| Property & Central Maintenance Fund                       | 322   | 0   |
| CYPS Departmental Reserve                                 | 315   | 0   |
| Highways / Traffic Reserve                                | 250   | 0   |
| Community Cohesion  | 210   | 89  |
| Cost of Elections   | 150   | 150   |
| Charnwood Health & Social Care Centre PFI scheme          | 87  | 124   |
| VAT / Taxation Reserve                                    | 81  | 20  |
| Gilroes Cremators   | 0   | 150   |
|   | -----   | -----   |
| <b><u>TOTAL OTHER EARMARKED RESERVES</u></b>              | <b>62,010</b>                                     | <b>56,073</b>                                     |
|   | =====   | =====   |
| <b><u>TOTAL EARMARKED REVENUE RESERVES</u></b>            | <b>94,543</b>                                     | <b>81,725</b>                                     |





Business Case', as she was the Chair of the Planning and Development Control Committee.

Councillor Senior declared a personal non prejudicial interest in item 6, '2011/12 Budget Proposal – Investing In Our Children', as she worked in the Voluntary Sector and her husband was an employee of the Council, although not directly linked to Children's Services.

## **76. 2011/12 BUDGET PROPOSALS - INVESTING IN OUR CHILDREN**

The Strategic Director, Children, and the Chief Finance Officer submitted a report that outlined the 2011/12 budget proposal for Investing in our Children.

The Chair reminded Members that discussion could not take place regarding individual staff members.

The Strategic Director introduced the report and explained that each division within Investing in our Children would be presented by the responsible director. The division were as follows:

- Transforming the Learning Environment
- Social Care and Safeguarding
- Learning Services
- Access, Inclusion and Participation
- Planning and Commissioning.

The Strategic Director highlighted that the Council had sought to protect key priorities, although significant cuts were unavoidable due to the huge reduction in government funding. Services for vulnerable families were protected where possible. It was noted that in addition to the report further work would be needed to address the full extent of the cuts.

In response to a question it was explained that the total reduction for Children's Services was £13.1 million, which did not include a national cash transfer from the General Fund for Academies and Free Schools.

The Chair queried whether a provision for inflation had been factored into the budget. The Strategic Director noted that no allowance was in place for services for inflationary costs and cost pressures, although the basis of the budget does include some provision.

### Transforming the Learning Environment

The Strategic Director, Children, introduced the Transforming the Learning Environment budget, highlighting that the budget was largely constructed from one-off reserves, contributions from the Schools Budget and a small amount of General Fund.

The Committee were informed that the problems in the property market had resulted in properties not being sold and additional costs incurred for matters such as security, insurance and repairs and maintenance. In response to a question it was explained that there were approximately ten empty properties

within the service and there were no plans to sell the Riverside school site. It was agreed that Members would be provided with information regarding vacant properties / sites.

#### Social Care and Safeguarding

The Director, Social Care & Safeguarding, presented the Social Care and Safeguarding budget. It was highlighted that the funding being transferred from the Area Based Grant to the General Fund in the areas of: Care Matters, Child Death Review, CAMHS and Carers was not new money and there were still substantial reductions the division would absorb. The £750,000 additional funds were to recognise the current level of overspend in the division due to the increased safeguarding pressures and subsequent increase in work load, together with a provision for further increases. The increased pressures related to more robust approaches to children's safeguarding generally across the partnership in the light of national perspectives. In addition it was thought that with the national financial downturn would potentially put additional pressure on families, which could result in more referrals to the service.

The additional growth proposed in the budget for the division would be deployed in those areas where there are particular safeguarding pressures. This will enable the division to increase team manager capacity in the Child Protection and proceedings Service which would assist the division in managing increase in child protection cases.

The Committee were informed that discussions had taken place with foster carers regarding the provision of transport to and from contact. Foster carers were reported to be happy to provide this service where they could. This would make a financial saving and provide a better service for the child. Members felt it would be beneficial for foster carers to provide transport.

In response to a question it was noted that future safeguarding services and provision would be reviewed following the reports *of the* Munro Review of Child Protection. The final report was due to report to Government in April 2011.

The Chair expressed his concern that any large cuts could impact on the performance of the child protection service.

#### Learning Services

The Director, Learning Services, presented the Learning Services budget and explained that support would still be offered to those schools in the lowest Ofsted category, while those classed as good and outstanding would receive considerably less support.

It was queried why there was increased savings from the transfer of Leicester and Leicestershire Learning Organisation (LLLO) over the following two years. In response the Head of Finance, Investing in Children, commented that there were still costs to pay in the 2011/12 budget, however from 2012/13 the full savings would be recognised. In response to questions from the youth representatives the Director, Learning Services noted that the full implications of the national changes to the arrangements for planning, commissioning and

funding post-16 education and training LLLLO still need to be clarified at national and local level. The Council still had a role in post 16 education and would use its influence to ensure the correct education and training opportunities were available locally.

Members were informed that there were eleven redundancies within the school advisory services, from these six would be voluntary. There were also redundancies within LLLLO, all of which were expected to be compulsory.

A youth representative queried what feedback had been received from schools regarding the reduction in allocation of school support. It was noted that discussions had taken place to ensure schools were aware of the need to look at reductions.

A Member queried what measures were in place to ensure there were checking mechanisms in schools to prevent school standards slipping. The Director, Learning Services , noted that the schools that fell into the bottom two Ofsted categories would receive the most support. Approximately 40% of primary schools and 20% of secondary and special schools would be allocated support.

The Director, Learning Services, informed the Committee that previously the division did not have the capacity to provide a full range of traded services to schools. Schools now consider these services valuable and discussions had taken place with schools to determine the types of services required. Some services that the Council were currently providing to schools for free would be charged from April 2011. A Member expressed concern that current services were being given away for free.

Councillor Suleman commented that there had been vast improvements within Children's Services and that the message needed to be projected to encourage more schools to trade with the Council. He offered to provide support if needed.

Members learned that the cuts from the National Strategies funding, which supported the advisory support, had been anticipated since the announcement that support would end in March 2011. It was explained further that although the fund was not set up on a permanent basis it had been running since the 1990s.

The Chair expressed concern that the reduction in the advisory team would make it harder for schools to achieve. The Director, Learning Services, agreed that it was a challenge and that work with schools would be needed to be targeted carefully and ensure it was making an impact. Additional emphasis would be placed on schools supporting other schools, an approach which was already starting to work very well. In addition to this she would investigate building capacity within the Council which could be traded.

To assess the needs of individual schools their performance and test data was important, together with retaining a minimum contact with the schools. The schools would be monitored around twice a year in addition to any additional

contact from the school. Through this, Learning Services could focus more on risk management and preventative measures. In addition it was reported that Ofsted would no longer be inspecting 'outstanding' schools every five years. In response to a question it was noted that there was a general fear that the lack of inspection every five years could cause a risk, however this was a national change.

#### Access, Inclusion and Participation

The Director, Access Inclusion and Participation, presented the Access, Inclusion and Participation budget and acknowledged that they presented complex budget proposals.

The Cabinet Lead, Children and Schools, reported a proposed change to the budget with three areas retaining funding in 2011/12. These were as follows:

- Library funding for Bookstart programme for £65,000
- Specialist speech and language support for £58,000
- Childcare, play and early learning provision for £292,000

In response to a question the Cabinet Lead explained that an alternate funding reduction in place of the above services had not yet been identified, although charging for transport to faith schools was being considered.

The Cabinet Lead explained that the Council was committed to youth services and that she was reviewing the proposed saving associated with reconfiguring the youth service on a locality basis, to focus on management efficiencies. She sought the Committee's views on the removal of management support in that area.

A Member expressed concern regarding the funding for additional Ante-natal support being ceased. In response it was explained that the funding was used to relocate the community midwifery teams into children's centres and this had been achieved. It was explained further that most Sure Start / Children's Centres also offer sex education advice to young people.

Concern was expressed that the Sure Start Centres were not being used effectively and reaching the most vulnerable families. Members were informed that the Government were changing their responsibilities. The Chair queried if Sure Start had the capacity to take on the extra responsibility. In response it was noted that the services would also need to fully reflect the needs of vulnerable children. It was anticipated that the provision for each child within the city might need to be reviewed.

A Member expressed support for the use of children's centres by childminders as this provided other opportunities once the individual support workers were no longer available. It was queried when this change would be put in place. It was explained that this change would not be immediate and therefore there was time to work with both staff and childminders on the change.

The Committee were informed that vulnerable parents of children 0-5 years old

would receive support in their home. The individual needs of vulnerable families would be assessed to identify the best method. For those children with disabilities a support programme would be identified.

A Member queried the impact of the remodelling of quality improvement support to a neighbourhood model. It was noted that the majority of the money would be on staffing, which would include training needs. Existing children centre leaders would be asked to manage a small budget for quality improvement and workforce development to procure additional support for inadequate and satisfactory rated settings.

A youth representative queried if the core values of the service would be affected by the delivery of Integrated Services. This was not thought to be the case. By working together it would be important to ensure that the aspects of the services were kept in place alongside the core values.

In response to questions from a youth representative it was explained that the core offer for all young people in Leicester would be reviewed, part of this would be voluntary and part targeted services. The principle of voluntary access to youth services remained an important element. The Director, Access Inclusion and Participation, explained that the draft core offer would soon be published which contained the universal and targeted services. It was hoped this would be made public over the next few weeks. It was explained that once the proposals were available young people would be involved and consultation take place. Consultation would take place through a number of channels including the Youth Council and at ward and neighbourhood level. The offer needed to be flexible to recognise the different needs of areas of the city.

The Committee were informed that from consultation with young people it was made clear that young people required affordable activities that were affordable to travel to and activities on Friday and Saturday nights. This would be taken into consideration when providing services.

In response to a question it was noted that the posts being deleted in youth services were not activity specific and it was anticipated that services would be delivered in a more integrated way. It was also noted that the Cabinet Lead had expressed an intention to review this particular savings proposal.

Councillor Potter expressed concern that youth services in Humberstone and Hamilton were not very accessible to local young people. She welcomed the report and hoped there would be improvements in the area. In addition Councillor Potter expressed concern regarding the extent of the national cuts and how these would affect the children and young people in the city.

#### Planning and Commissioning.

The Director, Planning and Commissioning, presented the budget for Planning and Commissioning and explained that an additional report would be presented to the Committee on Traded Services with schools in March 2011.

The Committee were informed that the Family and Children's Information

Service on Bishop Street was to close and the service would be provided by the Children's Centres across the city and that a decision had already been taken on this by Cabinet on 13<sup>th</sup> December 2010.

In response to a question, the Director, Planning and Commissioning explained that the home to school transport arrangements for all eligible mainstream and special education needs were still in place and had not been amended in any way. The Cabinet Lead explained that in future it was anticipated there would need to be a reduction in spend to this transport area, as there would be more special needs school places within the city. It was felt appropriate that existing pupils maintain their school places, subject to parental choice.

The Director, Planning and Commissioning, explained that the Council's General Fund Consultation proposal published on 18 January 2011 indicated that further exploratory work would take place with regard to two further areas during the period of the budget consultation:

1. Charges for voluntary aided school transport
2. Review of voluntary sector grants.

The Council were considering making changes to the discretionary element within its current Home to School Transport Policy. Support was currently provided to those from Reception to year 11 who attended voluntary aided / faith schools and lived over the statutory walking distance. Consideration was being given to consulting upon proposed changes to this discretionary element to bring this in line with that adopted in many other local authorities and ending the free transport element. There would not be any changes to qualifying low income pupils. A separate consultation exercise would take place to identify view and determine implementation if taken forward.

The Director explained that Children's Services commissioners had written to a number of voluntary sector providers on 22 December 2010 explaining that the Council was facing severe financial pressures and that some services currently provided were unlikely to be re-commissioned at the end of the current contract on 31 March 2011 when the current contract arrangements come to an end.

The sections commissioning arrangements were however complex. As a signatory to the Voluntary Sector Compact the Council were committed to the principle within that and the importance of maintaining an open dialogue and constructive engagement with the voluntary and community sector. Children's Services were keen to protect front line services

The Director, Planning and Commissioning, explained the division were currently working with Corporate colleagues to develop an objective and consistent process that may be followed in reviewing and implementing this particular proposal in the event that this proposal was agreed by Members for implementation. The Council would endeavour to provide as much notice as possible of its commissioning intentions and would seek to consult as appropriate.

A member expressed concern about profits being made from City Catering. In

response it was explained that although City Catering operates as an internal trading account, it aims to break even rather than make a profit as its customers are internal to the Council and schools. In particular, the school meals service is a major element of the service which runs as non-profit. The hospitality service bears overheads payable to the Council that could exceed those of some external businesses. The account would also be affected by the implementation of the Single Status review.

Letter from The Diocese of Nottingham

The Roman Catholic Diocese co-opted Member submitted a letter from the Diocese regarding the removal of some dedicated school bus services to English Martyrs, St. Patrick's and Holy Cross Schools. The Chair agreed to accept the letter as a comment and explained that this item would be covered under the Highways and Transportation section of the budget and therefore any comments would be passed to the Overview and Scrutiny Management Board for consideration.

The Cabinet Lead, Children and Schools, explained that although this was not her service area she believed there were alternatives to the dedicated school bus and that the Council would work closely with the bus companies and schools. The Director, Planning and Commissioning, believed that from the eight routes identified in the letter six had alternative routes to the schools, although this might involve a change of bus.

Councillor Suleman expressed concern that there could be a detrimental effect on the children that use the service and agreed to raise the matter at the Overview and Scrutiny Management Board.

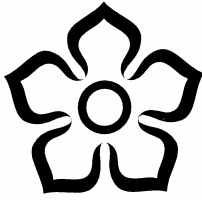
Some Members voiced their concern that the current arrangements for free school transport provision for children attending faith schools arguably discriminated against children who did not attend faith schools, and that the removal of the service might restore parity

The Roman Catholic Diocese co-opted Member emphasised the contribution that these schools contributed to the city and attracted pupils from outside Leicester. He felt that it would be important to consult on this issue before the decision was made.

RESOLVED:

1. that the report be noted and the recommendations for Cabinet endorsed.
2. that Members be provided with information on the ten vacant properties within Children's Services.

that the minutes of the meeting be passed to the Overview and Scrutiny Management Board to note comments on the proposed removal of dedicated school bus services.



Leicester  
City Council

APPENDIX B

MINUTE EXTRACT

Minutes of the Meeting of the

**PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

Held: WEDNESDAY, 2 FEBRUARY 2011 at 5:30 pm

**P R E S E N T:**

**Councillor Coley - Chair**

**Councillor Chowdhury  
Councillor Draycott  
Councillor Kitterick**

**Councillor Connelly  
Councillor Grant  
Councillor Willmott**

\* \* \* \* \*

**115. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Desai and Bayford.

**116. DECLARATIONS OF INTEREST**

Members were asked to declare any interests they had in the business on the agenda, and/or indicate that Section 106 of the Local Government Finance Act 1992 applied to them.

Councillor Chowdhury declared a personal non prejudicial interest as his son worked for a school and he and his wife worked in the voluntary sector.

Councillor Grant declared a personal non prejudicial interest as his partner worked for the Council and his sister in law worked at a school.

Councillor Coley declared a personal non prejudicial interest as his daughter worked for the Youth Offending Service at the Council.

**121. 2011/12 BUDGET PROPOSALS**

Councillor Willmott left the meeting at this point and was not present for the remaining item.

The Chief Finance Officer submitted a report which sought the views of the Committee on the draft budget plans for the Assurance and Democratic Services, Human Resources, Change and Programme Management, Information and Support and Financial Services divisions.



The Chief Finance Officer introduced the report and informed the Committee that the report was a series of draft budget proposals going before the different Scrutiny Committees. It was queried whether there had been any amendments following the discussions of the Children and Young People's budget at the Children and Young People Scrutiny Committee on Monday. The Chief Finance Officer stated there had been discussions regarding subsidised bus routes and the minutes would be circulated as soon as they were available.

Each divisional Director for the relevant area was present and introduced the plans for their respective division.

### **Assurance and Democratic Services**

The Director of Corporate Governance presented the budget for the Assurance and Democratic Services division. The Committee were informed that there a review of Legal Services was due to take place and it was hoped that this would generate savings of around £1m. It was also hoped to increase income from citizenship ceremonies by £60,000. In addition to this, it was noted that the division was included in the Organisational and Development Improvement (ODI) review of support services from which it was aimed to find £300,000 of overall savings in the division.

In response to a query regarding the Coroner's service, the Director of Corporate Governance stated that the budget for this area was now under control and this was largely due to the newly appointed Coroner, Mrs Mason. Other reasons for improvement in the budget was that the new Coroner was able to make decisions at an earlier stage in the process than previous Coroners and there were now more efficient procedures.

Concern was raised that it was an assumption on how much income would be received by Legal Services through work done for external bodies. The Director of Corporate Governance stated that there was currently income of about £40,000 received in this area for work done for local district Councils. He informed the Committee that hourly charges were competitive compared to the private sector. Comments were made that while the idea was good, the process needed to be open and transparent.

The Director of Corporate Governance informed the Committee that discussions had also been held with other Councils about running joint Legal Services however this was ongoing work and was more of an aim for the medium term rather than the short term.

### **Human Resources**

The Director of Human Resources presented the budget proposal for the Human Resources division and informed the Committee that consultations were to commence with schools as part of overall traded service provision to them to increase charges for the HR service they received of £100,000. It was explained that this was because Children and Young People Services had not re-charged the full amount of the costs of the service to the schools previously.

The Committee was also informed that HR was part of the ODI review of support services and savings of £800,000 were planned for the division from 2013/14. It was noted that HR were currently assisting the changes that were occurring throughout the organisation.

The Director of Human Resources stated that the HR service at the Council was highly regarded by schools and had been placed by the Chartered Institute of Public Finance and Accountancy (CIPFA) annual survey as in the upper quartile in terms of value for money for HR services in a unitary authority.

Councillor Kitterick returned to the meeting.

Concern was raised that there was a risk schools would now look elsewhere for their HR service following an increase in charges for the Children and Young People HR service. The Director of Human Resources stated that this was a variable risk. The Interim Chief Accountant informed the Committee that the current cost of running Children and Young People Services HR was £1m. The increase represented approximately £1,000 per school.

Further concern was raised that schools would not be able to afford this kind of service and it was queried when the details of the national budget impact on schools would be fully known. The Chief Finance Officer stated that there was a separate process for the schools' budget. Whilst schools were protected to some extent, there were a number of pressures on schools' budgets. He informed the Committee that the best estimate was a 5% real terms reduction in comparable resources for 2011/12 however the impact of this would vary from school to school. It was also noted that funding from the new Local Pupil Premium scheme would get allocated to schools, but this would not be evenly distributed.

It was queried whether the figures with regards to job losses in the Council's budget took into account staff in schools. The Chief Finance Officer stated that they did not.

### **Change and Programme Management**

The Director of Change and Programme Management presented the budget for the Change and Programme Management division and informed the Committee that the division was involved in the ODI review of support services which was looking to deliver savings of £1m in the division. The other main proposal was the reduction in the community cohesion fund of £64,300.

Concern was raised that funding for the Gujarat Hindu Association and the Race Equality Centre had been ring fenced and therefore protected unlike other groups. The Director of Change and Programme Management informed the Committee that both contracts were only running until the end of March 2012 and that there was a separate budget proposal to look at voluntary sector grants overall which would include both of these. With regards to the Race Equality Centre, the Committee was informed that work had been done to tighten up the specification of the contract and meetings were held with the

group quarterly to monitor what was being delivered.

Concern was raised that there wasn't a robust and evidenced approach to the process. The Director of Change and Programme Management provided assurance that there was and informed the Committee that there was no presumption that contracts would be rolled forward. The Chair requested that the Committee have an early look at both of the contracts that had been mentioned.

The Chair noted that the community cohesion fund had been established in 2004 and was open to groups to apply funding from it and had not been used to fund groups on an ongoing basis. The Director of Change and Programme Management informed the Committee that a proportion of the funds had been allocated in this way in more recent years and that this had been the decision of the relevant Cabinet Lead at the time.

In response to a query regarding whether contracts could be reduced, the Director of Change and Programme Management stated that the contract for the Race Equality Centre could be, however prior notice and consultation would have to be given. Members were informed that the contract for the Gujarat Hindu Association was a bit more complicated and legal advice would have to be sought.

It was stated that if flexibility was needed, contracts should not be issued in this way. It was suggested that contracts needed to be analysed in more detail with regard to what was being commissioned.

The Committee asked that the concerns raised at the last meeting be reiterated and attention be drawn to the commissioning process for contracts in the voluntary sector.

### **Information and Support Services**

The Director, Information and Support presented the budget for the Information and Support Services division and informed the Committee that there was a proposal to reduce the opening times of the Customer Service Centre from 8am – 8pm Monday to Saturday to 8am – 6pm Monday to Friday. This was due to their being a relatively modest volume of calls received after 6pm and on Saturdays. It was noted that this would create savings of £156,000.

The Chair queried why this measure hadn't been taken sooner. The Director, Information and Support stated that the Customer Service Centre had only opened in 2009 and when launched the customer take up during the extended hours could not be predicted. The Director, Information and Support informed the Committee that for some time the service had been anticipating the need for cost reduction so had not recruited to vacant posts instead changing staff work patterns so that minimal numbers were working during quieter periods. This had then kept the operating costs down.

### **Financial Services**

The Chief Finance Officer presented the budget for the Financial Services division and informed the Committee that much of the division was involved in the ODI review of Support Services where £1.2m savings were sought. The Chief Finance Officer informed the Committee that there would be a reduction in the internal Audit Service which would bring savings of £80,000 in 11/12. It was noted that 2.5 posts would be deleted of which one was vacant. The Chief Finance Officer stated that the Financial Management Standard in Schools regime, which was audited by the Council's Audit Service, had been terminated in December by the Government and the Schools Forum had decided to let schools make their own decision with regards to if they wanted to use the service or not. It was noted that it was unlikely schools would use the service, and redundancies would consequently ensue.

A further proposal was to bring the handling of personal injury claims in house which would result in savings of £90,000. With regards to external motor claim handling, the Chief Finance Officer informed the Committee that this would still be done externally as this was a complicated area of business and the cost paid to do this was around £20-30,000.

The Committee were informed that further proposals were in the Revenue and Benefits section. The Chief Finance Officer stated that the cashiering facility would close, there would be a reduction of one senior manager and other vacant posts would be deleted. The Chief Finance Officer commented that the public were able to use PayPoint facilities in shops across the city to pay rent and council tax. It was noted that there had been a reduction in the housing benefit administration grant from the Government. The Chief Finance Officer informed the Committee that the improvement plan should not be affected by 11/12 cuts.

It was noted that the proposals outlined for 2012/13 in Revenues and Benefits were still provisional due to national changes. The Chief Finance Officer stated that it was expected council tax benefit would be localised. It was noted there would be a transfer of some responsibility with regards to revenue and benefits to the Department for Work and Pensions. Of the 12/13 proposals, the Chief Finance Officer informed the Committee that discrepancy checks would be done via post rather than the current process of conducting visits. There would also be a reduction in training officers from four to three and in liaison officers however this would be considered again in 2012.

The Chief Finance Officer stated that a correction needed to be to the Internal Audit pro-forma in relation to savings in subsidy certification.

Concern was raised that the risk assessment only mentioned one proposal however there were currently three. With regards to combining of the audit service, concern was raised that this would lead to a reduction in internal audit activity and it was stated that this should be monitored by the Committee. The Chief Finance Officer agreed that this could happen.

It was queried if audit services were needed in the event of things going wrong,

would the same level of service be provided. The Chief Finance Officer stated that it was expected that a joint service would be more responsive than a single service as there would be more staff.

Due to discussions on the ODI review of Support Services, Councillor Grant left the meeting at this point following his earlier declaration.

It was queried whether more documentation should have been provided regarding the review of support services. The Director of Change and Programme Management informed the Committee that this was an ongoing programme with previously agreed targets as part of the previous budget and that the Committee had recently considered a report regarding the review of support services and the targets and progress of the programme. It was felt that more information needed to be made available with regard to this during the budget process.

RESOLVED:

- 1) that the report and comments made by Members of the Committee be noted.
- 2) that the Committee reiterate their concerns raised at the previous meeting regarding the lack of targets that had been set for some contracts and insufficient information about the performance and value for money of those contracts.
- 3) that the Committee requested attention be drawn to the commissioning process for contracts in the voluntary sector.
- 4) that the impact of budget reductions on internal Audit be monitored by the Committee.



Appendix Five  
Consultation Responses

Pertinent to the Regeneration and Transport Task Group leader) as he and his wife were in receipt of concessionary bus passes.

Councillor Newcombe declared a personal interest in proposal number ES3, of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as he was a Trustee of the Bradgate park and Swithland Wood Trust. He also declared personal interests as his wife worked within Adults and Housing and several family members worked in cleansing services.

Councillor Potter declared a personal interest in proposals numbered ES11, ES12 and ES13 of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as she knew some street cleaners personally. Councillor Potter also declared personal interests as she had a child in full-time education, her former mother-in law was in receipt of a Council care package and she was a Council tenant.

Councillor Suleman declared a personal interest in proposal CS08 of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as he lived outside the City (but in the County).

Councillor Aqbany declared a personal interest in Item 6 (Divisional Budgets Pertinent to the Adults and Housing and Community Cohesion and Safety Task Group Leaders) as his mother was a Council lessee.

### **136. 2011/12 BUDGET PROPOSALS**

The Deputy Chief Executive and the Chief Finance Officer were present to provide an introduction and general overview of the 2011/12 budget proposals.

The Chief Finance Officer explained that following a huge decrease in Government funding, the 2011/12 budget had been the most difficult budget to construct in decades and that significant cuts were unavoidable. The proposed budget aimed to protect Leicester's priorities. It was also pointed out by way of introduction that Council Tax had been frozen for the coming year if the proposals were adopted.

The in-year spending cuts announced on 25 May 2010 resulted in a drop of £9.2m of funding from central government, and the City Council had also been adversely affected by cuts to organisations such as the East Midlands Development Association (EMDA). Furthermore, the Comprehensive Spending Review saw a 29% real terms reduction in formula grants over four years at national level. In response to a query from Councillor Suleman, it was clarified that grants received by the Council were to reduce by 12.9%, in

## Appendix Five Consultation Responses

2011/12. The Chief Finance Officer also stated that a number of specific grants had been rolled into formula grant, and that the appropriate sums had been added into the budget. This was not growth, just a change of funding.

The Board were informed that the Council had received a two year settlement from the Government, which would see an overall reduction of £30m in revenue grants and a £20m reduction in capital. It was also explained that this included a reduction of £9.6m in Children's Services specific grants for which budget proposals did not exist at the time the draft budget was published.

Further key funding changes included a cessation of the Housing Revenue Account subsidy system in 2012/13, the receipt of additional funding for adult care via the NHS and the transfer of £0.9m as a central provision for academies.

Members heard that a number of 'one-off' monies would be used for severance and for the 2011/12 budget. Total available monies amounted to £17.5m, The amount of one off monies which the budget proposed to use would exceed this, to cover the additional funding required for Children's Services. It was intended to review all budgets significantly in Spring 2012

In respect of the main features of the Budget, the Chief Finance Officer reported that protecting BSF funding was a key component; as was investing £750,000 into Safeguarding Children which reflected the increased number of children entering the care system. An extra £1m for concessionary bus travel had been provided in light of an average 5% increase in fares and a growing number of elderly citizens using buses.

In terms of savings, a proposed senior management review and savings within ODI and HR were key features. Savings within ODI were expected to grow from £5.6m to almost £9m by 2014. Savings within HR related in part to changes to the terms and conditions of staff which included proposals to reduce working hours to 35 hours. The Chief Finance Officer was expecting the trade unions to comment on these in their formal responses.

In relation to Children's Services specific grants, it was explained that the Government had announced major complex reductions in overall grant funding, which encapsulated a 22% reduction of Early Intervention Grant, which provided for schemes including Sure Start. Schools were reported as also suffering from forthcoming budgetary pressures, as a result of a pay award, and the reduction of several direct grants. It was also explained that the size of the gap in the overall position of the budget was expected to grow significantly from the draft proposals as a result of the impact of cuts in Children's Services grants.

The Chief Finance Officer reported that £4m would be received in each of the next two years via the NHS to deliver Adult Social Care work which directly



## Appendix Five Consultation Responses

benefitted health outcomes. Use of this money had to be agreed with the PCT. It was also noted that clarity from the Government was still awaited in respect of several other grants including youth justice.

The Chief Finance Officer believed the key areas of risk in the budget were the adult social care programme, the changes in staff terms and conditions, and the ODI programme. This was due to the size of the savings and the fact that programmes of activity were required to deliver them.

The Deputy Chief Executive spoke further on areas of interest to Members and explained that the current level of budgetary pressures had led to a greater number of services being brought into review. He stated that the overall level of risk to the Council was sizeable in light of the reduction of the amount of money made available. He also made it clear to the Board that any changes to the terms and conditions of staff contracts were subject to full consultation with staff and Trade Unions, and that implementation of such changes would be far easier if Trade union support was provided. . Furthermore, the Deputy Chief Executive explained that consultancy spend over the last financial year had fallen from £9.6m to £3.3m and that agency spend had fallen by £2.3 million in the last year, well exceeding it's target.

Clarity was sought around the level of finance required for pension and severance costs. The Chief Finance Officer confirmed that £15m would be provided via "quasi borrowing" and by the use of available one-off monies. "Quasi borrowing" would be achieved by using monies set aside for capital (and then borrowing for capital works) or by using facilities within the pension scheme to defer cost. In response to a further query in relation to the proposal to reduce working hours, the Deputy Chief Executive said that £4m was proposed for this, which equated to 50% of the total possible saving and explained that the proposal could not be extended to all Council staff due to need for full coverage in some service areas.

Concern from members was expressed around the shortage of information around the ODI review budget. The Deputy Chief Executive confirmed that a significant amount of background detail on this programme was available which could be made available to Members. In response to further comments around a shortage of information around Adult and Social Care budgetary processes, the Deputy Chief Executive explained that a broader transformation process had shaped this area , which had made it difficult to break down specific figures in the same way as many other divisional budgets.

The Chair asked whether any particularly radical measures had been employed by the Council to try and address the overall budget situation. The Deputy Chief Executive confirmed that service transformation processes had commenced within many of the Council's larger and more expensive services. Further to this, a variety of other ways of remodelling services which included neighbourhoods, were being considered. He added that work on the 2012/13

budget would commence in the coming months and as part of this, many other services would be looked at in more of a transformational way.

RESOLVED:

- (1) That the general overview of the 2011/12 budget proposals be noted; and
- (2) That further information on the ODI review budget be provided to Members

### **137. DIVISIONAL BUDGETS PERTINENT TO THE REGENERATION AND TRANSPORT TASK GROUP LEADER**

#### Regeneration, Highways and Transport

The Divisional Director, Regeneration, Highways and Transport, was present to provide a summary of the budget for his division.

Members heard that the division had an overall budget growth of £1.4m , which would fall to £0.3m by 2013. This growth was composed of budget pressures of £3.1m in 2011/12 and savings of £1.7m in 2011/12 rising to £2.8m by 2013/14. it was explained that the pressures mainly related to concessionary fares and reduced design and supervision fees from a reduced capital programme. The savings mainly comprised of a reduction of 41 posts within the division and a £600,000 reduction in bus subsidies which would encompass the loss of 29 bus routes. A further saving of £300,000 in highways maintenance had been proposed. Further a number of questions in relation to the loss of these routes, the Director explained that a number of mitigating factors were considered before decisions were made and consideration in consultation with the bus companies was given to those which could be delivered commercially. The Director agreed with a suggestion by Councillor Newcombe that all subsidised bus routes in Leicester be reviewed in the future, and it was further suggested that a Task Group review in relation to this be considered as a future topic. Furthermore, members were informed that discussions were taking place with Leicestershire County Council around the possibility of linking the Birstall and Enderby Park and Ride services.

In light of a reduction in income from on-street and off-street parking, it was questioned whether more rigorous levels of enforcement of unauthorised car parking sites could be employed. In response, the head of Planning Management and delivery explained that he was aware of several unauthorised sites, and referred members to a legal case which was lost several years ago on the grounds of an inadequate policy and a shortage of evidence. He stated that the Council had now produced a Car Parking Supplementary Planning Document which was currently undergoing a period of consultation. The meeting heard that once adopted, this could help to significantly reduce the number of unauthorised car parks.

In response to a further question, the Director, Regeneration, Highways and Transport stated that he was optimistic that a reduction in the highways maintenance budget would not lead to a significantly poorer level of service as officers had access to a capital maintenance budget.

In response to a question around the Star Track system, the Director, Regeneration, Highways and Transport, confirmed that there would be no further capital investment into Star Track and that future alternatives to the system were to be considered.

RESOLVED:

- (1) That the Regeneration, Highways and Transport 2011/12 budget summary be noted; and
- (2) That consideration be given to setting up a Task Group to review subsidised bus routes.

#### Planning and Economic Development

The Head of Planning Management and Delivery and the Head of Economic Regeneration were present to provide a summary of the budget for the Planning and Economic Development division.

The Board were informed that the division had an overall reduction excluding grant transfers of £41k in 2011/12 rising to nearly £0.5m in subsequent years. There were budget pressures of 269,000 in 2011/12 and proposed savings of £310,000 in 2011/12 rising to £754,000 by 2013/14. It was explained that the budget pressures related to the cutting of the Housing Planning and delivery Grant and projected shortfalls in the Markets budget. The savings were mainly from a reduction in management and specialist staffing in the Planning Service and a reduction in funding for sub-regional economic development including the successor body of Prospect Leicestershire and Leicestershire Promotions.

In respect of economic regeneration, the Head of Economic Development informed the Board that there would be a 30% reduction towards the sub regional support unit, a 30% reduction in the Prospect Leicestershire grant and just under a 30% reduction in overseas links. It was also anticipated that increased income at Leicester Business Centre would improve the situation by £40,000 in 2011/12 and £80,000 in 2012/13 and beyond.

The Head of Planning Management and Delivery explained that the budget pressure of £182,000 in relation to the Housing Planning and Delivery Grant was as a result of the expiration of the grant from the Government. Further savings of £202,000 as part of a management review and £129,000 in specialist planning staffing had also been proposed. In response to a question, it was noted that such specialists included those that provide advice on trees,

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buildings of historic interest and in relation to urban design. It was reported that remaining planning specialists would be used in a more focused way. The Head of Planning Management and Delivery also explained that a proposal had also been included around reducing the amount of pre-planning application advice.

In response to concerns expressed to officers, the Head of Planning Management and Delivery confirmed that the cuts to service could lead to a reduction in the monitoring of the planning permissions, which in turn could potentially lead to a rise in the number of breaches.

RESOLVED:

- (1) That the Planning and Economic Development 2011/12 budget summary be noted.

**138. DIVISIONAL BUDGETS PERTINENT TO THE ENVIRONMENT AND SUSTAINABILITY AND CULTURE AND LEISURE TASK GROUP LEADERS**

With the agreement of the Committee, the divisional budget pertinent to the Environment and Sustainability Task Group Leader (Appendix C2) was considered before that pertinent to the culture and Leisure Task Group Leader (Appendix C1).

a) Environmental Services

At the invitation of the Board, Councillor Russell, the Lead Member for Environment and Sustainability addressed the meeting, explaining that, wherever possible, innovative ways had been sought by which Environmental Services could be protected and service levels maintained.

The Board expressed concerns about the proposal to reduce park and play locking services, (proposal number ES20). It was suggested that not locking some of the City's parks or play areas would lead to anti-social behaviour in their vicinity and Members were reminded that a verbal assurance previously had been given that consideration would be given to which parks and play areas should still be locked.

In reply, the Director of Environmental Services confirmed that it had not been decided yet which parks and play areas would continue to be locked, but the history of each site would be considered before a decision was made. The Director further confirmed that consideration was being given to alternative ways of providing this service, such as outsourcing the service, the provision of automatic bollards at entrances, or using existing staff resources. It was recognised that there would be costs associated with these alternatives, but these also needed to be quantified.

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Concerns were expressed that, once a way forward had been implemented, problems could be created for local residents, such as the presence of street drinkers, or incidences of anti-social behaviour. The Director of Environmental Services confirmed that it was only in parks and play areas where it was known that no anti-social behaviour problems existed that an alternative system would be implemented straight away and assessed while in operation.

At the invitation of the Board, Councillor Coley addressed the meeting commenting that, although some parks and play areas currently did not have any problems, these could arise if they were not locked, (for example, travelling communities moving on to unsecured areas).

Councillor Suleman enquired whether consideration had been given to park user groups taking over the locking service on a voluntary basis. The Director of Environmental Services confirmed that one option being considered was for the local community to take on the role.

Councillor Suleman then drew attention to the proposed increase in car parking charges, (proposal number ES21 referred), and questioned how this equated with the Council's efforts to encourage people to use the City's parks. He suggested that the proposal to increase car parking charges needed to be reconsidered, as the increase would deter people from travelling to City parks. However, it was noted that only two parks currently had car parking charges, which had been introduced to stop commuters using those car parks.

In considering the suggested closure of the Consumer Advice Centre (proposal number ES8), Councillor Russell reminded Members that much of the advice given at the Centre was available from other sources. However, it was recognised that some people preferred a face-to-face service, so existing Customer Services staff would be supported to enable them to provide this advice.

At the invitation of the Board, Councillor Shelton, Deputy Leader of the Environment and Sustainability Task Group, addressed the meeting, enquiring whether consultation had been started on the suggestion that a county-wide shared service for regulatory services could be considered. Councillor Russell explained that tentative approaches had been made to district authorities within the county. Positive feedback had been received at Chief Executive level where approaches had been made.

Councillor Shelton also enquired whether cleansing levels could be maintained following the proposed reductions in street cleaning and whether surplus equipment would be sold, (proposals numbered ES11, ES12 and ES13). Councillor Russell explained that the mechanical sweepers used by the Council were leased and that these leases were coming to an end.

Councillor Russell also confirmed that there was confidence that cleanliness

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levels would be maintained. It already had been found that cleanliness sometimes was higher in areas where hand barrows were used, as operatives could access smaller areas. Members of staff currently working on mechanical sweepers would be redeployed within cleansing services.

The Director of Environmental Services confirmed that amounts of visible litter in some areas could be greater than previously following this change to the service, but the risk of this had been taken in to account in presenting the proposal. If it was found that the level of service was unacceptable, resources could be redirected as part of the risk mitigation process. The frequency with which mechanical sweepers currently visited individual Wards depended on the nature of those Wards, as they were most effective in areas where there were wide, open spaces. Currently, every road was swept at least once per week, the majority of these sweeps being by hand sweepers.

Although the reduction in carbon emissions that could be achieved through the reduction in use of mechanical sweepers was welcomed, Members were concerned that the increased use of manual cleansing services could lead to an increase in the number of repetitive strain injuries (RSIs) experienced by members of staff doing this cleaning. The Director of Environmental Services advised that appropriate steps would be taken to ensure that staff could work safely and that the number of RSIs was not expected to increase. The Director undertook to circulate information on the number of RSIs reported in this service.

Councillor Potter reminded Members that she had declared a personal interest in proposals numbered ES11, ES12 and ES13, as she knew some street cleaners personally.

Serious concerns were expressed about the proposed loss of a Gardener from Gilroes cemetery (proposal number ES15). This was important work that currently was done to a very high standard and Members were concerned that this service would not be maintained. They also questioned why the reduction could not be made at a management level. The number of actual posts to be lost was questioned, as it was suggested that this could be more than one when agency staff were no longer employed.

The Director of Environmental Services advised that the proposal was not to lose one post, but was for the loss of one gardener. It was expected that this would not lead to a significant reduction in the quality of service provided. The Director further explained that one management post in Bereavement Services already had been lost. There would be significant reductions in the Parks and Green Spaces service and it was hoped that as many of these as possible could be made at a management level. The opportunity also would be taken to rationalise service delivery, which would include consideration of having shared management for the Parks, Green Spaces and Cleansing services.

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In response to further questions about how the staffing implications had been assessed, the Director of Environmental Services explained that there currently were three vacancies in Bereavement Services. One of these posts, that of Gardener, would be lost in the 2011/12 financial year, so no individual members of staff were at risk in that year. Two posts would be deleted the following year, one of which currently was vacant and one of which would come from the core pool of staff.

Councillor Suleman expressed concern at the proposal to increase non-cremation Bereavement Services fees and charges, (proposal number ES14), as the Council already owned the assets used in the service and he felt that there had not been proper consultation on the proposal. The Director of Environmental Services reminded Members that, although Bereavement Services currently generated a significant financial surplus for the Council, ambitious savings needed to be achieved across the whole division. Ways of achieving this without reducing service levels therefore had to be found. Some improvements to Bereavement Services were planned, such as the introduction of a florist and the extension of the chapel at Gilroes cemetery, and which would benefit everyone.

Councillor Newcombe reminded Members that he had declared a personal interest in proposal number ES3, as he was a Trustee of the Bradgate Park and Swithland Wood Trust.

### RESOLVED:

- 1) that the report be noted;
- 2) that Cabinet be requested to recommend to Council that the post of Gardener in Bereavement Services (included in proposal ES15) be retained; and
- 3) that Cabinet be informed of the comments made by the Board on the remainder of the proposals relating to Environmental Services.

### b) Cultural Services

Richard Watson, Director of Culture, introduced the budget proposals for the Cultural Services division. He explained that the proposals sought to prioritise front line services and drew attention to the levels of projected growth and recommended savings set out in the report.

In considering the proposal to introduce alternative management and operational arrangements for four museum sites (proposal number CS04), the Board noted that, if an alternative was adopted, the Council still would need to retain curators and storage space for each museum. Sarah Levitt, Head of Arts and Museums, advised that the staff cost saving was approximately

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£339,000 as detailed in CS04. In view of this, Members questioned whether the saving that would be made by closing museums to visitors was significant enough to warrant the loss of this service.

In reply to further questions, the Head of Arts and Museums advised that it had not been decided how a scheme to offer free entry to museums only to city residents would operate (proposal CS08 referred). One possibility was the use of different coloured stickers to differentiate who could access different parts of a facility. This would include people attending events at the Council's museums.

City residents would be required to provide evidence that they lived in the City, such as utility bills, library tickets, or membership cards for local organisations. Councillors pointed out that many young people would not have these items and were advised that staff at the entrance to the museums would have to exercise an element of discretion in these cases. The precise charges to be made would be decided if the principle was agreed.

It was noted that those who had served with the Royal Leicestershire Regiment would not have to pay an entry charge to the Newarke Houses Museum. Consideration also would have to be given to what kind of entry could be given to various other categories of people, such as those who had made donations to the museums.

In reply to concerns that the Arts Council required free admission to some of its exhibitions, it was noted that this had been discussed with the Arts Council, which had indicated that it would consider this on an exhibition by exhibition basis. It was felt that arrangements could be made to accommodate such exhibitions, such as making special offers, (for example, free admission), when these exhibitions were held.

The following comments were made during discussion on this proposal:-

- Facilities such as the shops and cafés at the museums would lose revenue if visitor numbers reduced as a result of entrance charges being made;
- New Walk Museum and Newarke Houses Museum had over 170,000 visitors per year. Approximately 46% of these were from outside the City boundary, with approximately half of these being from outside the county;
- In view of the anticipated number of visitors from outside the City, the income required was unlikely to be raised from a minimal entry charge;
- The Leicester Mercury had quoted a possible entry charge of 20 pence, but it was not known how the newspaper had calculated this figure. The amount to be charged had not been decided and would have to take account of the possible reduction in visitor numbers;



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- It was recognised that any system of charging admission would itself have a cost;
- Calculations had been made to identify how much visitor numbers could drop if entry charges were made. From these, it appeared to be worthwhile to introduce the charges as proposed;
- Proposal CS08 had been made to avoid having to charge everyone who entered the museums in question.

In view of the comments made, it was suggested that proposal CS08 should be deleted. Councillor Suleman reminded Members that he had declared a personal interest in this proposal, as he lived outside the City (but in the County). As such, he would not vote on the motion to recommend its deletion.

The Board also expressed concern at the proposal to consider alternative management arrangements for sports and leisure facilities (proposal number CS15). The Council would retain responsibility for plant and maintenance, so would still have significant costs to meet, and it therefore was suggested that this proposal should be deleted.

In response to questions from Councillor Suleman:-

- The Head of Arts and Museums advised the Board that the closure of the Fosse Arts music studio had been agreed as part of the budget for the 2010/11 financial year (proposal CS03 referred). Consequently, it had closed in September 2010; and
- Paul Edwards, Head of Sports, advised that sites across the City had been considered for the Football Development Project, (proposal CS02 referred), but Aylestone Meadows was the only site large enough to host 21 football pitches.

With regard to proposal CS05, to discontinue plans to replace the City Gallery, the Board enquired why alternative management options were not being considered, as was suggested under proposal CS04 for other museums. Richard Watson explained that this was a different situation, as this was a proposal not to proceed with a new building to replace one that previously had been leased. However, consideration would be given to any offers by other organisations to take on management responsibilities. Approximately £300,000 had been spent to date on the feasibility costs and other professional fees related to the original proposed new site for the Gallery.

RESOLVED:

- 1) that the report be noted;

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- 2) that Cabinet be requested to recommend that proposal CS08 be deleted and admission charges be not introduced for non-City residents at New Walk Museum and Newarke Houses Museum;
- 3) that Cabinet be requested to recommend that proposal CS15 be deleted, so that management responsibility for sports and leisure facilities is retained by the City Council; and
- 4) that Cabinet be informed of the comments made by the Board on the remainder of the proposals relating to Cultural Services.

*The meeting adjourned at 5.29 pm*

**139. DIVISIONAL BUDGETS PERTINENT TO THE ADULTS AND HOUSING AND COMMUNITY COHESION AND SAFETY TASK GROUP LEADERS**

The following draft Budget Strategies 2011/12 – 2013/14 were presented: -

- i) Adult Social Care - (Appendix D1)
- ii) Housing Strategy and Options Division - (Appendix D2)
- iii) Housing Related Support (Supporting People) Fund – (Appendix D3)
- iv) Safer and Stronger Communities Division – (Appendix D4)

i) ADULT SOCIAL CARE APPENDIX D1

The Strategic Director, Adults and Communities presented the Draft Budget Strategy. A supplementary page of information relating to Clients Changing Services and Clients Receiving Less Of Their Existing Services was also tabled at the meeting.

Members expressed a view that the supplementary information should have been circulated prior to the meeting and not tabled and that consideration should be given to deferring discussion of the Strategy document to a Special meeting of the Board. Members were unclear about several issues contained within the report and requested further information from the officers.

It was moved by the Chair and seconded by the Vice-Chair, and agreed, that further discussion on the Adult Social Care Draft Budget Strategy 2011/12 – 2013/14 be deferred to an adjourned meeting of the Board, to be convened as soon as possible.

Members requested that further information on the areas identified as follows be provided prior to the meeting: -

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- Proposed closures of residential homes, including a detailed cost analysis
- Meals on Wheels Service
- Personal Budgets
- Home Care Workers and the options
- Specific proposals regarding Extra Care
- Quality of Care

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board.

ii) HOUSING STRATEGY AND OPTIONS DIVISION      APPENDIX D2

The Director, Housing Strategy and Options presented the Draft Budget Strategy and stated that Housing General Fund services would be adversely affected by severe reductions in capital reductions in government resources for the Homes and Community Agency, reductions in former Supporting People funds and the overall reduction in formula grant to the Council.

Members opposed, under the rationalisation of voluntary sector grants, the proposed withdrawal of funding for the provision of Corner Club, and Study Support, both of which were in-house services, and Family Support at Border House. It was felt that these were still much needed services and could lead to discrimination as some children at Border House would be eligible for support and others would not. Further information on the length of time families spent in hostels was requested and to be circulated to members.

Members supported the retention of the Homehandy Person Services but felt that there was an opportunity to promote this service better within the private sector.

Members supported the work being done to develop the Revolving Door Service at all hostels in the City that would provide focused support on those individuals that had been in the hostel more than once over the previous two years and would help them succeed when they next left the hostel.

RESOLVED:

that the Draft Budget Strategy be noted and Cabinet be informed of the comments made by the Board.

iii) HOUSING RELATED SUPPORT      APPENDIX D3  
(SUPPORTING PEOPLE) FUND

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The Director, Housing Strategy and Options presented the Draft Budget Strategy and stated that the report set out the actions required to make reductions of 15% in year 1 and 7.5% in years 2 and 3 for services funded from the former Supporting People grant. It was reported that the Care and Repair and the Supporting Tenants and Residents (STAR) services would be particularly affected by these cuts.

Members supported the work of the STAR service and questioned whether the work could be expanded, to offer support to clients for an appropriate period of time, instead of reducing the service. By way of clarification it was stated that there was not a fixed term of 3 months for each case handled by STAR.

Members further suggested that the proposed position regarding the ending of the contract with the Care and Repair service be re-visited as it was felt that this was a useful service.

Members questioned the savings referred to in the report that related to Children and Young Peoples Services (CYPS) and Community safety. It was stated that these cuts related to contracts for particular services that were in place. Negotiations were underway by the Housing Related Support Team with the respective contractors to try and identify the necessary savings. Members stated that the Children and Young Peoples Scrutiny Committee had not been informed of these cuts to services for children and urged that they be consulted.

It was moved by the Chair and seconded by the Vice-Chair that discussion on the report be deferred to enable the information identified to be provided and to enable the members of the Children and Young Peoples Scrutiny Committee to be consulted on the proposed cuts to services to children.

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board and that members of the Children and Young Peoples Scrutiny Committee be consulted on the detail of the proposed cuts, and the Cabinet Lead Members for Children and Young Peoples Services and Community Safety be invited to attend the adjourned meeting.

iv) SAFER AND STRONGER COMMUNITIES DIVISION    APPENDIX D4

The Head of the Youth Offending Service presented the Draft Budget Strategy and stated that the division was heavily dependant on Central Government grant funding, with the Drugs and Alcohol Team 100%

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funded by Government and the Youth Offending Team 65% funded by Government.

It was reported that Information was still awaited from Central Government on a number of the funding streams identified in the report, and this information was being pursued by officers.

It was stated that, regarding the Youth Offending Service, discussions were underway with the Strategic Director Children to try and ensure that this area is work is not cut out by utilising some funding from the Early Intervention Grant that had been made available by the Government.

Members expressed concerns that actual savings could not accurately be determined because of the position reported by officers and surprise at the predictions that, despite cuts of some £1.5m, an improved level of service could be offered by way of re-commissioning and re-alignment of services and better ways of working, and sought what services would not actually be re-commissioned to achieve such savings.

It was moved by Councillor Newcombe and seconded by Councillor Potter, and agreed, that further discussion on the report be deferred to the adjourned meeting to enable the further information, referred above, to be provided by officers.

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board



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9 February 2011

**UNISON RESPONSE - BUDGET 2011/12**

In formulating a response to the budget proposals UNISON have been hampered by a number of issues, primarily around still unknown grant settlements in some areas and delays in formulating and consulting on proposals by Leicester City Council.

The Trades Unions were first presented with proposals on the 18<sup>th</sup> January but these were incomplete, however the full picture began to emerge on 25<sup>th</sup> January when we were briefed on the Adult Social Care proposals and when further detailed information was supplied on 27<sup>th</sup> January, giving less than 14 working days on which to glean detail, consult their members and formulate a response.

The usual good practice of divisional briefings has been patchy at best – such briefings have only occurred where we have actively sought them or where officers have been proactive in ensuring union engagement, and at time of writing we have still to receive complete budget pro-formas for many of the proposals, and some specific grants remain unknown.

While the grants issues are the responsibility of others, the incomplete nature and unprecedented haste of the Council is barely worthy of the term consultation (especially against a background of massive cuts) and risks hasty decisions with adverse consequences for the people of Leicester.

**1. ADULT SOCIAL CARE**

1. Six out of 8 homes to close.
2. Move away from the provision of homecare to short term 'reablement'
3. To no longer provide mobile meals.

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4. To close the day centres which currently provide services to the elderly with mental health problems, those with physical and learning disabilities and those with physical and sensory impairments (currently 7 day centres)

5. Around 300 posts lost across EPHs/Day Centres?

6. By 2013/14 the aim is to reduce the cost of care provision itself by some £12,174,000 with an additional £7,388,000 to be saved in staffing costs and cuts to other areas.

It is apparent that the direction of travel for Adult Social Care (ASC) for the next three years is essentially to commission not provide services – to sign post service users to the private and voluntary sector; a 'service' which would negate the need for too many qualified staff and consequently would be cheaper to run.

No doubt claims will be made about investing in 'reablement', (intensive work with all referrals to avoid the need for longer term care/services) as well as investment in assistive technology and the voluntary sector. What UNISON see however are figures for which there is no concrete evidence and which cannot be tested.

Within the Draft Budget Strategy (DBS) it is admitted that LCC has a relatively low spend on Adult Social Care currently (compared with other authorities in its 'audit family'). UNISON would assert that this evidences an under investment over many years which itself might explain some of the problems being faced by these services.

Unfortunately Adult Social Care has never had the investment both financial and political which Children's Services have traditionally enjoyed.

Investment in this area has been about playing catch up following underinvestment inherited from the County Council after which came a period of investment to 'stand still'.

There needs to be awareness that the current criteria for receipt of services are 'critical and substantial', Leicester City Council is not providing services to those who really don't need them – or for whom services are a luxury.

### **Elderly Persons Homes**

The plan over the next three years is to close 6 out of the 8 in - house Elderly Persons Homes.

The rationale for this (cited over and over again) is the fact that in many of the homes the residents are required to share bathrooms.

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With respect it is the case that long term residential provision in the private and voluntary sector cannot offer every individual service user their own bathroom; it is often impractical when considering the amount and size of mobility/hoisting equipment and specially adapted baths that are often required.

In any event is that how we measure the quality of care in residential settings? Of the 16 essential standards of quality and safety produced by the Care Quality Commission – there isn't one specifically about bathrooms or toilets. There are more important considerations for CQC (and I would suspect service users) such as safeguarding from abuse, care and welfare, consent to care and treatment and ensuring there are appropriate numbers of well- trained staff etc.

Whilst it is of course true that prevention is better than cure (thus investment in preventative health measures is important; as is reablement) it is UNISON's belief that we will still need residential services for the future.

The population is an aging one and whilst the aim ought to be to keep people in their homes as long as possible (with the right support) ultimately many people with more complex needs will require residential care. If LCC divests itself of all its long term accommodation it will not only find itself a hostage to the market it will also have abdicated its responsibility as the lead provider and model employer.

The proposals contained in the DBS will be presented as being about the personalisation agenda; choice and 'putting people first' such claims are only partially true, in reality choice isn't the main driver here cost is (note the reference to 'disinvestments and re-investments' – they do not and cannot equate to the same sum otherwise the predicted savings of £19 million by 2012/13 would be unachievable)

If it were truly about choice then there would be some recognition of the need for LCC to invest in long term residential care and not to leave provision to the voluntary or private sector.

This abdication of responsibility will result in a lack of accountability; it ignores the fact that voluntary sector is under resourced and facing further cuts and it disregards the fact that it is profit not altruism that drives private sector.

It would be wrong to claim that services provided by LCC are out dated. Despite years of underfunding many areas of ASC provision have undergone constant review and realignment over the last 10 years to ensure that provision is properly targeted and leads to improved outcomes for service users one outstanding example is Home Care. Other areas can similarly be realigned.

It is unclear where those currently using the EPHs be sent over the next 3 years. It's unlikely that they have homes to return to so presumably it is Leicester City Council's



intention to move them into residential care provided by the private and voluntary sector which begs the question how is their lot improved by this proposal?

There is no escaping the fact that increased demographic pressure will lead to difficult choices having to be made – what should you invest in? What is the core business of a local authority? UNISON would say above all else the provision of services to the vulnerable.

### **Specific Savings**

The DBS shows a table of service users/areas at Para. 1.7 – which shows a predicted reduction in numbers over the coming years. These figures can be little more than a guesstimate – how can it be claimed with any certainty that there will be 748 less people will receive meals or 342 less in long - term residential care.

The DBS details that £3million more will be spent on enabling/reablement, and that there will be investment in 'ordinary housing'. The money going into reablement has of course been taken from the closure of the Elderly Persons Homes and Day Centres. Where the investment in ordinary housing is going to come from is unspecified.

It is vital to consider the fact that the proposed budget for Direct Payments and Care Packages; Assistive Technology; Reablement and Intermediate Care and Carers/Voluntary sector amounts to £14,339,000 – the money saved in long term residential care, Home Care and Day Care alone is £28,348,000 – that is a substantial 'disinvestment'.

If you are 95 and have limited mobility and require assistance to transfer onto the toilet or into bed – if you can't cook, or struggle to feed yourself – what then? If no-one is bringing you a meal or if there are no Day Centres for you to go to and no Home Care – What then?

If you are an Adult under the age of 65 with physical or learning disabilities who wants to participate in activities during the day but require support with personal care – what then?

There is of course a move toward Direct Payments and Individual Budgets; in respect of the latter it is UNISON's view that they can result in a series of short term contracts for care provision thus there is no continuity of care. Further the service user has the burden of being an employer and its consequent responsibilities including making provision for sick pay, annual leave etc.

Direct Payments aren't the solution to this situation. Direct Payments will cover the basics - no one will receive enough to pay for social interaction lost through withdrawal of these services.

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The figures within the document show what is given to the voluntary sector with one hand is taken with the other; – Para 1.14 shows an investment of £289k (to support an additional 363 people) however Para 1.18 details a reduction of £200k.

Note the references to increased charges in Para. 1.19 – the assumption being made is that this will generate additional £1,115k.

Leicester City Council is proposing charges for day care and increased charges for home care and mobile meals – there will be no subsidies.

This is a significant amount of additional income particularly given that services will be greatly reduced. On the face of it this is simply a budget gap in the making.

To counter the removal of transport 'travel training' will be offered to service users – no doubt to help them use bus services that are being cut. Councillors need to be aware that there's no likelihood that Direct Payments will cover taxi fares and the consequent lack of transport may leave many isolated in their own homes.

With regard to co-ordinated work with the NHS referred to in the DBS it seems unlikely that two large organisations jealously guarding every penny that comes their way will open to sharing their resources, as the proposals seem to assume. This creates further dangers in terms of both potential gaps in the budget and of service users being failed.

UNISON would assert that the DBS amounts to a panic budget dressed up as personalisation. It is chock full of caveats that savings probably won't be realised in the first year when in reality those caveats should be attached to the entire three years and beyond. It is in essence management ensuring that whatever happens in the future they can state that elected members were warned!

Given the proposals it's difficult to see how the lofty promises made at Para. 3.2 will be kept.

### **Service User Consultation**

Idea that consultation on 'decommissioning' will inform the process is a farce – the savings that are deemed necessary are predicated on the abolition of all the services listed in the document – thus the promise made to 'involve people in making decisions that affect social care' seems a little hollow.

The EIA attached to the DBS appears incredibly biased; the areas being assessed for impact are narrow and partial and the assessment of others seems fanciful e.g. reduction in use of specialist transport has no negative impact whatsoever.

## **Impact**

The EIA is poorly done and contrasts oddly with the much-vaunted EIA done on the broader Comprehensive Spending Review, which appears not to have informed any of the proposals, put forward in ASC.

As highlighted at the outset the aim is to making savings of over £19.5 million by 2013 despite a growing elderly population, with potentially significant and complex needs, despite the fact that people with severe physical and learning disabilities live far longer.

How can these savings be achieved without having a negative impact on service users, their carers and ultimately the city as a whole?

## **Adults' Strategy**

Like the above approach, strategy in other Adult Services seems predicated on alternative private or voluntary sector provision which does not exist or, in the case of the voluntary sector, is itself subject to massive cuts and/or re-tendering exercises (the terms are virtually synonymous, in our view).

The future consideration of voluntary sector provision of Sheltered Housing is something we would oppose for the same reasons as we would EPH closures, and again we believe the Authority's role should be as a model provider.

Housing general fund services have seen severe reductions in capital and grant funding, which can only be partially mitigated by increases elsewhere, while reductions in a range of support and preventative services (see SPR1 - SPR8) risk fewer people maintaining tenancies and putting pressure on overstretched homeless services. Whilst a temporary reprieve is welcome, imminent closure of two hostels along with a simultaneous re-tendering of voluntary sector provision on top of reductions in STAR and Floating Support risk pressures on the Options Service and an impact on vulnerable people.

With deprivation levels likely to increase in the current climate, the small growth (in developing Single Access Referral) is unlikely to mitigate the potential increase in people who need the Options service, and overall strategy risks an increase in homelessness in the city, as clearly outlined in the Comprehensive Spending review Equality Impact Assessment.

Whilst there is more reliance on Private Sector Housing in the city, the end of Home Improvement Areas and Home Maintenance grants, along with other cuts, risks further diminution of private housing standards, and cuts to Drug and Alcohol Treatment services will again impact on vulnerable people and risk increases in deprivation across the city. Cuts in "Safer Stronger Communities" will achieve the exact opposite and

throughout services to adults there are cuts which will work against the wider health and wellbeing agenda and increase poverty in an already disadvantaged city.

With changes yet to come with the benefits system moving to "Universal Credit" the potential depletion of external liaison from Revenues & Benefits will mean a tough time for many households in the city, with people finding it harder to access vital services, more tenancies at risk and even more pressure on statutory homeless services.

## **2. CHILDREN'S SERVICES**

Children's Services is facing a reduction of £13.1 million, which equates to £9.6m in grants and £3.5m in the general fund.

In safeguarding there are an additional two team leader posts to be created to provide support to social workers; however there are two team leader posts being deleted elsewhere to offset this.

The Access, Inclusion and Participation Division which provides advice, intervention and support to some of the most vulnerable in the City appears to be facing the biggest cuts with the loss of 45 posts. These include the complete deletion of Childminding Development Officers, Quality Improvement Support Officers and Childcare Sufficiency Officers.

The Youth Service is also facing substantial cuts with the loss of two complete tiers (Advanced and Senior Practitioners) and a 25% reduction in all other posts, meaning a 30% reduction in the service overall. With the decimation of this service there will be little to occupy the teenagers of Leicester in the future and coupled with the losses in the Youth Offending Service this paints a bleak picture for the future.

Behaviour and Attendance is facing the deletion of its Head of Service and the deletion of specialist teenage pregnancy reintegration and support, which has been highly successful in reducing teenage pregnancy rates in the City. This gives cause for concern that we will soon see a return to the teenage pregnancy levels that were previously in Leicester, placing a drain on other Council resources and budgets.

Learning Services who provide targeted support to schools, particularly those in Category 3 and 4, have reduced curriculum consultants by 50%, a loss of 14 posts and the Leicester and Leicestershire Learning Alliance (staff who transferred from the Learning Skills Council) providing specialist advice for 13 -19 year olds is completely deleted with the loss of a further 6 posts. **Leicester schools have only recently reached National Standards after many years of targeted support and the good support work that enabled this to take place is withdrawn by the deletion of these posts.** The proposal to provide a commissioned and traded service for this curriculum support in schools in the future could further impact on standards as

## Appendix Five Consultation Responses

schools also face demands on their budgets with a 5% cut in real terms. It would be a travesty for school standards to drop because of cuts in early years and targeted school support.

In Planning and Commissioning there are a further 14 job losses, with most being lost in the Children's Information Service which is being re-sited out of the City into locality settings, causing huge difficulties for their service users who may no longer be able to access their advice.

It also appears that the Early Intervention Grant is the "catch all" for everything that is disappearing without exception and one wonders if this is a magical amount that grows and grows as demands on it get bigger and bigger.

Whilst we appreciate that the loss of grants has had a major impact on Children's Services and that Officers and Members have had to make some difficult decisions, it should be remembered that they do have a choice on where these cuts are made and choosing to make the bulk of them in early years really could condemn the children of Leicester to a lifetime of failure. The loss of Early Years support in children's formative years could make the difference between them becoming confident readers, acquiring social skills and interacting with other children – all important factors in enabling a child to learn.

In Safer and Stronger Communities there are cuts right across the board due to the loss of Area Based Grants, with an anticipated reduction of £2,634,000.

The Community Safety Team who has worked to significantly reduce burglary rates and vehicle crime are facing cuts of up to 50% with the loss of 4 posts.

The Anti Social Behaviour Unit is facing the deletion of 1 post from 7.5 posts suggesting ASB is dealt with at a locality level in future with the merger of the Anti Social Behaviour Unit and the Community Safety Team, potentially placing some communities at risk in the future due to under-resourcing.

The Drug and Alcohol Team are facing cuts of 20%, which necessitates a reconfiguration of the service and a re-tendering process, meaning some people will not be able to access the support they desperately need.

The Youth Offending Service has a number of statutory safeguarding and public protection functions, which remain a duty of the Council. LCC anticipate that the service will work together with CYPS to provide integrated youth support targeted at young people at risk of anti-social behaviour and crime. However they have proposed cuts to a third of the service, which together with the decimation of the Youth Service in CYPS mean that some young people will never get the support they need and consequently will never escape the cycle of re-offending.

Overall younger persons strategy is highly questionable, with substantial cuts across non-schools services, whilst schools themselves face a 5% cut and high risk in the deliverability of a vastly reduced Building Schools for the Future program.

### **3. CULTURAL SERVICES**

Against a background of a 30% reduction in support grant over the next 4 years and significant reductions in external funding, it is difficult to see how LCC will “protect front-line delivery, target services to the most disadvantaged and tackle inequalities”. Outsourcing sports and leisure facilities will inevitably mean reductions in service to the most disadvantaged, leading to future cuts to all but the most profitable aspects of leisure provision. As one of the UK’s worst performers in relation to incidents of diabetes and heart disease there are clear risks to the wider health and well-being agenda within the budget proposals, as well as a clear potential equalities impact, as is also the case in the closure of crèches and the resultant ability of young mothers across the city to access services. The outsourcing and curtailment of museums services also risks indirectly affecting community cohesion in the future, and reductions in outreach will impact on young people and exacerbate our concerns in relation to services to children.

### **4. PLANNING AND ECONOMIC DEVELOPMENT**

The proposed reduction in operating budget and resulting loss of staff and loss of specialist expertise will result in an inadequate service to the people of Leicester for the foreseeable future.

### **5. HIGHWAYS AND TRANSPORT**

The amount the government provides for maintaining Leicester’s roads has been fairly static over recent years but this amount has proven to be insufficient to prevent the overall deterioration of our roads, with the last two bad winters drastically shortening the lifespan of most highways. There is a similar situation with the wider maintenance of assets which make up the transport infrastructure, such as verges, lines and signage, bridges, highway drains and barriers. This will contribute to an overall deterioration in the street scene. The huge reduction in the amount government provides to plan and make improvements in transport infrastructure will also have a long-term detrimental impact. The reduction in supported bus services will have a greater impact on the elderly, those on lower incomes, school children, people with disabilities and anyone who does not drive. Meanwhile, £6m is the cost of free travel for the over-65s. To put it in perspective, we have just over £6m to spend on maintenance over the entire Leicester road network!

## **6. HR POLICY CHANGES**

The HR Policy changes outlined in the consultation proposals purport to save £4.5 million in 2011/12 rising to £5.3 (according to the slide at page 39, although the figures at page 11 are different) in the following two years. Yet there is no detail attached to either the items under 'improvements already made' or 'menu of measures to discuss with trade unions'.

Given that quite considerable savings are proposed it is clearly an area that ought to be of concern to employees in terms of the proposals themselves and to elected members as a potential gap for future budgets.

As a whole the 'menu' represents an unappetising set of propositions for UNISON members.

The lack of detail leaves us speculating what each of the lines might mean, but what is apparent is that it represents an attack on national terms and conditions of our members.

The proposal for a reduction in the working week comes on top of a three year pay freeze for all staff; a cut in salary for 25% of staff and a (further cut?) for many as a result of an overall decrease in allowances that are a consequence of Single Status.

If the aim of the employer is to absolutely ensure that the morale of its employees is at rock bottom then this proposal should help to guarantee success.

Although there was some mention of the number of jobs that acceptance of this proposal might save we assume that no assurances would be given on this issue and it is entirely likely that the same posts that were 'saved' by this proposal will be put up for cuts later down the line.

The minor modifications intended to the sickness policy are not by UNISON's definition 'minor'. The proposal to cut the benefit to 3 months full pay and 3 months half pay represents a major cut to nationally agreed terms and conditions and is unacceptable.

As a major employer in the area it is incumbent on Leicester City Council to take the lead in respect of both the package of benefits it offers to its employees and its overall treatment of them; and yet it appears that LCC believe that offering the bare legal minimum is sufficient to meet its obligation as an exemplar employer.

Withdrawal of the payment of professional subscriptions and the Retainer/Re-entry scheme are clearly not the acts of a forward thinking employer.

Whilst open to constructive discussions on the whole employment "package" UNISON will rightly resist attacks on the terms and conditions of already demoralised staff who have seen their relative income markedly depleted in the current climate.

## **7. EQUALITY IMPACT ASSESSMENTS**

The detail and quality of Equality Impact Assessments (EIAS) vary greatly across divisions, and none appear to have had the degree of care and attention to detail taken over those relating to the Comprehensive Spending Review (CSR). However, scratch under the surface and there are clear risks identified across all equality strands which cannot be ignored despite such stock phrases as "not directly" and "it is anticipated that a 15% reduction in service is achievable with minimum impact". UNISON would like to see more time and detail spent on EIAs in relation to the budget proposals, and in the meantime would point to the risks identified in the CSR exercise.

## **8. CONCLUSIONS**

With £50m grant reductions in 2011/12 alone it is clear central government bear responsibility for the largest cuts Leicester City Council has ever seen. The disproportionate potentially dire consequences for cities like Leicester have recently been recognised by the Chartered Institute of Environmental Health and the vice-chair of the Local Government Association. Elected Members should seriously reconsider their own views given the united opinions of unions, community and national groups and the national employer!

However decisions of choice and priority remain the Council's to make, and we would raise the following concerns:

### **"Protecting Front-Line Services"?**

This has been the Authority's stated aim throughout the budget process and yet the proposals before us evidence anything but. This aspiration is not possible where budgets have been slashed or where responsibility for in-house service provision has been abdicated. Closure of Elderly Person's Homes, Day Centres, Children's Centres, cuts in Early Years and Youth Offending Services, cuts across Housing and related services, outsourcing leisure facilities, museum closures etc draw us to the conclusion that protecting front line services is an unattainable aspiration without real commitment.

Overall strategy is questionable in a number of areas, and clearly front-line services that remain will be severely stretched. With alterations yet to come in benefit changes and to the Housing Revenue Account and further severe budgetary pressures from 2012/13, UNISON would like to see more thought, detail and consultation on how front-line



services should be protected.

It seems forgotten that Council has been making year-on-year efficiencies as a result of previous government initiatives, and has already planned approx. 300 job losses as a result of it's ODI program. With 600 jobs to go in year one proposals alone there will be approx. 15% fewer staff delivering services – an inevitable impact on the front-line. Last year's work on 8 till 8 working, only for it to be revoked this year, is just one example where UNISON's comments in consultation have been ignored, and monies wasted as a result.

As stated in last year's budget response, in times of recession we are all expected to cut our cloth accordingly; this is not the time for speculative ventures or costly aspirations, but the time to truly examine priorities. Further consideration is essential, and UNISON would welcome more detailed thought in the following areas:

- **Leicestershire Promotions** – this has long been forecast to be self-sufficient yet will continue to be substantially subsidised into the future under the proposals.
- **De Montfort Hall** – the year-on-year ongoing budgetary shortfall is of great pressure to the Council and a long-term solution which supports provision needs to be found.
- **Subsidy to Curve and Phoenix** – given the eventual phasing out of this subsidy we would question that planned reductions are only minimal before 2013/14.
- **Park and Ride** – the continued subsidy to apparently uneconomic schemes needs to be revisited in light of budgetary pressures on wider transport strategy.

UNISON strongly believe these government cuts are ideologically driven, are predicated on alternative provision which is not currently in place in many areas, will hurt the disadvantaged the most and will damage the long-term regeneration prospects of cities like Leicester. With 38% of Leicester citizens holding a job in the wider public sector and only 54% of women in Leicester currently economically active, there are clear risks to the local economy. With vastly reduced or outsourced services there is a clear detrimental impact on every citizen of Leicester, be they three or ninety-three years old.

Despite assertions to the contrary front-line services will be hit hard, and the result on some of the most vulnerable in our city will see increases in poverty, more pressure on social services and housing and will risk undoing the good work achieved in increasing attainment levels of our children. Community cohesion in such a city as ours is at risk as communities compete for scarce resources, and perceived inequalities as services are removed will endanger the sensitive balance of inter-community relations.

Appendix Five  
Consultation Responses

In summary the scale of budget cuts go too far, the pace is too quick and the lack of meaningful engagement and consultation make for decisions that may set this city back a decade. We would urge Elected Members to a more thoughtful consideration of this Council's priorities, which would truly protect services to it's most vulnerable citizens in the light of such unprecedented cuts.

**Dave Mitchell**  
**On Behalf of UNISON Leicester City Branch**

**Older People's Forum**

Council budget proposals were discussed at the Forum for Older People Consultative Group Meeting on 26th January 2011. The proposal that gave rise to the most comment related to the reduction in Supporting People, and Housing monies spent on Care and Repair. The forum felt that the latter was an important service to many older home owners as it helped them live in their homes longer and meant that they did not have the fear of being exploited by rogue builders. There were also some concerns about the loss of subsidy on certain bus routes, the extent of the rise in council house rents and the closure of elderly persons' homes.

**Schools' Forum**

The Schools' Forum met on 27 January, and the budget proposals were noted. Some concerns were expressed about the impact of general fund reductions on schools, particularly those related to pupils' pre-school readiness and behavioral support. Comments were invited from individual members following the meeting but to-date none have been received.

**General Public**

The following summarises comments made in relation to the budget.

| <u>Broad Subject Area</u>  | <u>Detailed issue/enquiry</u>  |
|--|--|
| General  | Comment about local authority salary levels.   |
| EPHs   | Concern over outsourcing provision to the private sector.  |
| Swimming Pools   | Concern over proposed outsourcing of swimming pools (leisure centres).   |
| Pay & Conditions (three)   | Concern over impact on staff on top of Pay Freeze, JE, Job Reviews and rising inflation.   |
| General  | Reduce rubbish collection to fortnightly and introduce charges for people wanting more than this. Preferable to cuts in Children's Services.   |
| Proposed cuts to Children's Speech and Language Support Services | Non-specialist staff cannot be trained up to do this. The Council is in danger of losing a pool of highly qualified, motivated and skilled staff.  |
| City Gallery budget cuts (five)                                  | Concerns about not proceeding with City Gallery.   |
| Conservation & Design Service                                    | Letter of objection to Andrew Smith. In essence concern over proposed cuts to Planning Policy and Design Team - will put in danger the stated objectives in the Local Development Framework. |
| Museum closures (four)   | Concerns over proposals regarding museum services.   |

A number of these proposals have now been withdrawn.

## Recommended Prudential Indicators

### 1. Introduction

- 1.1 This appendix details the recommended prudential indicators for general fund borrowing and HRA borrowing. The authorised limit is a cap on borrowing, but all other indicators are estimates, which will be subject to routine reporting to PVFM Committee.

### 2. Proposed Indicators of Affordability

- 2.1 The ratio of financing costs to net revenue budget:

|              | 2010/11<br>Estimate<br>% | 2011/12<br>Estimate<br>% | 2012/13<br>Estimate<br>% | 2013/14<br>Estimate<br>% |
|--------------|--------------------------|--------------------------|--------------------------|--------------------------|
| General Fund | 7.3                      | 8.2                      | 8.9                      | 8.5                      |
| HRA          | 10.3                     | 10.4                     | 10.4                     | 10.1                     |

- 2.2 The level of approved schemes funded by unsupported borrowing for the general fund:

|   | 2010/11<br>Estimate<br>£000s | 2011/12<br>Estimate<br>£000s | 2012/13<br>Estimate<br>£000s | 2013/14<br>Estimate<br>£000s |
|---|------------------------------|------------------------------|------------------------------|------------------------------|
| Unsupported borrowing brought forward       | 43,345                       | 47,837                       | 53,009                       | 59,900                       |
| New Unsupported borrowing                   | 6,934                        | 8,225                        | 10,383                       | 500                          |
| Less Unsupported borrowing repaid           | (2,442)                      | (3,053)                      | (3,492)                      | (3,670)                      |
| Total Unsupported borrowing carried forward | 47,837                       | 53,009                       | 59,900                       | 56,730                       |

- 2.3 The level of unsupported borrowing for the HRA:

|   | 2010/11<br>Estimate<br>£000s | 2011/12<br>Estimate<br>£000s | 2012/13<br>Estimate<br>£000s | 2013/14<br>Estimate<br>£000s |
|---|------------------------------|------------------------------|------------------------------|------------------------------|
| Unsupported borrowing brought forward       | 18,372                       | 25,031                       | 28,656                       | 27,289                       |
| New Unsupported borrowing                   | 7,533                        | 4,800                        | 0                            | 0                            |
| Less Unsupported borrowing repaid           | (874)                        | (1,175)                      | (1,367)                      | (1,367)                      |
| Total Unsupported borrowing carried forward | 25,031                       | 28,656                       | 27,289                       | 25,922                       |

- 2.4 The estimated incremental impact on council tax and average weekly rents of capital investment decisions proposed in the general fund budget and HRA budget reports over and above capital investment decisions that have previously been taken by the Council are:

|                               | <b>2011/12<br/>Estimate<br/>£</b> | <b>2012/13<br/>Estimate<br/>£</b> | <b>2013/14<br/>Estimate<br/>£</b> |
|-------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Band D council tax (1,186.22) | (13.96)                           | (13.96)                           | (13.96)                           |
| HRA rent                      | 0.05*                             | 0.23*                             | 0.22*                             |

\* Based on 2011/12 average weekly rent of £61.43 (52 week basis)

- 2.5 The reduction in Band D council tax arising from borrowing decisions in this budget is because the amount requirement for the central accommodation review is less than was approved last year.

### **3. Indicators of Prudence**

- 3.1 The forecast level of capital expenditure to be incurred for the period 2010/11 to 2012/13 (based upon the Council capital programme, and the proposed budget and estimates for future years) are:

Appendix Six

| Divisions                        | 2010/11<br>Estimate<br>£000s | 2011/12<br>Estimate<br>£000s | 2012/13<br>Estimate<br>£000s |
|----------------------------------|------------------------------|------------------------------|------------------------------|
| Learning Environment             | 20,889                       | 37,230                       | 25,000                       |
| Access Inclusion & Participation | 6,505                        | 6,000                        | 2,000                        |
| Social Care & Safeguarding       | 2,134                        | 515                          | 200                          |
| Learning Services                | 1,011                        | 0                            | 0                            |
|                                  |                              |                              |                              |
| Highways & Transportation        | 12,988                       | 7,000                        | 5,500                        |
| Transport Division               | 2,800                        | 1,500                        | 1,000                        |
| Cultural Services                | 5,943                        | 4,523                        | 500                          |
| Environmental Services           | 1,391                        | 6,017                        | 200                          |
| Planning & Economic Development  | 3,090                        | 1,224                        | 1,000                        |
|                                  |                              |                              |                              |
| Adult Care                       | 192                          | 885                          | 1,000                        |
| Safer & Stronger Communities     | 404                          | 0                            | 0                            |
|                                  |                              |                              |                              |
| Housing Strategy & Options       | 3,425                        | 4,040                        | 3,000                        |
|                                  |                              |                              |                              |
| Strategic Asset Management       | 2,748                        | 6,205                        | 10,000                       |
|                                  |                              |                              |                              |
| Human Resources                  | 10                           | 10                           | 10                           |
|                                  |                              |                              |                              |
| Assurance & Democratic           | 128                          | 0                            | 0                            |
|                                  |                              |                              |                              |
| <b>Total General Fund</b>        | <b>63,658</b>                | <b>75,149</b>                | <b>49,410</b>                |
|                                  |                              |                              |                              |
| Housing Revenue Account          | 33,864                       | 19,880                       | 19,880                       |
|                                  |                              |                              |                              |
| <b>Total</b>                     | <b>97,522</b>                | <b>95,029</b>                | <b>69,290</b>                |
|                                  |                              |                              |                              |

3.2 The capital financing requirement measures the authority's underlying need to borrow for a capital purpose, as opposed to all borrowing:

|              | 2010/11<br>Estimate<br>£000s | 2011/12<br>Estimate<br>£000s | 2012/13<br>Estimate<br>£000s | 2013/14<br>Estimate<br>£000s |
|--------------|------------------------------|------------------------------|------------------------------|------------------------------|
| General Fund | 288,164                      | 281,489                      | 276,936                      | 264,094                      |
| HRA          | 224,303                      | 227,928                      | 226,561                      | 225,194                      |

3.3 The general fund capital financing requirement split between unsupported and supported borrowing:

## Appendix Six

|  | <b>2010/11<br/>Estimate<br/>£000s</b> | <b>2011/12<br/>Estimate<br/>£000s</b> | <b>2012/13<br/>Estimate<br/>£000s</b> | <b>2013/14<br/>Estimate<br/>£000s</b> |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| General fund capital financing requirement – supported borrowing   | 240,327                               | 228,480                               | 217,036                               | 207,364                               |
| General fund capital financing requirement – unsupported borrowing | 47,837                                | 53,009                                | 59,900                                | 56,730                                |
| Total general fund capital financing requirement                   | 288,164                               | 281,489                               | 276,936                               | 264,094                               |

### **4. Treasury Limits for 2011/2012**

4.1 The Treasury Strategy includes a number of prudential indicators required by CIPFA's prudential code for capital finance, the purpose of which is to ensure that treasury management decisions are affordable and prudent. One of these indicators, the "authorised limit" is a statutory limit under the Local Government Act 2008 and will be set by the full Council as part of the budget. The other indicators are part of the treasury strategy which is to be submitted for approval by Cabinet at its' meeting on 7<sup>th</sup> March 2011.

4.2 The Council is required to set an "authorised limit" on borrowing which cannot be exceeded. The proposed limits are:

|                          | <b>2011/12<br/>£m</b> | <b>2012/13<br/>£m</b> | <b>2013/14<br/>£m</b> |
|--------------------------|-----------------------|-----------------------|-----------------------|
| Borrowing                | 400                   | 400                   | 400                   |
| Other forms of liability | 35                    | 35                    | 35                    |
| Total                    | 435                   | 435                   | 435                   |



**Budget Lines**

Environmental Services  
Cultural Services  
Highways & Transport  
Regeneration, Planning & Policy  
Resources

Change & Programme Management  
Financial Services  
Human Resources  
Information & Support  
Corporate Governance  
Strategic Asset Management

Care Management  
Supporting People  
Safer & Stronger Communities  
Strategic Commissioning  
Housing Strategy & Options

Access, Inclusion & Participation  
Learning Services  
Social Care & Safeguarding  
Planning & Commissioning

## Appendix Eight

### Forecast Budget Position 2011/12 to 2013/14

|  | 2011/12<br>£000  | 2012/13<br>£000   | 2013/14<br>£000   |
|--|------------------|-------------------|-------------------|
| <b>Mainstream Budgets</b>                          |                  |                   |                   |
| <b>Spending on Services</b>                        |                  |                   |                   |
| Change & Programme Management                      | 4,245.4          | 4,245.4           | 4,245.4           |
| Financial Services                                 | 6,751.2          | 6,372.2           | 6,372.2           |
| Human Resources                                    | 4,451.0          | 4,451.0           | 4,451.0           |
| Information & Support                              | 9,587.2          | 9,587.2           | 9,587.2           |
| Assurance & Democratic Services                    | 2,710.9          | 2,578.9           | 2,578.9           |
| Strategic Asset Management                         | 8,529.3          | 8,529.3           | 8,529.3           |
| Housing Benefits (Client Payments)                 | 527.6            | 527.6             | 527.6             |
| Environmental Services                             | 25,533.1         | 24,499.1          | 24,454.1          |
| Cultural Services                                  | 14,604.9         | 14,220.9          | 13,940.9          |
| Regeneration, Highways & Transport                 | 18,454.0         | 17,496.0          | 17,181.0          |
| Planning & Economic Development                    | 2,502.2          | 1,908.2           | 1,908.2           |
| Resources (former R & C)                           | 1,088.4          | 1,088.4           | 1,088.4           |
| Safer & Stronger Communities                       | 4,745.8          | 4,409.8           | 4,409.8           |
| Adult Care   | 83,687.4         | 86,001.4          | 86,001.4          |
| Housing Strategy & Options                         | 1,089.9          | 1,110.1           | 1,110.1           |
| Social Care & Safeguarding                         | 35,582.3         | 35,519.1          | 35,519.1          |
| Learning Environment                               | 1,763.2          | 1,763.2           | 1,763.2           |
| Learning Services                                  | 7,262.2          | 6,980.4           | 6,920.4           |
| Access, Inclusion & Participation                  | 11,278.2         | 10,079.7          | 10,079.7          |
| Planning & Commissioning                           | 8,890.4          | 8,321.3           | 8,311.3           |
| Supporting People                                  | 11,816.0         | 11,816.0          | 11,816.0          |
| Plus:  |                  |                   |                   |
| National Insurance                                 | 500.0            | 500.0             | 500.0             |
| Pensions   | 742.0            | 1,498.0           | 2,261.0           |
| Estimated Pay Inflation                            | 700.0            | 700.0             | 700.0             |
| Energy Costs Originally Approved in 2009/10 Budget | 2,500.0          | 2,500.0           | 2,500.0           |
| Total Spending on Services                         | 269,542.6        | 266,703.2         | 266,756.2         |
| Capital Finance                                    | 23,346.7         | 24,530.0          | 23,789.0          |
| Other Corporate Budgets                            | 1,022.3          | 882.3             | 882.3             |
| Council Tax Freeze Grant / New Homes Bonus         | (3,751.0)        | (3,751.0)         | (3,751.0)         |
| <b>Other Costs</b>                                 |                  |                   |                   |
| Building Schools for the Future                    |                  |                   |                   |
| - Ringfenced Govt. Funding                         | 4,759.0          | 4,569.0           | 4,386.0           |
| - City Council Cost - Future Phases                | 310.0            | 568.0             | 2,113.0           |
| Job Evaluation                                     | 4,003.0          | 5,034.0           | 5,189.0           |
| Capital Programme Support                          | 1,000.0          |                   |                   |
| Carbon Reduction Levy                              | 700.0            | 700.0             | 700.0             |
| <b>Future Provisions</b>                           |                  |                   |                   |
| Inflation  |                  | 3,398.0           | 7,991.0           |
| Planning Provision                                 |                  | 1,500.0           | 3,000.0           |
| <b>Savings</b>                                     |                  |                   |                   |
| ODI Programme                                      | (5,900.0)        | (8,400.0)         | (9,200.0)         |
| HR Policies  | (3,300.0)        | (4,100.0)         | (4,100.0)         |
| Senior Management Review                           | (800.0)          | (800.0)           | (800.0)           |
| Contingency  | 2,000.0          |                   |                   |
| <b>Forecast Base Position</b>                      | <b>292,932.6</b> | <b>290,833.5</b>  | <b>296,955.5</b>  |
| <b>Forecast Resources</b>                          |                  |                   |                   |
| Government Grant                                   | 189,849.0        | 177,370.0         | 175,809.0         |
| Council Tax  | 93,690.0         | 96,033.0          | 98,433.0          |
| Collection Fund Surplus 2010/11                    | 90.0             |                   |                   |
| Use of Reserves                                    | 9,303.6          |                   |                   |
| <b>Total Forecast Resources</b>                    | <b>292,932.6</b> | <b>273,403.0</b>  | <b>274,242.0</b>  |
| <b>Surplus / (Gap)</b>                             | <b>0.0</b>       | <b>(17,430.5)</b> | <b>(22,713.5)</b> |

**Children's Services Additional Savings**

| <b><u>ABG Grants Ending</u></b>                     |  | <b><u>£ Full Year</u></b> | <b><u>£ 2011/12</u></b> |
|---|--|---------------------------|-------------------------|
| School Travel Advisers and Sustainable Travel Duty  | It is proposed to cease funding and reprioritise accordingly.  | 55,000                    | 41,250                  |
| Extended Rights to Free Transport                   | The Government advises that this will be replaced by alternative funding in short term, followed by national review of home to school travel. It is proposed to retain a £10k provision for 2011/12 pending national clarification.  | 50,100                    | 40,100                  |
| Child Poverty Local Duties                          | This was one-off funding for 2010/11 arising from the requirement in the Child Poverty Act 2010 to develop and publish a local child poverty needs assessment and strategy.  | 95,600                    | 95,600                  |
| Extended Schools Start-up Grants                    | This funds the interim arrangements for Integrated Service Centres and their Managers and admin support. Arrangements are being made to terminate secondments and temporary contracts and to review the position of permanent staff in the light of the on-going requirements to support the Common Assessment Framework process. A part-year saving is assumed to allow time for these matters to be resolved.                  | 426,800                   | 284,505                 |
| School Intervention Grant                           | This is available to support intervention in schools causing concern. Any such costs will be met through the existing arrangements for the School Support and Interventions Fund in the Schools Budget (DSG).  | 70,500                    | 70,500                  |
| Designated Teacher Fund (re. Looked After Children) | Training for designated teachers with school-wide responsibility for LAC will continue. However the costs to schools of supply cover for teachers attending training will no longer be funded.   | 14,600                    | 14,600                  |
| City Learning Centres                               | There are two City Learning Centres, at Beaumont Leys School and at Crown Hills Community College. Their future roles and funding are to be reviewed with a Schools Forum working group. Options include top-slicing the Schools Budget, trading with schools, developing alternative uses, downsizing and closure. When they were established some years ago, it was envisaged that they would become self-financing over time. | 475,900                   | 475,900                 |
| Gifted and Talented Pupils                          | This very small budget pays for items such as certificates and will be absorbed within the Learning Services budget.   | 300                       | 300                     |
|   |  | <b>1,188,800</b>          | <b>1,022,755</b>        |

Appendix Nine

|  |  | <u>£ Full Year</u> | <u>£ 2011/12</u> |
|--|--|--------------------|------------------|
| <b><u>ABG Grants Transferring to the EIG</u></b>                 |  |                    |                  |
| Connexions   | A 15% reduction has already been agreed with the Connexions Service. This effectively continues on a full year basis the 2010/11 funding reduction following Summer 2010 reductions to the Area Based Grant, achieved by freezing recruitment and ceasing the production of paper based resources.   | 560,000            | 560,000          |
| Teenage Pregnancy  | The Teenage Pregnancy Board has provisionally agreed to reprioritise and target activities across the Council and NHS.   | 80,000             | 80,000           |
| Positive Activities for Young People                             | Funding from the PAYP grant had been earmarked for the MyPlace City Centre Youth Hub project. Assuming that the project does not go ahead, this funding will not be required.  | 300,000            | 300,000          |
| January Guarantee (Connexions)                                   | This additional funding was made available for a new "guarantee" of education and training in January 2010 and was received in 2010/11. It is not part of Connexions' baseline funding.  | 53,100             | 53,100           |
| Children's Social Care Workforce Development                     | It is proposed to reduce funding by an initial 10%, by prioritising development initiatives.   | 14,100             | 14,100           |
|  |  | <b>1,007,200</b>   | <b>1,007,200</b> |
| <b><u>Other</u></b>  |  |                    |                  |
| Savings on contracts   | It is proposed that savings will be found on existing contracts.   | 100,000            | 100,000          |
| Absorb losses on grants transferring to mainstream funding       | The Social Care and Safeguarding Division will absorb the losses on four grants moving into mainstream / General Fund budgets. (Child Death Review Processes, Care Matters, CAHMS and Carers)  | 150,000            | 150,000          |
| Student Awards - additional saving as no formula grant reduction | The Student Awards service in Leicester comes to an end in March 2011 as national arrangements take over. A saving was declared in the published budget proposals, however an additional sum can now be released as the Council's funding / the base budget has not been specifically reduced as expected. A part-year effect is proposed to allow for any residual staffing costs in 2011/12. | 70,000             | 50,000           |

## Appendix Nine

|   |   | <u>£ Full Year</u>     | <u>£ 2011/12</u>       |
|---|---|------------------------|------------------------|
| Cease funding for Assessment for Learning and Playing for Success | The allocation of the Assessment for Learning grant to schools will cease. The remaining two Playing for Success centres will close at the end of the Summer term, and will be funded from 2010/11 Standards Funds.   | 268,000                | 268,000                |
| Music in Schools  | The Music Grant will end in its current form. Future arrangements are dependent on the Henley Review and the Government's response. It is proposed to assume that one third of the current funding could be released. | 107,332                | 107,332                |
| Early Years SEN support in the Surestart Grant                    | It is expected that the spend relating to ages 3 and 4 could be funded from the Schools Budget / DSG. This is assumed to be half of the total grant.  | 36,000                 | 36,000                 |
|   |   | <hr/> <b>731,332</b>   | <hr/> <b>711,332</b>   |
| <b>TOTAL POTENTIAL FURTHER REDUCTIONS</b>                         |   | <hr/> <b>2,927,332</b> | <hr/> <b>2,741,287</b> |

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# **SAFER & STRONGER COMMUNITIES DIVISION**

## **DRAFT BUDGET STRATEGY**

**2011/12 – 2013/14**

### **CONTENTS**

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## **2011/2012 Safer and Stronger Communities Division**

### **Section 1**

#### **Budget Efficiencies Summary**

##### **YOS, DAAT, Community Safety Cabinet Lead Councillor Naylor**

The Safer and Stronger Communities Division brings together a range of services which operate within neighbourhoods in partnership with both internal and external partners to deliver services directly to residents.

A large proportion of the Division is funded by grant from central government departments and therefore we have had to look at ways of minimising the impact of government cuts in grant upon service delivery

It should be noted that at this point the future of some grants remains unclear. Figures relating to grant reductions in respect of Youth Offending Services are therefore based upon what were worse case scenario estimates and will be subject to change as the scale of government reform becomes clearer. Figures relating to the Drug and Alcohol Action Team are based on indicative central government announcements, and are also subject to further change.

In developing proposals to achieve efficiency savings officers have focussed upon making the best use of existing resources and on exploring opportunities to deliver in partnership with other services. Where possible this will involve the sharing back office costs and making more flexible use of staff to limit the impact of staffing reductions upon service delivery.

#### **Community Safety- Ref SAF R1**

**Total Cost – £539.5k**

**2011/2012 efficiency savings - £110,000**

Efficiency savings in this area have been identified within the context of a restructuring of the way in which Anti-Social Behaviour and Community Safety is managed across the Safer Leicester Partnership

The efficiency proposals are focussed on a reduction in Community Safety Development Officers (CSDOS) within the Community Safety Team

There is an acceptance by partners from the Police Probation Fire and Health that the administrative support currently offered by LCC's Community Safety Team to the Safer Leicester Partnership is not the best use of what is a shrinking resource. It is recognised that the work of the team needs to be targeted more to work in neighbourhoods, a way of working that has already brought about significant reductions in crime within our neighbourhoods.

In order to free up CSDO's to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support



to help facilitate the work of the partnership. This will free up a reduced group of CSDO's working closely with Joint Action Groups, Neighbourhood Advisory Boards and Neighbourhood Panels, where in place, to build upon some of the excellent work that has over the course of the last year been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime

**DAAT – Ref DAAT R1 (Central Government Ring fenced Grant Funded)**

**Total Cost – £4.78m 2011/2012**

**Efficiency savings £0.2 m (approx less than 5%)**

The DAAT is the recipient of a number of funding streams from which it commissions services for Leicester residents. The confirmed allocation for 2011/12 for these streams is still awaited. However, current indicative announcements suggest that there will be a 6% increase against the Adult pooled treatment budget (APTB) (an actual figure will not be known until July 2011); an 11% cut against the Drug interventions programme main grant; a small increase against the young persons pooled treatment budget; the Area Based grant is ending; and there is a lack of information regarding children and young persons area based grants that have previously supported young persons substance misuse interventions. Overall this equates to cut of just less than 5%.

The budgets for those streams are:

| <b>Grant / Funding Stream</b>                        | <b>2010/11 Allocation</b>                                | <b>2011/12 Allocation (indicative)</b>          | <b>Expected confirmation of Final Allocation</b> |
|--|--|---|--|
| Adult Pooled Treatment Budget (Department of Health) | £2,736,950   | £2,899,740                                      | July 2011. Current indication is 6% increase.    |
| LCC mainstream                                       | £339,000   | £346,700  |  |
| DIP main Grant * (Home Office)                       | £1,419,170   | £1,277,726.                                     | Not known  |
| Young persons pooled Treatment Budget                | £209,173   | £253,635  | Imminent   |
| ABG (Safer and Stronger)                             | £136,000   | £0  |  |
| ABG (CYPP: D of E)                                   | £40,922  | Has gone into the EIG                           | Possible 22% reduction                           |
| ABG (CYPP: Home Office)                              | £103,746<br>Made saving of £31,000 in year back to CYPP. | Awaiting further clarity re this funding stream |  |
| <b>TOTAL</b>   | <b>Circa £4.98M</b>                                      | <b>Circa £4.78M</b>                             |  |

The deletion of the Home Office Area Based Grant monies of which the DAAT received £136k has necessitated efficiency savings to be found in the next year. In part this will be achieved by a reduction in the staffing unit supporting the DAAT but the bulk of savings will come from arrangements the DAAT has put into place with partners, both at city and sub-regional level to pool resources and share back office costs. This will support efficient commissioning and delivery whilst also helping to mitigate against the risk of further funding cuts and make the most effective use of existing resources. It will not result in any reduction of treatment services.

Currently the bulk of DAAT funding comes from the Adult Treatment Budget Grant and is ring fenced by the Department of Health for substance misuse services. Whilst it is likely that the current grant will in future form part of the monies coming to deliver their public health duties there will be a transition period over the next year at least, during which it is anticipated the ring fence will remain.

It is important to note that any reduction in central grant will be found through a transformational reconfiguration of treatment services supported by a re-tendering process. This is already underway and it is anticipated will deliver a streamlined service with improved service user outcomes.

#### **YOS- Ref YOS R1**

**Total Cost – £3.4m 2010/11**

**Identified savings based upon worst case scenario cut of 15% 2011/12. £670,000 over three years if 30% cumulative cut in central government controlled grant.**

The Youth Offending Service (YOS) is a partnership of statutory services from Health, Probation, Police and the Local Authority. The primary aim of the Youth Offending Service is to prevent offending and reduce re-offending by young people. It is the responsibility of the YOS to ensure that children and young people within the youth justice system are appropriately safeguarded, and issues of vulnerability and risk of harm to young people and the wider community are managed to ensure public protection.

Over 80% of YOS funding comes from non City Council sources with 65% income from previously ring fenced government grants and 16% from statutory partners in Health, Police and Probation. YOS funding for 2011/12 has yet to be confirmed by central government and for this reason the final number of post reductions cannot yet be confirmed. Due to the uncertainty regarding YOS funding a number of posts have been identified at risk where grants are known to be coming to an end on 31 March 2011.

Central government has confirmed that the Local Authority will be receiving a single new Youth Justice Grant for 2011/12 that replaces a number of previous ring fenced grants to support delivery of its statutory functions. This grant is likely to be reduced by between 10 and 12.5 % compared to 2010/11.

Confirmation is still awaited in relation to grant reductions in Home Office funding for substance misuse workers whilst previous crime prevention work funded through the DFE will now need to be supported by a new Early Intervention Grant that is a 22% reduction on total previous grants for 2010/11.

Following OSMB on 3 February Officers were asked to provide more detailed information on what posts are likely to be impacted as a result of budget reductions and how services will continue to be provided. Further information was also requested where commissioned services will cease and what alternative commissioning arrangements will be put in place.

The most recent calculations of reductions to the YOS budget based on the latest intelligence from central government is a reduction of £670k. It should be noted however that this is an estimated figure and is likely to reduce further when decisions are made locally regarding allocations to the new Early Intervention Grant for 2011/12.

The following posts have been identified as 'at risk' as a result of reductions to central government grants and de-ring fenced funding arrangements. Final decisions in relation to deletion of any of these posts will be made in consultation with the partnership Young Offender Management Board.

#### **Directly Provided YOS Services**

| At Risk Posts             | Comment   | Saving |
|---------------------------|---|--------|
| 1 x Senior Practitioner   | Post is a managed vacancy   | £30 k  |
| 1 x Health Nurse          | Role to be provided by YOS Officers   | £25 k  |
| 1 x YOS Officer           | Seconded Staff returning to YOS<br>Violent crime role maintained  | £28 k  |
| 1 x YOS Officer           | Work to be aligned to<br>Early Intervention Team  | £27 k  |
| 1 x Victim Contact Worker | One Full time Victim Worker Contact<br>remains in post for serious crime  | £30 k  |
| 6 x Posts                 | Merger of Independent Resettlement<br>Service with Intensive Supervision<br>Team Organisational Review of<br>functions 2011 | £121 k |
| 1 x YOS Officer           | Integrated Offender Management Post<br>To be coordinated by YOS Team  | £40 k  |
| 0.5 Substance Misuse      | Three full time substance misuse<br>Worker Posts remain at YOS  | £18 k  |

|                    |   |       |
|--------------------|---|-------|
| 1 x YOS Officer    | Prevent Violent Extremism (PVE) Strategy Ending. Keep Named Officer National review of PREVENT awaited                                  | £71 k |
| 1 x Education Post | Arrangements for targeted support to Agreed with Children's Services Specialist Team function linked to Strategic Review 13-19 Services | £54 k |

### Commissioned Services

The commissioned services that are **at risk** as a result of reductions in central government grants relates to youth crime and anti social behaviour prevention and early intervention work, and targeted work with high risk and problem families. Decisions regarding future levels of funding for these programmes will be made in consultation with Children's Services as part of the managed **22% reduction** to the **Early Intervention Grant** for 2011/12.

|  |   |                 |
|--|---|-----------------|
| Challenge & Support Project                | Provides targeted youth support To young people at risk of Anti Social Behaviour both Voluntary Sector and Youth Service delivery     | £174 k<br>- 22% |
| Family Intervention Projects x 2           | Supports Families Involved in Youth Crime and Anti - Social Behaviour; subject to funding, Proposal would be to re tender for One FIP |                 |
| Youth Crime Action Plan:-                  |   | £350 k<br>-22%  |
| Street Based Teams                         | Targeted Youth Support future Provision linked to strategic review And commissioning for 13-19  |                 |
| Operation Stay Safe Activity               | Dedicated partnership activity with Police will continue where required based on intelligence   |                 |
| After School Patrols                       | Additional After School Patrols to Be provided where intelligence   |                 |
| Triage Assessment Worker                   | YOS Duty Officers to provide Day time Advice to Police where Young people in custody  |                 |
| Reparation Work -<br>Sessional Supervisors | Additional use of trained volunteers / Youth mentors to support Unpaid work in the community  |                 |

Youth Crime Prevention  
(Formerly Junior Youth  
Inclusion Programmes)

Targeted Programmes for 8-12 year olds  
currently provided by voluntary sector in  
areas of higher youth crime

### **Summary of Position**

Reductions to YOS grant formula funding for its statutory functions is anticipated to be approximately 10%. This will be met through the deletion of one Senior YOS Officer Post that is currently a managed vacancy. Two specialist health posts are proposed for deletion. Service continuity will be assured through YOS officers providing generic health advice and case referral to specialist health services where appropriate. Substance misuse services will continue to be provided by two dedicated substance misuse workers based at YOS.

A range of further posts are deemed 'at risk' although four of these are currently filled by existing staff seconded into these roles on a temporary basis. These four staff will return to their substantive posts within YOS if funding is not secured.

Dedicated victim contact support will be reduced by one post leaving one further post remaining within YOS to support victims of serious crime.

The Independent Resettlement Service for young people leaving custody will be merged with the Intensive Supervision and Surveillance team to reduce management and support costs, with an expanded role for existing officers.

One full time dedicated Prevent Violent Extremism post will be deleted in anticipation of a new government Prevent strategy. Targeted support for young people at risk of radicalisation will continue to be monitored by a named YOS worker and YOS will remain part of Prevent and Channel Group.

Two dedicated Education Management posts within YOS will need to be reconfigured if future funding is not secured. Any re-profiling of the YOS education team will form part of the planned YOS organisational review and 0-19 strategic review and will not be implemented before September 2011.

A range of directly provided and commissioned Youth Crime Action Plan activities are likely to be reduced to meet a 22% reduction target in the new Early Intervention Grant for 2011/12. Future models of delivery will be linked to an integrated youth support model for 13-19 years as part of the wider strategic review. This will ensure that a mixed model of both directly provided and commissioned voluntary sector youth support remains in place.

The YOS will continue to work with the Police where intelligence indicates that targeted support is required in hotspot areas to address youth crime and anti social behaviour. Both YOS and Youth Service resources will continue to be

available for a more tactical response where evidence indicates support is required.

The YOS will seek to expand its use of volunteers and mentors in line with government Green Paper proposals to support unpaid reparation work in the community by young people and encourage greater community involvement.

A decision will be required as to whether Family Intervention Projects continue to be funded for families with multiple and complex problems. It is proposed that greater efficiencies can be achieved by merging the two FIP and retendering for a new service with a unified management structure.

A decision will be needed if Challenge and Support and Street Based Team youth work with young people at risk of crime and anti social behaviour is supported through the Early Intervention Grant. It is anticipated that there will be an increasing role for directly provided and commissioned Youth Services to support some of this activity as part of a more targeted approach in future.

A decision will be required as to the extent to which the youth crime prevention projects for 8-12 year olds (previously funded through the Children's Fund) are supported. This will need to be part of the wider strategy in relation to best allocation of reduced Early Intervention Grant funding.

### **Proposed Way Forward**

The Head of Service will be undertaking a zero based budget exercise for 2011/12 once all YOS budgets have been confirmed. Any reductions in posts will seek to minimise impact on frontline services and priority will be given to ensuring that the YOS continues to fulfil its statutory duties in relation to safeguarding and public protection.

A full organisational review of YOS will be undertaken from March 2011 with a view to implementing a new YOS structure by autumn 2011. This will be aligned to a wider 13-19 strategic review aimed at integrating YOS with Youth Support Services to release management and support savings.

The commissioning of any future services will aligned to the Joint Strategic Needs Assessments for Children and Young People and the Safer Leicester Partnership to ensure existing and future provision supports the outcomes of preventing crime whilst raising aspiration and attainment of young people.

Despite significant cuts in central government grant and in respect of Community Safety, proposals to achieve efficiency savings of 30% over three years will be achieved through the introduction of more efficient back office and management systems, improved partnership working and staff working differently with minimal or no impact upon service delivery.

Our ability to meet our statutory functions within the YOS including those of safeguarding will remain unchanged and we will be working closely with colleagues within Children's Services and the Police to ensure that prevention activities are prioritised, albeit within what is a reduced funding position.

In respect of the Drug and Alcohol Team and the services they commission, the most recent intelligence from central government would indicate that this is still a priority area for government and it is expected that the level of grant when it is eventually announced (approx July) will reflect this. The DAAT has however been working closely with its partners both locally and on a regional basis to reduce back office costs whilst protecting front line service delivery and it is expected therefore that any reductions will have a minimal upon Alcohol and Drug Treatment services.

## **Section 2** **Risk Analysis**

### **Community Safety YOS and DAAT Efficiency Proposals SAF R1; YOS R1; DAAT R1 Risk Overview**

The Safer and Stronger Communities Division with the exception of Community Services is largely dependant upon grant funding from central government bodies. This grant has in some instances disappeared altogether, as is the case with Area Based Grant, or has or is expected to be subject to significant cuts. In addition to reductions in mainstream funding this will impact upon staffing and activities.

Loss of external funding has and will necessitate the closing down of a number of projects and subsequent loss of posts the vast majority of which are fixed term and sit either directly within the Youth Offending Service or carry out functions aligned to it.

Most of these projects are targeted towards prevention and to mitigate against the impact of their loss work is ongoing with CYPS to identify means of mainstreaming those activities which demonstrably have had most impact. Until the final settlement from central government is known in respect of Youth Offending and Home Office allocations to areas it is not possible to fully quantify the impact that the loss of grant will have but some reduction in staffing will be inevitable and there are also implications for some of our voluntary sector partners all of whom have been written to and are aware of the position.

**The YOS ability to carry out its statutory functions in respect of supervising young people safely within the community and safeguarding will not be affected by the efficiency proposals.**

The Drug and Alcohol Team who are almost fully externally funded have also been affected by loss of Area Based Grant. In the main this has been mitigated against through the development of streamlined commissioning and re tendering of treatment services but it will none the less impact on a small number of posts. Opportunities for shared working both internally and across the region will continue to be explored to mitigate against any impact this might have.

Within Community Safety and as part of this Service area, back office costs have already been reduced through previous reviews. The only way that the full efficiency savings can be fully realised will be through a reduction in staffing which will be achieved through a review of the existing staffing structure. Measures to mitigate against the impact of this will be put into place both by embedding community safety into front line work within neighbourhoods and also by partners contributing more to the administration and coordination of community safety activity across the City. .In order to maximise resilience the Community Safety Teams teams will co-locate and continue to explore and exploit opportunities for co-working and co location with the Police.

**Section 3**  
**Equality Impact Assessment Summary**

|                      |  |
|----------------------|--|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>Services provided by the Safer and Stronger Division are provided to all sections of the community and deal with a significant number of vulnerable individuals whose needs are and will continue to be prioritised. Given the level of reduction the staffing demographic across community centres could potentially be put off balance, and where groups are under represented as is the case with Drug and Alcohol Treatment or over represented as is the case with YOS work to engage with theses groups and address any over or under representation is in place will continue to be prioritised.</p> <p>There remains a huge amount of uncertainty in respect of future central grant levels of funding in respect of both the DAAT and YOS. Combined with a lack of clarity as to future Home Office funding streams for Community Safety type activity. In these circumstances it is extremely difficult with any degree of accuracy to assess the impact of what are in these areas currently hypothetical proposals. Any cut in public sector services will impact upon residents and in particular those who are vulnerable but it is not believed that any specific groups would be disadvantaged as a result of the efficiency proposals which have been out forward.</p> |
|                      | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The Division will continue to prioritise vulnerable groups and</p>   |



|                            |  |
|----------------------------|--|
|                            | <p>to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction.</p>  |
|                            | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b><br/>Indirectly there will be less ability to deliver neighbourhood model, so some areas may be less served than others.</p>  |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b><br/>Given the level of reduction the staffing demographic across community centres could potentially be put off balance</p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>The Division will continue to prioritise vulnerable groups and to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction</p>  |
| <b>Disability equality</b> | <p><b>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</b><br/>Given the level of reduction the staffing demographic across community centres could potentially be put off balance</p>  |
|                            | <p><b>Your assessment of impact/risk</b><br/>The Division will continue to prioritise vulnerable groups and to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction</p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p>   |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Maintaining staff levels reflective and responsive to the make up and demographic of the community it serves may not be possible – this could exacerbate division due to a lesser understanding of the community and its needs. Although where the Council is working with the local community it is envisaged that this will produce a positive outcome in empowering the local community, and enabling them to take ownership of their local assets.</p> |

## **Section 4**

### **2011/12 – 2013/14 Budget Position – Safer & Stronger Communities**

| <b>Reference Number</b>                        | <b>Growth / Savings</b>  | <b>Service Area</b>         | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|--|--|-----------------------------|-------------------------|-------------------------|-------------------------|
| <b>General Fund Growth:</b>                    |  |                             |                         |                         |                         |
| SAF G1   | One-off investment to reorganise the services following reductions in grants | Community Safety Team / YOS | 150.0                   | 0.0                     | 0.0                     |
| <b>Total Growth – General Fund</b>             |  |                             | <b>150.0</b>            | <b>0.0</b>              | <b>0.0</b>              |
| <b>General Fund Savings:</b>                   |  |                             |                         |                         |                         |
| SAF R1   | Efficiency, Service Reduction, Other, etc                                    | Community Safety Team       | (110.0)                 | (110.0)                 | (110.0)                 |
| <b>Grant Savings:</b>                          |  |                             |                         |                         |                         |
| YOS R1   | Re-organising various posts, etc   | Youth Offending Service     | (670.0)                 | (670.0)                 | (670.0)                 |
| DAAT R1  | Commissioning and Infrastructure   | Drug and Alcohol Team       | (200.0)                 | (200.0)                 | (200.0)                 |
| <b>Total Savings – General Fund and Grants</b> |  |                             | <b>(980.0)</b>          | <b>(980.0)</b>          | <b>(980.0)</b>          |
| <b>TOTAL - NET SAVINGS</b>                     |  |                             | <b>(830.0)</b>          | <b>(980.0)</b>          | <b>(980.0)</b>          |

## **Section 5**

### **Growth Reduction Proformas**

**SAFER & STRONGER DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |                                 |                          |                       |                       |
|---|--|---------------------------------|--------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA</b>   |  | <b>Proposal No: SAF G1</b>      |                          |                       |                       |
| Community Safety / Youth Offending Service  |  |                                 |                          |                       |                       |
| <b><u>Details of Proposed Project(s) Growth:</u></b>  |  |                                 |                          |                       |                       |
| <ul style="list-style-type: none"> <li>Community Safety £75k: It is proposed to establish posts to effectively co-ordinate activity across the partnership at an operational and localised level, working closely with Joint Action Groups, Neighbourhood Advisory Boards and Neighbourhood Panels. This will build upon some of the excellent work that has over the course of the last year been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime</li> <li>Youth Offending Service £75k: It is proposed that this growth element is built into the core budget to allow for additional youth crime prevention work. This will allow the YOS to ensure that the funding is allocated to address those areas of most need. Thus ensuring that issues of vulnerability and risk of harm to young people and the wider community are managed to ensure public protection.</li> </ul> |  |                                 |                          |                       |                       |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |                                 |                          |                       |                       |
| See above   |  |                                 |                          |                       |                       |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |                                 |                          |                       |                       |
| See above   |  |                                 |                          |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |                                 |                          |                       |                       |
| Date: April 2011  |  |                                 |                          |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>  |  | <b><u>2010-11</u></b>           | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|   |  | <b><u>£000s</u></b>             | <b><u>£000s</u></b>      | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |  |                                 |                          |                       |                       |
|   |  | <b>Existin<br/>g<br/>Budget</b> | <b>Proposed Addition</b> |                       |                       |
| Staff (Community Safety)  |  | 313.4                           | 75.0                     | -                     | -                     |
| Non Staff Costs (YOS)   |  | n/a                             | 75.0                     | -                     | -                     |
| Income  |  | -                               | -                        | -                     | -                     |
| <b>Net Total</b>  |  |                                 | <b>150.0</b>             |                       |                       |
| <b>Staffing Implications</b>  |  |                                 | <b>2011-12</b>           | <b>2012-13</b>        | <b>2013-14</b>        |
| Current service staffing (FTE)  |  |                                 | 3                        | -                     | -                     |
| Extra post(s) (FTE)   |  |                                 | 6                        | -                     | -                     |

**Section 6**  
**Reduction Proformas**

**SAFER AND STRONGER COMMUNITIES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |  |  |  |  |
|--|------------------------|--|--|--|--|--|--|--|--|
| <b>SERVICE AREA : COMMUNITY SAFETY TEAM</b>  |                        | <b>Proposal No: SAF R1</b>                   |  |  |  |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>The team is responsible for providing a link between other agencies and the council, facilitating activity to address community safety and crime targets on the ground, supporting other areas of the council to identify and deliver their contribution to making our communities safer and through direct engagement with communities providing a link between the work of the partnership and local residents.  |                        |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b><br/>           The team budget covers staffing costs with only a very small proportion on running costs. Savings having previously been made by reducing back office costs.<br/><br/>           The Team would be reduced to 4 Community Safety Development Officers, the intention is for each development offer to have oversight of 2 policing areas and working with local partners &amp; communities but centrally based.</td> </tr> </table>  |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>The team budget covers staffing costs with only a very small proportion on running costs. Savings having previously been made by reducing back office costs.<br><br>The Team would be reduced to 4 Community Safety Development Officers, the intention is for each development offer to have oversight of 2 policing areas and working with local partners & communities but centrally based.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>The team budget covers staffing costs with only a very small proportion on running costs. Savings having previously been made by reducing back office costs.<br><br>The Team would be reduced to 4 Community Safety Development Officers, the intention is for each development offer to have oversight of 2 policing areas and working with local partners & communities but centrally based.   |                        |  |  |  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |  |  |  |  |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other  |                        |  |  |  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5">To address this reduction in staffing and in order to free up Community Safety Development Officers (CSDO's) to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support to help facilitate the work of the partnership. This will enable a reduced group of CSDO's working closely with the Joint Action Groups to build upon some of the excellent work that has been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime.</td> </tr> </table> |                        |  |  |  | To address this reduction in staffing and in order to free up Community Safety Development Officers (CSDO's) to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support to help facilitate the work of the partnership. This will enable a reduced group of CSDO's working closely with the Joint Action Groups to build upon some of the excellent work that has been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime. |  |  |  |  |
| To address this reduction in staffing and in order to free up Community Safety Development Officers (CSDO's) to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support to help facilitate the work of the partnership. This will enable a reduced group of CSDO's working closely with the Joint Action Groups to build upon some of the excellent work that has been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime.   |                        |  |  |  |  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |  |  |  |  |  |  |  |  |
| Date: April 2011 onwards   |                        |  |  |  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |  |  |  |  |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |  |  |  |  |
| Staff  | 408.4                  | (95.0)                                       | (95.0)                                       | (95.0)                                       |  |  |  |  |  |
| Non Staff Costs  | 131.1                  | (15.0)                                       | (15.0)                                       | (15.0)                                       |  |  |  |  |  |
| Income   | -                      |  |  |  |  |  |  |  |  |
| <b>Net Total</b>   | <b>539.5</b>           | <b>(110.0)</b>                               | <b>(110.0)</b>                               | <b>(110.0)</b>                               |  |  |  |  |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |  |  |  |  |
| Current service staffing (FTE)   |                        | 8  | -  | -  |  |  |  |  |  |
| Post(s) deleted (FTE)  |                        | 2.5  | -  | -  |  |  |  |  |  |
| Current vacancies (FTE)  |                        | -  | -  | -  |  |  |  |  |  |
| Individuals at risk (FTE)  |                        | 10   | 5  | -  |  |  |  |  |  |
|  |                        | February                                     | 2011-  |  |  |  |  |  |  |

## SAFE & STRONGER COMMUNITIES DIVISION

|  |  |                            |                           |                       |                       |
|--|--|----------------------------|---------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA: Youth Offending Service</b>   |  | <b>Proposal No: YOS R1</b> |                           |                       |                       |
| <b><u>Purpose of Service</u></b>   |  |                            |                           |                       |                       |
| <b>To prevent offending and reduce reoffending by Children and Young People</b>  |  |                            |                           |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b>   |  |                            |                           |                       |                       |
| <p><b>NB The actual level of central government grant for the next year is at present still unconfirmed though is likely to be between 10% and 12.5 % reduction in 2011/12. The current position therefore still remains a proposed reduction.</b></p> <p>Replacing a range of grant funded crime prevention and offender management activities with internally seconded staff returning to their substantive posts to minimise job losses. Deleting one vacant senior post, one FTE health role (2 posts), one Prevent Extremism Post and six resettlement team posts to be reconfigured. Working more closely with Children and Young People's Services to provide integrated youth support targeted at young people at higher risk of youth crime and anti social behaviour</p> |  |                            |                           |                       |                       |
| Decisions already taken, Efficiency, Service Reduction, Other  |  |                            |                           |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |                            |                           |                       |                       |
| <p><b>The proposals currently under consideration are based upon an estimated cut in central; government grant of up to 30% overall. The full grant position is as yet unknown</b></p> <p>Proposals involve a combination of both efficiency savings and service reductions. Frontline services will continue to be provided by the partnership to meet both crime prevention and statutory offender management duties. A number of Staff posts on fixed term contracts both within the Youth Offending Team and associated activity undertaken by projects e.g. Youth Crime Activity Programme are likely to be lost but until the final YOS funding allocation from central government is known</p>  |  |                            |                           |                       |                       |
| April 2011   |  |                            |                           |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |  | <b><u>2010-11</u></b>      | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  |  | <b><u>£000s</u></b>        | <b><u>£000</u></b>        | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |  |                            |                           |                       |                       |
|  |  | <b>Existing Budget</b>     | <b>Proposed Reduction</b> |                       |                       |
| Staff  |  |                            | (670.0)                   | (670.0)               | (670.0)               |
| Non Staff Costs  |  |                            |                           |                       |                       |
| Income   |  |                            |                           |                       |                       |
| <b>Net Total</b>   |  |                            | <b>(670.0)</b>            | <b>(670.0)</b>        | <b>(670.0)</b>        |
| <b>Staffing Implications</b>   |  |                            | <b>2011-12</b>            | <b>2012-13</b>        | <b>2013-14</b>        |
| Current service staffing (FTE)   |  |                            | 95                        |                       |                       |
| Post(s) deleted (FTE)  |  |                            | 10                        |                       |                       |
| Current vacancies (FTE)  |  |                            | 1                         |                       |                       |
| Individuals at risk (FTE)  |  |                            | 37                        |                       |                       |

**Purpose of Service**

The DAAT commissions a range of services, primarily through the use of external grants, to provide drug and alcohol treatment interventions to Leicester residents. The DAAT also coordinates local activity to ensure the delivery of both the drug and alcohol strategies for Leicester.

**Details of Proposed Reduction:**

Future funding levels in respect of the DAAT are yet to be confirmed, but indicative announcements have been made. The most recent intelligence suggests that across adult services there should be no cuts overall, with an increase in the adult pooled treatment budget offsetting the cut in the DIP main grant. Cuts in the ABG mean that staffing reductions in the DAAT team will need to be made. There is likely to be an impact on universal and targeted prevention for young people.

**Type of Reduction (delete as appropriate)**

Efficiency, Staff Reduction

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

A process of service redesign has designed a more efficient treatment system that is currently out to tender, there will be no cuts in services / treatment options offered.

An organisational review will be conducted to make the necessary staff reductions in the DAAT team.

Universal and targeted provision in schools has in part been funded through these grants, as has targeted work through the Youth Offending Service

**Date of earliest implication/ date of proposed implication**

**Date:**

July 2011

**Financial Implications of Proposal**

**2010-11**  
**£000s**

**2011-12**  
**£000s**

**2012-13**  
**£000s**

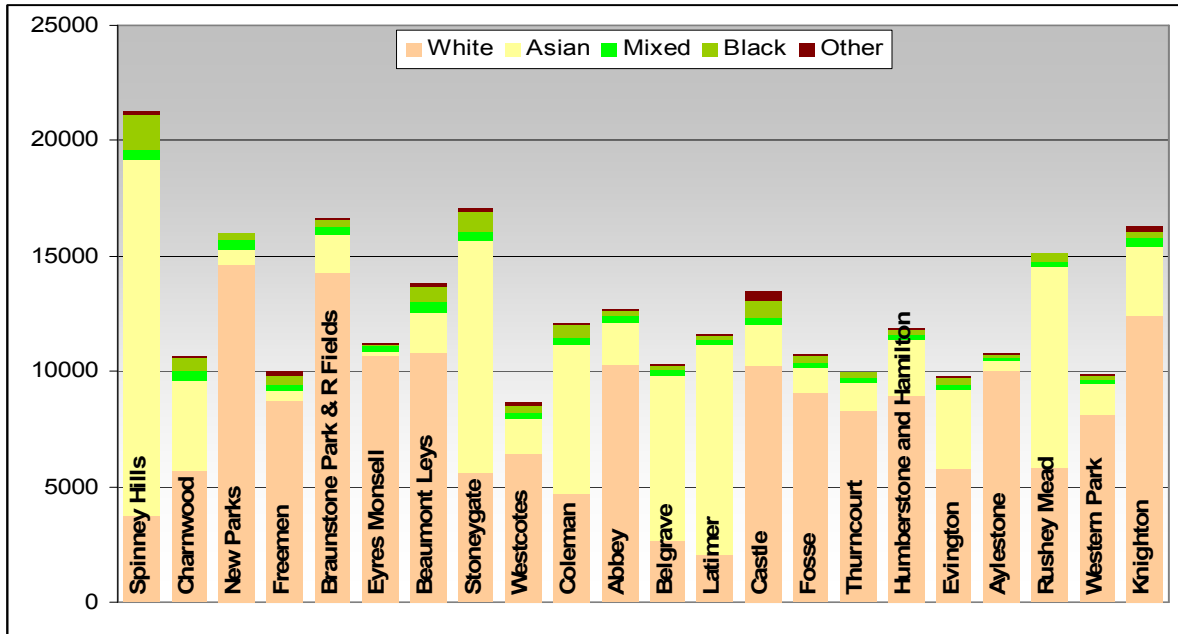
**2013-14**  
**£000s**

**Effects of Changes on budget**

|                                | Existing Budget | Proposed Reduction |                |                |
|--------------------------------|-----------------|--------------------|----------------|----------------|
| Staff                          |                 | (100.0)            | (100.0)        | (100.0)        |
| Non Staff Costs                |                 | (100.0)            | (100.0)        | (100.0)        |
| Income                         | 4.9 m           |                    |                |                |
| <b>Net Total</b>               |                 | <b>(200.0)</b>     | <b>(200.0)</b> | <b>(200.0)</b> |
| <b>Staffing Implications</b>   |                 | <b>2011-12</b>     | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE) |                 | 16                 |                |                |
| Post(s) deleted (FTE)          |                 | 2                  |                |                |
| Current vacancies (FTE)        |                 | 0                  |                |                |
| Individuals at risk (FTE)      |                 | 6                  |                |                |

**Safer and Stronger DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**and Stronger DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

**Section 7 EIA Proformas**  
**Ethnic population breakdown by ward**



**Budget Equality Impact Assessment: Community Safety  
SAF R1**

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?                          |
|                            | <b>Your assessment of impact/risk:</b><br>The service is provided to all sections of the community. It deals with a significant number of vulnerable individuals with our communities. It is not believed that any specific group would be disproportionately disadvantaged as a consequence of these proposals. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>See above   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b><br>See above  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>See above  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>See above   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk</b><br>See above   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>See above   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                            | <b>Your assessment of impact/risk</b><br>See above   |



## Budget Equality Impact Assessment DAAT R1

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>BME groups are under represented in treatment. Efforts to engage these groups may be hampered.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Commissioned services required to work with communities and other agencies.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>None – the impact will be city wide.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Women are under represented in treatment. Efforts to engage women will be further hampered.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Commissioned services to work with other agencies, and local community.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>No impact envisaged.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br>No impact envisaged.   |

## Budget Equality Impact Assessment YOS R1

The Youth Offending Service provides Statutory Services to young people aged 10 to 17 years in the City of Leicester.

YOS also provides Early Intervention and Prevention services to young people aged 8 to 13 years.

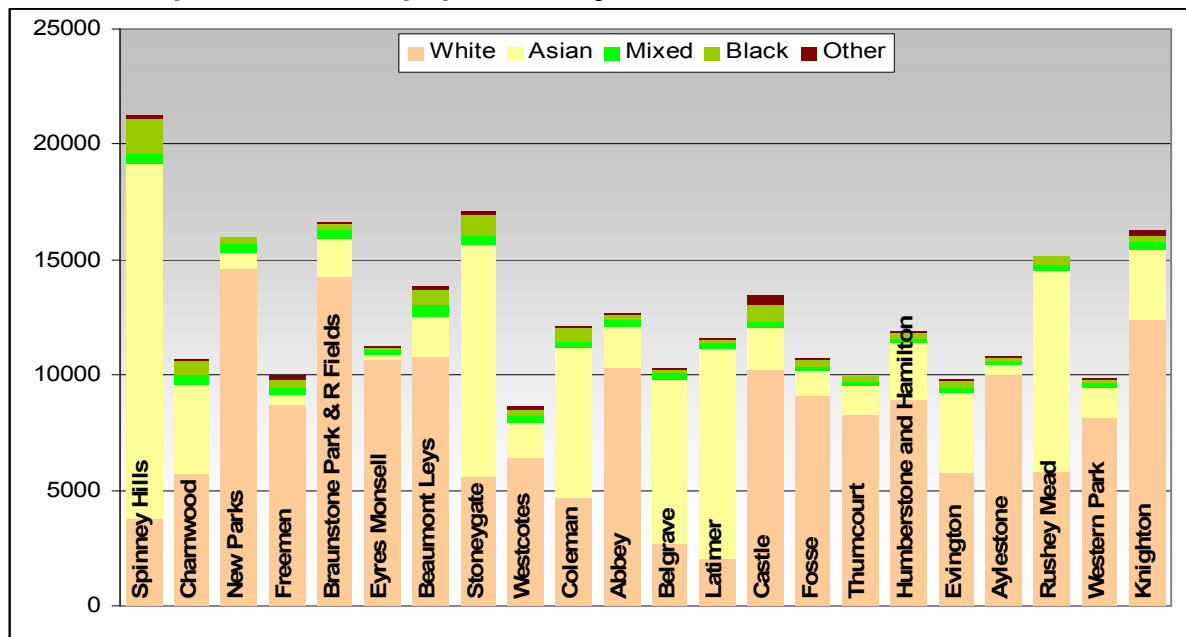
The aim of the YOS is to reduce offending and re-offending by young people whilst considering safeguarding of the young person and public safety.

|                      |   |
|----------------------|---|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                      | <p><b>Your assessment of impact/risk:</b><br/>           The majority of YOS service users (Approximately 69%) are white. Black and dual heritage young people are statistically over represented compared to the general population, however, number are relatively small.</p> <p>The YOS has received national recognition for its work with ethnic minority offenders through its Black Cases Forum and related work to promote community cohesion. The service will continue to prioritise this area of work that will not be impacted by the proposed reductions and reconfiguration of services.</p>  |
|                      | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The YOS has a highly diverse workforce representing the diverse communities of Leicester. Proposed reductions to services do not adversely affect any ethnic group and the YOS will continue to have a very diverse workforce, following implementation of the proposed service reductions.</p> <p>Impact of these proposals on service users will be monitored through the Black Cases Forum and by the YOS management team. Disproportionality by race will also continue to be monitored and subject to a service and partnership action plan.</p> |
|                      | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                      | <b>Your assessment of impact/risk:</b>  |

|                                   |  |
|-----------------------------------|--|
|                                   | <p>The proposed reductions to service will be mitigated by reconfiguring existing services to deliver more efficient use of resources. The impact on any particular ethnic groups is likely to be minimal as the YOS will continue to provide full statutory supervision services to all young offenders aged 10-17, regardless of their ethnicity.</p>  |
| <p><b>Gender equality</b></p>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>The overwhelming majority (Approximately 81%) of YOS service users are male. Both white and black males disproportionately receive custodial sentences as a percentage of the total YOS population, compared to the general population of 10-17 year olds.</p> <p>The proposed deletion of the Independent Resettlement Service will be mitigated by merging elements of this service with the Intensive Supervision Surveillance Programme, providing a more integrated service with reduced management overheads.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The YOS will continue to monitor impact of proposals on both ethnicity and gender as part of its performance monitoring framework. The proposals will not impact on any gender specific work currently undertaken by YOS (e.g. Girls groups, parenting groups for young fathers etc).</p> <p>The YOS will continue to work with partners to ensure both decommissioning and re-commissioning of future services meet the needs of vulnerable young people, in line with the joint strategic needs assessment, Children and Young People and Safer Leicester Partnership commissioning frameworks.</p> |
| <p><b>Disability equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>The YOS has very few young people that are registered as disabled.</p> <p>In the main the service works with young people who have</p>  |

|                                  |   |
|----------------------------------|---|
|                                  | <p>learning needs or behavioural issues linked to Attention Deficit and Hyper Activity Disorder (ADHD) or some form of mental health.</p>   |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>All young people on entry to the YOS will continue to be assessed as to their basic skills this in turn will ensure appropriate interventions are in place.</p> <p>The YOS will continue to maintain specialist services in relation to Education, Training and Employment, Substance misuse, Mental and Sexual Health.</p> <p>The YOS will continue to work in partnership with both Health and Children and Young People services to ensure appropriate services are provided to young people with disabilities or specialist health needs.</p>   |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>The YOS propose to cease a dedicated post for Prevention of Violent Extremism (PVE), following ending of dedicated grant funding in line with new government strategies. The YOS propose to continue to monitor and support community cohesion work in partnership with other services across the Council.</p> <p>The YOS will continue to provide dedicated and enhanced support for young people at risk of radicalisation through ongoing participation in the Silver and Channel groups.</p> <p>YOS work to support community cohesion will be enhanced through greater integration with the youth service as part of the proposed integrated youth support service (IYSS) review. This will enhance targeted services for vulnerable young people at a local neighbourhood level.</p> |

## Ethnic composition of the population by ward



### Caseload Ethnicity Data – Jan 2011 (2010 calendar year throughput)

#### Gender breakdown of cases:

Male = 81%

Female = 19%

#### Ethnicity breakdown of cases (all):

White = 69%

Dual Heritage = 8%

Asian = 13%

Black = 9%

Chinese/Other = less than 1%

#### Ethnicity breakdown of cases (male):

White = 66%

Dual Heritage = 10%

Asian = 14%

Black = 10%

Chinese/Other = less than 1%

#### Ethnicity breakdown of cases (female):

White = 73%

Dual Heritage = 9%

Asian = 11%

Black = 7%

Chinese/Other = less than 1%

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# HOUSING STRATEGY & OPTIONS DIVISION

## DRAFT BUDGET STRATEGY

2011/12 – 2013/14

### CONTENTS

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| Section 1 | Divisional Summary                          |  |
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| Section 3 | Equality Impact Assessment<br>Summary       |  |
| Section 4 | Summary List of Growth &<br>Reduction Items |  |
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## **Housing (General Fund) Services : Division Summary OSMB**

Housing general fund services will be adversely affected by severe reductions in capital ( see report to Cabinet on the Housing Capital Programme ) reductions in government resources for the Homes and Community Agency , reductions in former Supporting People funds and the overall reduction in formula grant to the Council. The proposed budget strategy is:

1. Reconfigure a much reduced decent homes service to low income owner occupiers by targeting Adult Social Care clients in support of prevention and independent living:
  - End Home Improvement Areas and Home Maintenance grants and replace with £500k loans budget for loans only (Cabinet previously agreed a loans/grant strategy).
  - Retain Homehandy Person Service.
  - Continue Home Maintenance Advice Service.
  - Adopt new approach to requests for home adaptations.
  
2. Use part of the government's new Empty Homes Bonus homes to continue to tackle the wasted resource of private sector empty homes.
  
3. Continue to seek all possible ways of increasing the amount of affordable housing in the city, but with a reduced housing development team. Work with Homes and Community Agency, Housing Associations and private landlords and developers.
  
4. Find efficiency savings in the Housing Options Service but ensure we still meet statutory duties which are to:
  - provide advice to all to prevent homelessness
  - determine homelessness declarations
  - keep Housing Register.

Continue to provide:

- a single access point to Council hostels
- Mortgage Rescue Scheme.

Continue to improve services including:

- redesign Housing Options website to encourage self help and empower community advisors
  
- extend single access point to cover all Voluntary Sector hostels to improve the efficient use of hostel bed spaces.

5. To focus the reduced STAR service on the most vulnerable, maintaining the local presence in six neighbourhoods and increasing input into the new



Revolving Door Service which gives focused intensive support to single people who have repeat stays in hostels.

6. To embed the new way of working in hostels called Pathway Planning which seeks to support single homeless people into more sustainable independent tenancies, reducing the overall length of stay in hostels and focusing hostel support on those in most need. Retain Upper Tichbourne street hostel during the period of uncertainty that we face around single homelessness in the City. However , recognising that hostels are not the best way to help many of the single homeless in the city develop the Revolving Door Service, which will provide focused support on those individuals who have been in our hostel more than once over the last two years, so that these people succeed when they next leave the hostel.
  
7. Rationalise a small number of voluntary sector grants to focus on those most directly supporting the prevention of homelessness. The following projects will continue to be supported: YASC at Dawn Centre (with reduced grant) The Centre Project (assists vulnerably housed) ASK (Domestic Violence Project) Leicestershire Cares (routes into employment), Anchor Centre. Grant will be withdrawn from Homeless Health Care, TRAM (an employment project) and two internal services: Study support and Family support at Border House due to reduced demand, and two posts in Rough Sleeper Outreach.

Ann Branson  
8.02.2011

## Division Summary Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposals result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Broadly, the cuts in homelessness services are most likely to impact on white males, the cuts in decent homes work on black and ethnic minorities and the cuts in new affordable homes across all the ethnic groups.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>The overall strategy for general fund housing services is to mitigate impact by further focusing services on the most vulnerable. In Leicester all the ethnic groups suffer from housing problems, though the nature of the issues is different reflecting household and tenure differences. |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | The ending of the existing Home Improvement Areas and the programme for future HIA's affects particular areas of the city. Ethnic minorities tended to predominate in early parts of the programme with more mixed ethnic areas in later years .  |
| <b>Gender equality</b>     | Will the proposals result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | White males are the main users of single person hostel bedspaces. The number of single men who are vulnerably housed in the community or rough sleeping may increase.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>The work on Pathway planning and the Revolving door Service seeks to give more targeted support to frequent hostel users.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>Because the council has statutory housing duties towards those with disabilities and the strategy is to focus on those most in need it is not considered likely that disabled people will suffer disproportionately .  |
|                            | <b>If there is a negative impact, what can be done to reduce or</b>   |

|                           |   |
|---------------------------|---|
|                           | <b>remove the negative impact?</b><br>n/a   |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                           | Greater competition for scarce housing resources has become a source of community tension in other cities.<br>Reduced support for the vulnerably housed may result in more family conflict, domestic violence , ASB, drug and alcohol use and rough sleeping. |

### **Budget implementation risk assessment**

#### **LOW RISK:**

1. STAR There are sufficient staff on temporary contracts across the service to allow achieving the budget savings quickly. ( Notice periods may vary)
2. All the proposed grant aid reductions contracts can be ended. Notices are being prepared.
3. Planning for staff reviews to achieve other internal reductions are underway.

## Division Summary Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposals result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Broadly, the cuts in homelessness services are most likely to impact on white males, the cuts in decent homes work on black and ethnic minorities and the cuts in new affordable homes across all the ethnic groups.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>The overall strategy for general fund housing services is to mitigate impact by further focusing services on the most vulnerable. In Leicester all the ethnic groups suffer from housing problems, though the nature of the issues is different reflecting household and tenure differences. |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | The ending of the existing Home Improvement Areas and the programme for future HIA's affects particular areas of the city. Ethnic minorities tended to predominate in early parts of the programme with more mixed ethnic areas in later years .  |
| <b>Gender equality</b>     | Will the proposals result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | White males are the main users of single person hostel bedspaces. The number of single men who are vulnerably housed in the community or rough sleeping may increase.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>The work on Pathway planning and the Revolving door Service seeks to give more targeted support to frequent hostel users.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>Because the council has statutory housing duties towards those with disabilities and the strategy is to focus on those most in need it is not considered likely that disabled people will suffer disproportionately .  |

|                           |  |
|---------------------------|--|
|                           |  |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>n/a</p>  |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                           | <p>Greater competition for scarce housing resources has become a source of community tension in other cities.<br/> Reduced support for the vulnerably housed may result in more family conflict, domestic violence , ASB, drug and alcohol use and rough sleeping.</p> |

**Budget Growth & Reduction Proposals - Housing Strategy & Options Division**

|     |  | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|-----|--|-------------------------|-------------------------|-------------------------|
| HGF | <b>Growth Proposals</b>                          |                         |                         |                         |
| G1  | Reduction in 2010/11 Hostel Budget Growth        | 200.0                   | 200.0                   | 200.0                   |
| G2  | Housing Renewal re Capital Reduction             | 77.0                    | 77.0                    | 77.0                    |
| G5  | Homelessness Grant Additional Resource           | 72.6                    | 72.6                    | 72.6                    |
| G6  | Loss of net contribution from closure of hostels | 0.0                     | 70.2                    | 70.2                    |
|     | <b>Total Growth</b>                              | <b>349.6</b>            | <b>419.8</b>            | <b>419.8</b>            |
| HGF | <b>Reduction Proposals</b>                       |                         |                         |                         |
| R2  | Premises and Running Costs                       | 16.8                    | 16.8                    | 16.8                    |
| R3  | Empty Homes Bonus - Additional Income            |                         | (50.0)                  | (50.0)                  |
| R4  | Housing Development                              | (105.0)                 | (105.0)                 | (105.0)                 |
| R5  | Housing Options                                  | (173.8)                 | (173.8)                 | (173.8)                 |
|     | <b>Total Reductions</b>                          | <b>(262.0)</b>          | <b>(312.0)</b>          | <b>(312.0)</b>          |
|     |  |                         |                         |                         |
|     | <b>Net Growth (Reduction)</b>                    | <b>87.6</b>             | <b>107.8</b>            | <b>107.8</b>            |

|     |   |              |              |              |
|-----|---|--------------|--------------|--------------|
|     | <b>Homelessness Grant (specific, non-ringfenced)<br/>Proposals have no impact on General Fund</b> |              |              |              |
| G3  | Upper Tichbourne St Hostel  | 332.0        | 332.0        | 332.0        |
| G4  | Revolving Door Service  | 85.0         | 85.0         | 85.0         |
| R7  | Roughsleeper Outreach   | (30.0)       | (30.0)       | (30.0)       |
| R8  | Y Advice and Support Centre   | (26.4)       | (26.4)       | (26.4)       |
| R9  | Homeless Health Care  | (22.3)       | (22.3)       | (22.3)       |
| R10 | Border House Family Support   | (62.6)       | (62.6)       | (62.6)       |
| R11 | TRAM (STRIDE)   | (23.2)       | (23.2)       | (23.2)       |
|     | <b>Total</b>  | <b>252.5</b> | <b>252.5</b> | <b>252.5</b> |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

|   |                        |                          |                       |                       |
|---|------------------------|--------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA</b> Hostels   |                        | <b>Proposal No: G1</b>   |                       |                       |
| <b><u>Details of Proposed Project(s) Growth:</u></b>  |                        |                          |                       |                       |
| A budget growth in 2009/10 to cover reduction in grant aid was due to end .<br>This proposal is to continue the budget growth to avoid further reductions in general fund housing services. |                        |                          |                       |                       |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |                        |                          |                       |                       |
| Other   |                        |                          |                       |                       |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                          |                       |                       |
| n/a   |                        |                          |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                          |                       |                       |
| Date: 1/4/2011  |                        |                          |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|   | £000s                  | £000s                    | £000s                 | £000s                 |
| <b>Effects of Changes on budget</b>   |                        |                          |                       |                       |
|   | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
| Staff   |                        |                          |                       |                       |
| Non Staff Costs   |                        |                          |                       |                       |
| Income  |                        |                          |                       |                       |
| <b>Net Total</b>  |                        | 200                      | 200                   | 200                   |
| <b>Staffing Implications</b>  |                        | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)  |                        |                          |                       |                       |
| Extra post(s) (FTE)   |                        |                          |                       |                       |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**Individual Pro-formas for growth and reduction proposals**

|   |                        |                          |                       |                       |
|---|------------------------|--------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA Housing Renewal and Options</b>   |                        | <b>Proposal No: G2</b>   |                       |                       |
| <b><u>Details of Proposed Project(s) Growth:</u></b>  |                        |                          |                       |                       |
| <p>To deal with reduction in fee income and the ability to captilise costs associated with the renewal programme .( most of the impact has been contained by reducing staffing)<br/> The growth will prevent the need to make further cuts elsewhere in essential housing general fund services</p> |                        |                          |                       |                       |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |                        |                          |                       |                       |
| Other   |                        |                          |                       |                       |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                          |                       |                       |
|   |                        |                          |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                          |                       |                       |
| Date: 1/4/2011  |                        |                          |                       |                       |
|   |                        |                          |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|   | £000s                  | £000s                    | £000s                 | £000s                 |
| <b>Effects of Changes on budget</b>   |                        |                          |                       |                       |
|   | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
| Staff   |                        |                          |                       |                       |
| Non Staff Costs   |                        |                          |                       |                       |
| Income  |                        |                          |                       |                       |
| <b>Net Total</b>  |                        | 77                       | 77                    | 77                    |
| <b>Staffing Implications</b>  |                        | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)  |                        |                          |                       |                       |
| Extra post(s) (FTE)   |                        |                          |                       |                       |



**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

|  |                        |                          |                       |                       |
|--|------------------------|--------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA HOSTELS</b>  |                        | <b>Proposal No: G3</b>   |                       |                       |
| <b><u>Details of Proposed Project(s) Growth:</u></b>   |                        |                          |                       |                       |
| To fund Upper Tichbourne Street Hostel from Homelessness Grant (currently funded by former Supporting People, but a proposed reduction in that budget see SPR8)  |                        |                          |                       |                       |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |                        |                          |                       |                       |
| Other  |                        |                          |                       |                       |
| <b><u>Service implications</u></b>   |                        |                          |                       |                       |
| The proposal will allow the homelessness services a safety net during a time of uncertainty about the future levels of single homelessness in the city . The Single Access Point and Pathway Planning in hostels will still be implemented to achieve more effective and efficient use of hostel bedspaces across the council and voluntary sector. Work will continue to develop better alternatives to catered hostels, and the Revolving Door Project will aim to reduce the number of repeat hostel users. |                        |                          |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |                          |                       |                       |
| <b>Date:</b>   |                        |                          |                       |                       |
|  |                        |                          |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  | £000s                  | £000s                    | £000s                 | £000s                 |
| <b>Effects of Changes on budget</b>  |                        |                          |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
| Staff  |                        |                          |                       |                       |
| Non Staff Costs  |                        |                          |                       |                       |
| Income   |                        |                          |                       |                       |
| <b>Net Total SP grant aid</b>  | 332                    | 332                      | 332                   | 332                   |
| <b><u>Staffing Implications</u></b>  |                        |                          |                       |                       |
| Current service staffing (FTE)   | Retain 20              |                          |                       |                       |
| Extra post(s) (FTE)  |                        |                          |                       |                       |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA** Single homelessness **Proposal No:**HGF G4

**Details of Proposed Project(s) Growth:**

To use funds from the Homelessness Grant to support the new (in house) Revolving Door Service which seeks to reduce the number of single homeless people who have repeat stays in the council and voluntary sector hostels, as part of the changes to reduce overall hostel use by single people.

**Type of Growth (delete as appropriate)**

Service Improvement

**Service implications**

Individuals who have stayed in hostels more than once before during the past 2 years will be assigned to the service, with the aim of supporting them into accommodation that they will sustain, and not return to rough sleeping or the hostels. In the last six months 121 such individuals have been identified, 60% have stayed in hostels 2 to 5 times and 42% between 6 and 11 times. This represents between 30% and 45% of hostel admissions each month. A new approach is needed.

**Date of earliest implication/ date of proposed implication**

**Date: 1/4/2011**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

£000s

£000s

£000s

£000s

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
|--------------------------------|------------------------|--------------------------|-----------------------|-----------------------|
| Staff                          |                        | 85.0                     | 85.0                  | 85.0                  |
| Non Staff Costs                |                        |                          |                       |                       |
| Income                         |                        |                          |                       |                       |
| <b>Net Total</b>               | Nil                    | 85.0                     | 85.0                  | 85.0                  |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | 2                      | 3                        | 3                     | 3                     |
| Extra post(s) (FTE)            |                        |                          |                       |                       |

**HOUSING STRATEGY & OPTIONS DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: G5</b>                       |  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>Homelessness Grant Additional Resource.<br/>         Additional General Fund money required to fund a shortfall in the homelessness grant.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Decisions already taken/Service Improvement/Other   |  |  |  |  |
|   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b>                                 |
|   |  |  |  | 1 4 11                                       |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   |  | 73   | 73   | 73   |
| Income  |  |  |  |  |
| <b>Net Total</b>  |  | 73   | 73   | 73   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  |  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |                        |                           |                       |                       |
|--|--|------------------------|---------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA</b> Hostels  |  | <b>Proposal No: G6</b> |                           |                       |                       |
| <b><u>Purpose of Service</u></b>   |  |                        |                           |                       |                       |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>The Supporting People budget proposals include the closure of Lower Hastings Street hostel which results in a loss of net income of £70.2k.</p> |  |                        |                           |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |                        |                           |                       |                       |
| Other  |  |                        |                           |                       |                       |
| <b><u>Service Implications</u></b>   |  |                        |                           |                       |                       |
| n/a  |  |                        |                           |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |                        |                           |                       |                       |
| Date: 1/4/2011   |  |                        |                           |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |  | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  |  | <b><u>£000s</u></b>    | <b><u>£000s</u></b>       | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |  |                        |                           |                       |                       |
|  |  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff  |  |                        |                           |                       |                       |
| Non Staff Costs  |  |                        |                           |                       |                       |
| Income loss of net income  |  |                        |                           | 70.2                  | 70.2                  |
| <b>Net Total</b>   |  |                        |                           |                       |                       |
| <b>Staffing Implications</b> none  |  |                        | <b>2011-12</b>            | <b>2012-13</b>        | <b>2013-14</b>        |
| Current service staffing (FTE)   |  |                        |                           |                       |                       |
| Post(s) deleted (FTE)  |  |                        |                           |                       |                       |
| Current vacancies (FTE)  |  |                        |                           |                       |                       |
| Individuals at risk (FTE)  |  |                        |                           |                       |                       |



**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                           |                       |                       |                       |
|--|------------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| <b>SERVICE AREA Private Sector Decent Homes</b>  |                        | <b>Proposal No: R2</b>    |                       |                       |                       |
| <b><u>Purpose of Service</u></b>   |                        |                           |                       |                       |                       |
| To support low income owner occupiers to improve their homes in support of independent living  |                        |                           |                       |                       |                       |
| <b><u>Proposal</u></b>   |                        |                           |                       |                       |                       |
| 12 -18 month contribution from general fund to premises costs to make up for reduction in capitilisation, awaiting finding smaller premises for reduced teams. . |                        |                           |                       |                       |                       |
| <b><u>Service Implications</u></b>   |                        |                           |                       |                       |                       |
| None   |                        |                           |                       |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |                           |                       |                       |                       |
| Date: 1/4/2011   |                        |                           |                       |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b>     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  |                        | <b><u>£000s</u></b>       | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |                        |                           |                       |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |                       |
| Staff  |                        |                           |                       |                       |                       |
| Non Staff Costs  | 125                    | 16.8                      | 16.8                  |                       |                       |
| Income   |                        |                           |                       |                       |                       |
| <b>Net Total</b>   |                        | 16.8                      | 16.8                  |                       |                       |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>            | <b>2012-13</b>        | <b>2013-14</b>        |                       |
| Current service staffing (FTE)   |                        |                           |                       |                       |                       |
| Post(s) deleted (FTE)  |                        |                           |                       |                       |                       |
| Current vacancies (FTE)  |                        |                           |                       |                       |                       |
| Individuals at risk (FTE)  |                        |                           |                       |                       |                       |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA Empty Homes ( private sector)</b>   |  | <b>Proposal No: HGF R3</b>                   |  |  |
| <b><u>Purpose of Service</u></b><br>To reduce the number of long standing private sector empty homes in Leicester.  |  |  |  |  |
| <b><u>Details</u></b><br><br>The Government has announced an Empty Homes Bonus for net reductions in homes <i>empty for over 6 months</i> . The bonus is the national council tax equivalent, paid for 6 years. ( est. 1k+ per property pa) Based on performance in 2009/10 this is expected to provide additional payment of £455k in 2011/12, ongoing for 6 years. Any empty homes brought back into use in subsequent years will increase this payment. The Empty Homes Team will continue to contact and advise owners of any home which is empty for more than 18 months and focus intensive work on the current 645 private homes that have been empty for over 5 years. In 2009/10 the team were involved in bringing a gross 320, net 180, long standing empty homes back into use. |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Increase income by £50k contribution from Empty Homes Bonus from 2012/13 onwards.<br>The ongoing employment of two staff will be dependent on sufficient bonus being earned to pay for their salaries and costs.   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Maintain existing service   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><p align="right"><b>Date: 1/4/2011</b></p>  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   | 112  |  |  |  |
| Non Staff Costs   | 132.6  |  |  |  |
| Income  |  |  | (50)   | (50)   |
| <b>Net Total</b>  | <b>244.6</b>                                 |  | <b>(50)</b>                                  | <b>(50)</b>                                  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  | 5  | 5  | 5  | 5  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA Housing Development</b>   |                        | <b>Proposal No: R4</b>                       |  |  |  |
| <b><u>Purpose of Service</u></b><br>To enable the development of new affordable housing in Leicester by working with the Homes and Community Agency, Housing Associations , private developers and other stakeholders to maximise investment in the city.   |                        |  |  |  |  |
| <b><u>Details</u></b><br>Reduction in Housing Development staffing. Government has announced a major reduction in national total funds for affordable housing and a new system for affordable housing grants. It is not yet clear how the new system will work locally.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>The reduction in the supply of new affordable homes will be felt in 2012/13 onwards , when the current pipeline schemes are completed. The reduction in staff reflects the predicted reduction in opportunities for developing new schemes. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><br>Date: 1/4/2011  |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 316                    | (105)  | (105)  | (105)  |  |
| Non Staff Costs   | .8                     |  |  |  |  |
| Income  | nil                    |  |  |  |  |
| <b>Net Total</b>  | <b>316.9</b>           | <b>(105)</b>                                 | <b>(105)</b>                                 | <b>(105)</b>                                 |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  | 9                      |  |  |  |  |
| Post(s) deleted (FTE)   |                        | 3  | 3  | 3  |  |
| Current vacancies (FTE)   |                        | 2.5  | 2.5  | 2.5  |  |
| Individuals at risk (FTE)   |                        | .5   | .5   | .5   |  |



**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|                                     |                        |
|-------------------------------------|------------------------|
| <b>SERVICE AREA Housing Options</b> | <b>Proposal No: R5</b> |
|-------------------------------------|------------------------|

**Purpose of Service**

Housing Options is a statutory service offering Housing Advice to all citizens, preventing homelessness, dealing with homelessness, maintaining Housing Register and responsible for Housing allocation Policy.

**Details of Proposed Reduction:**

Efficiency savings arising from introduction of Leicester HomeChoice and promotion of web based services, including on line housing registration and telephone advice. Less use of bed and breakfast, savings in printing and interpretation costs and ongoing underspend on staffing budget.

**Type of Reduction (delete as appropriate)**

Efficiency

*Specify Implications (including investment or One-Offs) & link to SLEP (where applicable)*

**Earliest implication/ date of proposed implication**

**Date:** 1/04/2011

**Financial Implications of Proposal**

|                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |

**Effects of Changes on budget**

|                                | Existing Budget | Proposed Reduction |                |                |
|--------------------------------|-----------------|--------------------|----------------|----------------|
| Staff                          |                 |                    |                |                |
| Non Staff Costs                |                 | (173.8)            | (173.8)        | (173.8)        |
| Income                         |                 |                    |                |                |
| <b>Net Total</b>               | 1396.9          | (173.8)            | (173.8)        | (173.8)        |
| <b>Staffing Implications</b>   |                 | <b>2011-12</b>     | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE) | 44              |                    |                |                |
| Post(s) deleted (FTE)          | 0               | 0                  | 0              | 0              |
| Current vacancies (FTE)        | 1               |                    |                |                |
| Individuals at risk (FTE)      | 0               |                    |                |                |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
|--|----|------------------------|---------------------------|-----------------------|-----------------------|--|--|--|--|--|--|---------------------------------------|--|--|--|--|--|
| <b>SERVICE AREA</b> Rough Sleepers Outreach Team   |    | <b>Proposal No: R7</b> |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b>Purpose of Service</b> The team contacts rough sleepers and potential rough sleepers to encourage engagement with housing and other services. The team runs the reconnection service for single homeless coming from out of Leicester ,supports the street drinking project and the Revolving Door service.   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="6"><b><u>Details of Proposed Reduction:</u></b></td> </tr> <tr> <td colspan="6">Reduce permanent team from 4 FTE to 3</td> </tr> </table>   |    |                        |                           |                       |                       | <b><u>Details of Proposed Reduction:</u></b> |  |  |  |  |  | Reduce permanent team from 4 FTE to 3 |  |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Reduce permanent team from 4 FTE to 3  |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Efficiency   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Street work requires visits in pairs. The team reduction may reduce the numbers of days per week that walkabouts can be done in some weeks, but the reduced level of staffing will be sufficient to maintain the overall service.<br>The new Revolving Door Service will provide more focused and continuous work with rough sleepers – once they come into the hostels. |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Date: 1/4/2011   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |    | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |  |  |  |  |  |  |                                       |  |  |  |  |  |
|  |    | <b><u>£000s</u></b>    | <b><u>£000s</u></b>       | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b>Effects of Changes on budget</b>  |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
|  |    | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Staff  | GF | 102.4                  | (25)                      | (25)                  | (25)                  |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Non Staff Costs  | GF | 12.2                   | (5)                       | (5)                   | (5)                   |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Income   |    |                        |                           |                       |                       |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b>Net Total</b>   |    | 114.6                  | (30.0)                    | (30.0)                | (30.0)                |  |  |  |  |  |  |                                       |  |  |  |  |  |
| <b>Staffing Implications</b>   |    |                        | <b>2011-12</b>            | <b>2012-13</b>        | <b>2013-14</b>        |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Current service staffing (FTE)   |    |                        | 5                         | 5                     | 5                     |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Post(s) deleted (FTE)  |    |                        | 2                         | 2                     | 2                     |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Current vacancies (FTE) ( one temp)  |    |                        | 2                         | 2                     | 2                     |  |  |  |  |  |  |                                       |  |  |  |  |  |
| Individuals at risk (FTE)  |    |                        | 0                         | 0                     | 0                     |  |  |  |  |  |  |                                       |  |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>SERVICE AREA Y Advice and Support Centre</b>  |  | <b>Proposal No:R8</b>                        |  |  |  |
| <b><u>Purpose of Service</u></b><br>Day Centre to support homeless vulnerably housed and rough sleepers  |  |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/>           To reduce the grant funding to the Y Advice and Support Centre by £26.4 k (15% of current grant)         </td> </tr> </table>   |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>To reduce the grant funding to the Y Advice and Support Centre by £26.4 k (15% of current grant) |
| <b><u>Details of Proposed Reduction:</u></b><br>To reduce the grant funding to the Y Advice and Support Centre by £26.4 k (15% of current grant)   |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency  |  |  |  |  |  |
| <b><u>Service Implications</u></b><br>The YMCA run a day centre within the Dawn Centre which provides advice , support, clothing, breakfasts ,lunches and learning opportunities to hostels dwellers, street homeless and the vulnerably housed. It provides hard to reach clients with encouragement to take up medical ,educational and employment services, including the Homeless Health Care Project (now Inclusion Health Care Social Enterprise), Housing Options and employment and skill improvement schemes.<br><br>The project will need to identify, in conjunction with council staff, how best to achieve the saving while continuing most of its current service level. |  |  |  |  |  |
| <b><u>Earliest implication/ date of proposed implication</u></b><br><p align="right"><b>Date:</b> 1/04/2011</p>  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |  |  |  |  |  |
|  |  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  |  |  |  |  |  |
| Non Staff Costs  |  |  |  |  |  |
| Income   |  |  |  |  |  |
| <b>Net Total grant aid</b>   |  | 175.6  | (26.4)                                       | (26.4)                                       | (26.4)   |
| <b>Staffing Implications</b>   |  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  |  |  |  |  |
| Post(s) deleted (FTE)  |  |  |  |  |  |
| Current vacancies (FTE)  |  |  |  |  |  |
| Individuals at risk (FTE)  |  |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |   |  |  |  |  |
|---|---|--|--|--|--|
| <b>SERVICE AREA</b>   | Homeless Health Project/Inclusion Health Care | <b>Proposal No:R9</b>                        |  |  |  |
| <b><u>Purpose of Service</u></b><br>To provide NHS services to hostel dwellers, rough sleepers and the vulnerably housed  |   |  |  |  |  |
| <b><u>Details of Proposed Reduction</u></b><br>To end 3 small grants that are due to end in March 2011 :<br>£8.1k for administrative support/annual report of homeless multi-disciplinary team<br>£6.5k for alternative therapy for patients<br>£7.7k for footcare for patients |   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |   |  |  |  |  |
| <b><u>Service Implications</u></b><br>Potential reduction in healthcare available. The Homeless Health project is now a social enterprise. ( Inclusion Healthcare Social Enterprise CIC Ltd)  |   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><br><p align="right"><b>Date: 1/4/2011</b></p>  |   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |   |  |  |  |  |
|   |   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |   |  |  |  |  |
| Non Staff Costs   |   |  |  |  |  |
| Income  |   |  |  |  |  |
| <b>Net Total grant</b>  |   | 22.3   | (22.3)                                       | (22.3)                                       | (22.3)                                       |
| <b>Staffing Implications</b>  |   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |   |  |  |  |  |
| Post(s) deleted (FTE)   |   |  |  |  |  |
| Current vacancies (FTE)   |   |  |  |  |  |
| Individuals at risk (FTE)   |   |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA : Family Support and Corner Club</b>   |                        | <b>Proposal No: R10</b>                      |  |  |  |
| <b><u>Purpose of Service</u></b><br>The Family Support Service provides additional family support to families in Border House and parents living in other hostels. Corner Club provide part time day care for children living at Border House homeless hostel, and study support for school age children.  |                        |  |  |  |  |
| <b><u>Details of proposed reduction</u></b><br><br>To reduce the number of children that can be offered day care at Border House, by reducing capacity from 9 to 6 children per session and rationalising the management of Family Support and Corner Club services (£62.6k). This is an in-house service formerly funded by the Homelessness Grant. |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Efficiency and Service Reduction  |                        |  |  |  |  |
| <b><u>Service Implications</u></b><br>The number of families and children staying at Border House and its outlying accommodation has reduced.<br>Family Support and the Corner Club and Study Support will continue to provide additional support to children and parents while they are in the hostel.  |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><br><p align="right"><b>Date: 1/4/2011</b></p>   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  |                        |  |  |  |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b> from Homelessness grant   | 62.6                   | (62.6)                                       | (62.6)                                       | (62.6)                                       | (62.6)                                       |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   | 10                     |  |  |  |  |
| Post(s) deleted (FTE)  | 4                      |  |  |  |  |
| Current vacancies (FTE)  | 3                      |  |  |  |  |
| Individuals at risk (FTE)  | 1                      |  |  |  |  |

**HOUSING STRATEGY AND OPTIONS DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <b>SERVICE AREA</b> TRAM voluntary project  |  | <b>Proposal No: R11</b>                      |  |  |  |
| <b><u>Purpose of Service</u></b><br>TRAM is a project (funded within the larger STRIDE organisation) that offers work orientated training placements for homeless or potentially homeless people. |  |  |  |  |  |
| <b><u>Details of proposed reduction</u></b><br>End £23.2 k pa time limited grant  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |  |  |  |  |  |
| <b><u>Service Implications</u></b><br><br>The grant is due to end in march 2011   |  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><br>Date: 1/4/2011  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |  |
|   |  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |  |
| Non Staff Costs   |  |  |  |  |  |
| Income  |  |  |  |  |  |
| <b>Net Total From Homelessness Grant</b>  |  | 23.2   | (23.2)                                       | (23.2)                                       | (23.2)                                       |
| <b>Staffing Implications</b>  |  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  |  |  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |  |
|   |  |  |  |  |  |

## Budget Equality Impact Assessment R4 Housing Development Services

|                      |  |
|----------------------|--|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                      | <b>Your assessment of impact/risk:</b>   |
|                      | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p><b>The EIA (2008) into Leicester's draft Affordable Housing Strategy found that the main equality issues arise out of ensuring the best mix of types and sizes of affordable accommodation in the right locations. It found that some types of housing are more difficult to achieve than others, such as large family homes and wheelchair housing. This has a disproportionately greater impact on some groups, e.g, BME groups, physically disabled people and larger families.</b></p> <p><b>It is the Housing Devt Team who:</b></p> <ul style="list-style-type: none"> <li>• ensure sites are assessed to establish a mix to best meet the city's current &amp; future affordable housing needs;</li> <li>• lead on negotiations with developers and funders to seek to secure best mix at the right standards (including S106 negotiations);</li> <li>• work to establish and/or confirm the standards that will best meet different groups' needs (eg LCC's Wheelchair Accessible brief, LCC's minimum space standards);</li> <li>• monitor &amp; progress-chase all pipeline new supply of affordable housing to ensure that they are fit for purpose &amp; can be promptly occupied;</li> <li>• seek to ensure that there is a rolling programme of sites and opportunities for future supply.</li> </ul> <p><b>The Government's cuts to funding available for affordable housing via the Homes &amp; Communities Agency, together with wider budget reductions (which will make seeking public subsidy from other sources – eg LA own funds - harder to secure) will significantly reduce the number of new affordable homes that can be secured in the city in the next few years. Reductions in the team are proposed at a level that reflects the current opportunities for new schemes in the city.</b></p> |
|                      | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of  |

|                            |  |
|----------------------------|--|
|                            | <p>the particular area?</p> <p><b>Your assessment of impact/risk:</b></p> <p>The reduced supply of new affordable homes in future years resulting from cuts to HCA funding will mean fewer areas of the city will see new provision. It is not yet clear whether this, in itself, will have any equality impact.</p> |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b></p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As per submission on race</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As per submission on race</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>Allocation of social housing has caused community divisions in other parts of the UK.</p>  |



## Budget Equality Impact Assessment – R5 Housing Options Service

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>Answer: NO IMPACT/RISK  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>Answer: NO IMPACT/RISK  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Answer: NO IMPACT/RISK  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>Answer: NO IMPACT/RISK  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>Answer: NO IMPACT/RISK  |

**Budget Equality Impact Assessment  
R7 Rough Sleepers Outreach Team**

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:<br/>The majority of service users are white</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>Quick response from other services in dealing with the street homeless population , to ensure the Rough Sleepers Outreach Team’s time is spent more effectively on the street rather than accompanying clients to Services .<br/>Revolving door service to prevent re-occurrence of repeat homelessness and rough sleeping</b> |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:<br/>Impacts equally across all areas of the city however recent research suggest that most single homeless groups originate from the west side of the city and a small number from out of Leicester.</b>  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:<br/>Yes as the street homeless population is disproportionately males ( approximately 95 %)</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>As per above</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk<br/><br/>No there would be no disproportionate effect</b>  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |

|                           |   |
|---------------------------|---|
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                           | <b>Your assessment of impact/risk</b><br><br><b>A reduction in staff support levels could impact on vulnerable street homeless with the possibility of an increase in crime disorder , drug and alcohol issues, begging , and an increase in accident and emergency admissions due to deterioration of health and well being. The average length of stay of rough sleepers may increase.</b><br><br><b>However it is believed that the introduction of the Revolving door project and other measures to support this client group , including close cooperation with other partners and agencies will mitigate this impact.</b> |

**Budget Equality Impact Assessment  
R8 YASC Grant Reduction**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?                                 |
|                            | <b>Your assessment of impact/risk:</b><br><br>Statistics show that this service is predominantly used by white people, although just over a quarter of the users are from a Black Minority Ethnic community.<br><br>However, we do not envisage a reduction in provision would adversely affect one group over another. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>N/A   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>It is more likely to affect men, who are the predominant users of this service.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | Work with the provider to ensure there is no adverse effect   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b>   |

|                           |  |
|---------------------------|--|
|                           | A number of users of this service are likely to be disabled  |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>We would need to work with the provider to ensure that there is no adverse effect.</p> |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                           | <p><b>Your assessment of impact/risk</b></p> <p>It is not anticipated that the efficiency required will impact upon community cohesion.</p>  |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>N/A</p>  |

**Budget Equality Impact Assessment**  
**R9 Grant to Homeless HealthCare/Inclusion HealthCare**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>The majority of service users (68%) are white   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>The Homeless HealthCare project has become a social enterprise and is looking for ways to improve services to its patients. They provide access to NHS care which this client group may otherwise not access. These particular services may have to cease. |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>Impacts equally across all areas of the city however recent research suggest that most single homeless groups originate from the west side of the city and a small number from out of Leicester.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Patients are predominantly male (86%)   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Depends on capacity of the new of social enterprise and level of care available through NHS  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br><br>Many of the patients have long term illnesses  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>As above   |

|                           |   |
|---------------------------|---|
|                           |   |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? |
|                           | <b>Your assessment of impact/risk</b><br><br><b>Not directly.</b>   |

**Budget Equality Impact Assessment  
R10 Border House Family Support Service and Corner Club Staff**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:<br/>65% of service users are white</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>The eligibility criteria and thresholds to access for the Family Support Service and Corner Club services will need to be reviewed to ensure that priority is given to vulnerable groups , specifically those that are involved with Children’s and Young Persons Services</b><br><br><b>The Family Support Services and Corner Club activities will no longer be available to the voluntary sector providers of homeless services. Recent demand from the voluntary sector has decreased.</b><br><br><b>All children currently eligible for corner club services may have their time allowed reduced on a rotating basis</b> |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:<br/>No as service is demand driven irrespective of ethnic origin</b>   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:<br/>Yes as overall two thirds of Family Support Service clients are females. However the family composition is indeterminable ( Children) prior to admission and is demand led irrespective of gender</b>  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>As per submission above</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk<br/>No because it is not disproportionate to any group and is</b>   |



|                           |  |
|---------------------------|--|
|                           | <p><b>demand led</b></p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p><b>There would be no disproportionate impact compared with other groups as any reduction in service delivery will effect all groups similarly</b></p>   |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                           | <p><b>Your assessment of impact/risk</b></p> <p><b>Yes could result in issues within the premises or vicinity because of reduction in allocated time to meaningful activities for children with the aim of diverting their attentions from ASB and other destructed behaviours.</b></p> <p><b>There is a possibility that in appropriate behaviour could both increase the risk of eviction from the hostel and also child protection issues. Previously a full service had in fact contributed to the deregistration of children's protection plans</b></p> |

**Budget Equality Impact Assessment  
Efficiency Saving Proposals  
R11 Grant to TRAM**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br><br>Statistics show that this service is predominantly used by white people   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>Work with the provider to divert clients to other alternative employment projects  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>N/A   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>Yes it is more likely to affect men rather than women   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | Work with the provider to divert clients to other alternative employment projects   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br><br>No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>N/A  |

|                           |  |
|---------------------------|--|
|                           |  |
| <b>Community Cohesion</b> | <p data-bbox="513 152 1374 264">Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p data-bbox="513 264 951 304"><b>Your assessment of impact/risk</b></p> <p data-bbox="513 338 1350 412">It is not anticipated that the efficiency required will impact upon community cohesion.</p> |
|                           | <p data-bbox="513 448 1331 521"><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p data-bbox="513 560 576 593">N/A</p>   |

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# HOUSING RELATED SUPPORT (SUPPORTING PEOPLE) FUND

## DRAFT BUDGET STRATEGY

2011/12 – 2013/14

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## **1.1 Purpose of Report**

1.1.1 This reports sets out the actions required to make reductions of 15% in year 1 and 7.5% in years 2 and 3 for services funded from the former Supporting People grant.

## **1.2. Summary**

1.2.1 The original Supporting People funding was originally a ring fenced grant to provide housing related support, which all statutory agencies could use to improve support for people with mental health problems, learning difficulties, substance misuse problems, ex offenders and homeless people.

1.2.2 The administration of the grant was originally overseen by the Supporting People Commissioning Board made up of the key partners. This Board has now been disbanded and in future decision relating to the commissioning of housing related support will be made by the multi-agency statutory Health and Wellbeing Board, which is in the process of being set up. Meantime an internal Delivery Group consisting of Divisional Directors who have internal or commissioned services funded from the monies will make recommendations to Cabinet where decisions are needed, pending the implementation of the Health & Well Being Board.

1.2.3 The ring fence for the Supporting People funding was removed on 1<sup>st</sup> April 2010, although the Department Communities and Local Government (DCLG), still dictated how the grant would be spent. However, with effect from 1<sup>st</sup> April 2011, all conditions have been removed and the monies will form part of the Revenue Support Grant awarded to the Council.

1.2.4 This report sets out the proposals to achieve the housing related support savings in line with wider local authority funding reductions and identifies key actions needed in order to achieve the required reductions in 2011/2012. Further work is required to identify savings for year 2 & 3.

1.2.5 The recommendations contained within this report are not duplicated in any of the divisional budget proposals.

## **1.3. Report**

1.3.1 Housing Related Support currently funds a range of in-house and externally commissioned services for people with housing related support needs.

1.3.2 The current budget allocation for 2010/11 is £13,713,000, following the Comprehensive Spending Review announcements, the reductions of funds have been modelled on achieving savings of 15% in year 1 and 7.5% in years 2 and 3 (detailed in fig 1).

|                                    | 2010/11    | 2011/12<br>(Year 1) | 2012/13<br>(Year 2) | 2013/14<br>(Year 3) |
|------------------------------------|------------|---------------------|---------------------|---------------------|
| <b>Income</b>                      | 13,713,000 | 11,656,050          | 10,627,575          | 9,599,100           |
| <b>Target Percentage Reduction</b> | N/A        | 15%                 | 7.5%                | 7.5%                |
| <b>Overall Required</b>            | N/A        | <b>2,056,950</b>    | <b>1,028,475</b>    | <b>1,028,475</b>    |

(Figure 1)

1.3.3 To achieve these reductions the Delivery Group met to agree a shared and co-ordinated approach to support the decision making process across divisions. This resulted in a desk top evaluation of all services using the following principles:

- Application of corporate commissioning principles
- Review of the evidence base on the impact on outcomes
- Analysis of risk and direct and indirect impact
- Identification of reduction opportunities through improved procurement and price negotiation
- Incorporation of existing business intelligence and market position based on previous cost reductions

1.3.4 Alongside this, a prioritisation process was applied to all services based on a broader set of principles (**see appendix A**), the result of which can be applied if further efficiencies are required. Consideration was also given to the inter related impact on individual divisional budget reduction proposals to identify where double counting or impact/risk might be greater as a result of divisional proposals and strategies. An example of this was to ensure alignment with the ASC 3 year strategy where a significant shift to prevention and early intervention and associated re-design programme needs to be aligned with future housing related support requirements.

1.3.5 As a result of this exercise Cabinet are recommended to agree and support the proposals to achieve the required savings in year 1 (see section 4).

A) To support the procurement of homeless services, following a strategic review to enable efficiencies to be realised from the second quarter of 2011/12. The review identified the types of services that needed to be commissioned, and those that were no longer required. This includes the need to reduce the number of hostel places in the City, as there was found to be an over supply with up to 25% of the residents circulating around the system, whereas people should be supported to gain independent accommodation and supported to move on asap.

On 24<sup>th</sup> May 2010 a Single Access Referral (SAR) point was introduced, with access only being given to City Council hostels 123 bed spaces via the Housing Options service to ensure people are eligible, appropriately placed and are supported to move on. On average only 30% of people placed were statutory homeless cases and the remainder were homeless and needed support. The largest group were ex-offenders. No cases were found to be rough sleeping as a result of being refused entry via the SAR.

The Council's hostels are introducing Pathway Planning from 1/1/2011, which focuses support on getting people out of hostels and into independent living. This will result in more efficient use of hostel bedspaces and increase capacity. The strategic review envisaged this could allow some bedspaces to be closed including the internal hostels at Upper Tichbourne Street in year 1 and Lower Hastings Street in year 2. However, In view of the uncertainty around levels of single homelessness in the coming months it is proposed to continue to run Upper Tichbourne Street using Homelessness Grant funds.

Three voluntary sector hostel providers have joined the SAR scheme, with more to be included in 2011 and a growth bid has been proposed to enable this service to be extended (see attached SPG1). Prior to the SAR, there was evidence that the districts would refer people with high needs to the City's hostels to access other services, such as mental health support.

B) To negotiate a 15% reduction to contract values for services outside of the procurement exercise implemented from April 2011 to achieve the necessary year 1 savings.

Discussions have already taken place with external providers who are aware of the Comprehensive Spending Review (CSR) and therefore are generally expecting budgetary reductions to their contracts. If negotiations fail to result in the required reductions then action could be taken to terminate the contract and re-procured as required. Due to the changes required by the 31<sup>st</sup> March 2011, there may be a risk to the full year's savings not being achieved if the contracts cannot be reduced in time.

1.3.6 This approach takes into account the range of exercises that have been applied historically meaning efficiencies are likely to be manageable in different sectors as detailed in figure 2. (see base budget reduction proformas - section 6).

|                     | 2010/11  | 2011/12<br>(Year 1)   | 2012/13<br>(Year 2)<br>cumulative | 2013/14<br>(Year 3) |
|---------------------|--|---|-----------------------------------|---------------------|
| Divisional Director | Current spend  | Proposed saving   | Proposed                          | Proposed            |
| Housing             | 6,544,984<br><br>(made up of internal and external services) | 630,586<br>(internal services)<br><br>389,765<br>(externally contracted services) | 1,290,351                         |                     |
| Community Safety    | 2,025,849  | 314,190<br><br>(externally contracted services)                                   | 399,190                           |                     |
| ASC                 | 4,627,974  | 227,714<br>(internal services)  | 821,123                           |                     |



|                      |                        |   |                  |  |
|----------------------|------------------------|---|------------------|--|
|                      |                        | 393,409<br>(externally contracted services)                                     |                  |  |
| CYPS                 | 507,117                | 15,866<br>(internal services)<br><br>20,241<br>(externally contracted services) | 86,107           |  |
| Misc                 | 282,096                | 5,451   | 55,451           |  |
| <b>Growth (SPG1)</b> | <b>SAR Development</b> | <b>(100,000)</b>  |                  |  |
| <b>Total</b>         | <b>13,713,000</b>      | <b>1,897,222</b>  | <b>2,652,222</b> |  |
|                      |                        |   |                  |  |

Figure 2

1.3.7 The impact of the CSR on wider council services and the budget reduction exercise undertaken within divisions will be included in the Prevention and Intervention Strategy. This will encompass housing related support, which is one of the key elements to enable people to remain independent in their own home, and therefore potentially reduce the cost on other services, such as homelessness, adult social care and health. The strategy will also form a critical part of delivering the budget reductions and priorities for years 2 and 3.

1.3.8 For the majority of the services affected by the above proposals, the contracts end on the 31<sup>st</sup> March 2011. Therefore a waiver will be required to extend contracts to allow time for new contracts to be implemented and the strategic review to be completed.

1.3.9 The Housing Related Support Team has historically been part funded by the Council as well as a Government Administration Grant. The Government Grant was withdrawn in April 2010 and the loss has been absorbed through non-replacement of staff.

#### 1.4. Consultation

1.4.1 Consultation has been undertaken with the Divisional Directors affected who services are affected by the reductions, and they are in agreement to the proposals outlined in this report and were asked to brief their Lead Cabinet Member on the implications.

1.4.2 An outline of the CSR was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.

1.4.3 Members of the former Supporting People Commissioning Body, which has now been disbanded, are also aware of the overall reductions required, although they have not been briefed on specific reductions at this time.

Individual meetings will need to be arranged with the external stakeholders as soon as possible to share the overall nature of the proposals.

**1.5. Financial, Legal & Climate Change Implications**

**Financial (Rod Pearson, Head of Finance, Ext 29 8800)**

- 1.5.1 Supporting People was originally ring fenced and then became part of the wider Area Based Grant. From next year it will be received through Revenue Support Grant.
- 1.5.2 Work around making savings was done in the belief that there would be a need to make 30% savings across the next three years with 15% being required in year 1 and 7.5% in each of the next two years. Thus proposals for making £1.897m of savings in year 1 are included in this report. This will reduce the budget in 2011/12 to £11,816,000.
- 1.5.3 Further work is required to find the additional savings required for years 2 and 3.

**1.6. Legal (Joanna Bunting, Head of Commercial and Property Law, Ext 29 6450)**

1.6.1 The efficiency proposals comprise:

- (1) Continuing the competitive re-procurement of the homelessness related support (and therefore curtailing the extension of contracts on current terms).
- (2) Re-provisioning off Frameworks at a lower volume when current orders expire on 31 March 2011.
- (3) Negotiating lower price/volume arrangements with non Framework suppliers.

A legal risk assessment should be undertaken against (1) public law issues (such as the existence of any legitimate expectation of future supply and (2) procurement risk in negotiating changed contracts

It is also recommended that an Equalities Impact Assessment be undertaken.

**1.7. Climate Change (Helen Lansdown, Senior Environmental Consultant (Sustainable Procurement Ext: 29 6770)**

1.7.1 This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.

|                     |        |                               |
|---------------------|--------|-------------------------------|
| Equal Opportunities | Yes    | See attached EIA proformas    |
| OTHER IMPLICATIONS  | YES/NO | Paragraph References          |
| Policy              | Yes    | Within Supporting information |
|                     |        | Procurement rules             |

|                               |           |              |
|-------------------------------|-----------|--------------|
|                               |           | corporate/EU |
| Sustainable and Environmental | <b>No</b> |              |
| Crime and Disorder            | <b>No</b> |              |
| Human Rights Act              | <b>No</b> |              |
| Elderly/People on Low Income  | <b>No</b> |              |
| Corporate Parenting duties    | <b>No</b> |              |

Each funded service has been scored against a range of key headings to support a prioritisation process.

| Consideration                | Explanation   | Scoring details where applied  |
|------------------------------|---|--|
| Statutory Responsibility     | There is no statutory responsibility to provide HRS services. However, there are certain client groups that have close links to supporting a statutory duty. These links have been noted.                               | 1 point per statutory link   |
| Cap Gemini Cost Benefit Tool | The cost benefit has been calculated per service (based on the overall client group the tool calculates)  | 0 = negative benefits<br>1 = £0- £10k<br>2 = £10k – £20k<br>3 = £20k+      |
| Other Funding                | Notes wider funding going into the service. For the purpose of this exercise it has been considered a risk to the wider funding and therefore the service should the HRS element be withdrawn/reduced.                  | 1 = If other funding contributions   |
| Strategic Links              | Acknowledges each service's links to wider strategies/plans.  | 0 = No known links<br>1 = An inferred reference<br>2 = A strong referenced |
| Risk to Customers            | Applied directly from the prioritisation process within the SP 5-year strategy that evaluated the risk to customers (to themselves or them to the wider public), by client group should a service be reduced/withdrawn. | 0 = Low or No<br>1 = Medium<br>3 = High                                    |
| Consideration                | Explanation   | Scoring details where applied  |
| Equality Impact/Inclusion    | All services have been recorded as having a potential equality impact should there be any service change/reduction given due to the breadth of vulnerable clients served.   | N/A  |

|                       |   |     |
|-----------------------|---|-----|
| Contract Implication  | Notes the current contract/agreement end date.  | N/A |
| Service usage         | Highlights the average utilisation (usage) of services based on provider performance indicator returns. | N/A |
| Regional Benchmarking | Highlights the comparison of regional v Leicester weekly unit cost by service.                          | N/A |
| Service Outcomes      | Information not considered (as yet) due to issues with the data collection                              | N/A |

Please note that the measurement of need is a key component within any prioritisation process. However, until updated needs data is determined by the proposed accelerated strategy development there is the basic assumption that all services are needed in line with previous strategic reviews / contract management visits.

## **Section 2. Risk Analysis**

### **Budget Reductions:**

The provision of Housing Related Supported services are not a statutory requirement and therefore the local authority is not required to provide them. However, they do enable people to maintain independence in the community and prevent tenancy failure and homelessness.

A range of proposals have been put forward in order to ensure that there is not an over commitment of funds during 2011/12 onwards, as the monies to the Council reduce. This includes the re-procurement of some services and the reduction of contract values for others. Market testing and discussions with provider's shows that contracts can be reduced, whilst service levels are generally maintained.

Ultimately the Council has the option not to procure services if the contract reductions cannot be made or to terminate or vary existing contracts if necessary.

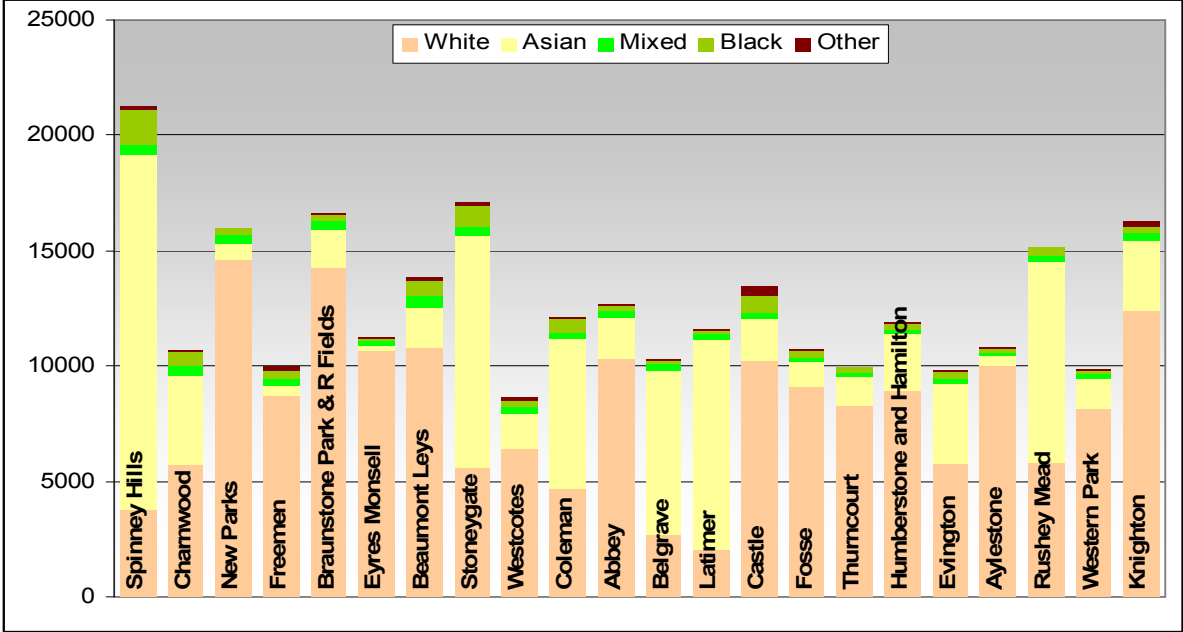
### Section 3. Overarching Housing Related Support Equality Impact Assessment

|                               |  |
|-------------------------------|--|
| <p><b>Race equality</b></p>   | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b><br/>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities.</p> <p>There are a number of Black &amp; Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity &amp; Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p> <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p><b>Your assessment of impact/risk:</b><br/>N/A</p> |
| <p><b>Gender equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b><br/>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>The above statistics imply fair access us being given to both</p>  |

|                            |  |
|----------------------------|--|
|                            | <p>genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b><br/>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p> |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>See above.</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b><br/>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>See above.</p>  |



**Ethnic composition of the population by ward**



## Section 4. Summary of Growth and Reduction Items

### Budget Growth & Reduction Proposals - Commissioning & Business Support Division

|      |   | 2011/12<br>£000 | 2012/13<br>£000 | 2013/14<br>£000 |
|------|---|-----------------|-----------------|-----------------|
|      | <b>Growth Proposals</b>                             |                 |                 |                 |
| SPG1 | Development of the Single Access & Referral Service | 100             | 100             | 100             |
|      | <b>Total Growth</b>                                 | <b>100</b>      | <b>100</b>      | <b>100</b>      |
|      | <b>Reduction Proposals</b>                          |                 |                 |                 |
| SPR1 | DV service 15% efficiencies                         | (20)            |                 |                 |
| SPR3 | Homeless Procurement efficiencies                   | (683)           |                 |                 |
| SPR4 | Sheltered Housing 15% efficiencies                  | (138)           |                 |                 |
| SPR5 | Supported Housing 15% efficiencies                  | (460)           |                 |                 |
| SPR6 | STAR service 15% efficiencies                       | (350)           |                 |                 |
| SPR7 | General Prevention FS (external) 15% efficiencies   | (15)            |                 |                 |
| SPR8 | Cease funding for Upper Tichborne Street Hostel     | (332)           |                 |                 |
|      | <b>Total Reductions</b>                             | <b>(1,998)</b>  | <b>0</b>        | <b>0</b>        |
|      |   |                 |                 |                 |
|      | <b>Net Growth (Reduction)</b>                       | <b>(1,898)</b>  | <b>100</b>      | <b>100</b>      |

## Section 5. Budget Growth Proposals

### Strategic Commissioning Adult Social Care BASE BUDGET GROWTH PROPOSAL 2011-12

|   |  |                          |  |  |
|---|--|--------------------------|--|--|
| <b>SERVICE AREA: <i>Single Access &amp; Referral Point</i></b>  | <b>Proposal No: SPG1</b>                     |                          |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>A Strategic Review of Homeless Services was undertaken during 2009-10. Recommendations included the introduction of a Single Access &amp; referral (SAR) as an integral part of a New Homeless Pathway in Leicester City. The SAR has been set up in Housing Options to effectively manage the assessment and placement of homeless people in LCC hostels.</p> |  |                          |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |                          |  |  |
| Service Improvement   |  |                          |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |                          |  |  |
| <p>The pilot SAR in operation to date has been successfully managing referrals into LCC hostels with positive results in driving efficiencies alongside more appropriate placements in hostel provision. The extension of the SAR will support this arrangement to take place for externally funded hostel places and fully commit to the recommendations of the strategic review.</p>  |  |                          |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |                          |  |  |
|   |  |                          |  | Date: <input style="width: 100px; height: 20px;" type="text"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | 2011-12<br>£000s         | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                   |
| <b><i>Effects of Changes on budget</i></b>  |  |                          |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b> |  |  |
| Staff   |  |                          |  |  |
| Non Staff Costs   |  |                          |  |  |

|                                       |   |                |                |                |
|---------------------------------------|---|----------------|----------------|----------------|
| Income                                |   |                |                |                |
| <b>Net Total</b>                      | 0 | 100            | 100            | 100            |
| <b>Staffing Implications</b>          |   | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| <i>Current service staffing (FTE)</i> |   |                |                |                |
| <i>Extra post(s) (FTE)</i>            |   | 2              | 2              | 2              |

## Section 6. Budget Reduction Proposals

### Strategic Commissioning Adult Social Care BASE BUDGET REDUCTION PROPOSAL 2011-12

|   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--------------------------|-------------------------|---|-------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|
| <b>SERVICE AREA: Domestic Violence</b>  |  |  |  | <b>Proposal No: SPR1</b> |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Purpose of Service</b><br>The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)  |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="6"><b>Details of Proposed Reduction:</b></td> </tr> <tr> <td colspan="6">Specific efficiency reductions to one particular service that provides floating support to women at risk of domestic violence. This service to date has not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</td> </tr> <tr> <td colspan="6">An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</td> </tr> </table> |  |  |  |                          |                         | <b>Details of Proposed Reduction:</b>   |                         |  |  |  |  | Specific efficiency reductions to one particular service that provides floating support to women at risk of domestic violence. This service to date has not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value. |  |  |  |  |  | An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7 <sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs. |  |  |  |  |  |
| <b>Details of Proposed Reduction:</b>   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Specific efficiency reductions to one particular service that provides floating support to women at risk of domestic violence. This service to date has not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7 <sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.  |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Type of Reduction (delete as appropriate)</b>  |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Efficiency  |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="6">Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</td> </tr> <tr> <td colspan="6">The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living.</td> </tr> </table>   |  |  |  |                          |                         | Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. |                         |  |  |  |  | The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living.   |  |  |  |  |  |  |  |  |  |  |  |
| Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living.   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Date of earliest implication/ date of proposed implication</b>   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
|   |  |  |  |                          | Date:                   | 01/04/2011  |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Financial Implications of Proposal</b>   |  |  |  | <u>2010-11</u><br>£000s  | <u>2011-12</u><br>£000s | <u>2012-13</u><br>£000s   | <u>2013-14</u><br>£000s |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| <b>Effects of Changes on budget</b>   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
|   |  |  |  | Existing Budget          |                         | Proposed Reduction  |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |
| Staff   |  |  |  |                          |                         |   |                         |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |

|  |          |                |                |                |
|--|----------|----------------|----------------|----------------|
| Non Staff Costs  |          |                |                |                |
| Income   |          |                |                |                |
| <b>Net Total</b> (*current full year contract expenditure) | 133,333* | 20,000         |                |                |
| <b>Staffing Implications</b>                               |          | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE)                             |          | Note           |                |                |
| Post(s) deleted (FTE)                                      |          | Non-LCC        |                |                |
| Current vacancies (FTE)                                    |          | Staff          |                |                |
| Individuals at risk (FTE)                                  |          |                |                |                |

**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |   |                                 |
|--|---------------------------------|---------------------------------|---|---------------------------------|
| <b>SERVICE AREA: Homelessness</b>  |                                 | <b>Proposal No: SPR3</b>        |   |                                 |
| <b>Purpose of Service</b>  |                                 |                                 |   |                                 |
| <p>The introduction of the new homeless pathway was proposed following an evidence-based strategic review of homeless services.</p> <p>The re-commencement of the procurement of the homeless pathway supports the new structure being implemented whilst achieving considerable savings.</p>  |                                 |                                 |   |                                 |
| <b><u>Details of Proposed Reduction:</u></b>   |                                 |                                 |   |                                 |
| <p>The exercise is due to achieve efficiencies of 683,474 on externally contracted services. Due to the postponement and some required changes to the procurement documentation savings will only begin to be realised part-way through the 2011/12 financial year and thereafter. The proposed efficiency therefore reflects a 9mth saving.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> |                                 |                                 |   |                                 |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |   |                                 |
| Efficiency   |                                 |                                 |   |                                 |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |   |                                 |
| <p>The new Homeless Pathway introduces a new structure to Leicester's homeless services providing a clearer access route through a single access &amp; referral point and a clearer pathway thereafter. This subjects the external services to competitive tender and drives the required efficiencies/market shaping whilst retaining the level of service required.</p> <p>The key performance indicator for these services is NI141: % service users who have moved on in a planned way.</p>  |                                 |                                 |   |                                 |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |   |                                 |
|  |                                 | Date:                           | <input type="text" value="01/07/2011"/> |                                 |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b>         | <b><u>2013-14<br/>£000s</u></b> |
| <b><i>Effects of Changes on budget</i></b>   |                                 |                                 |   |                                 |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |   |                                 |

|  |            |                |                |                |
|--|------------|----------------|----------------|----------------|
| Staff  |            |                |                |                |
| Non Staff Costs  |            |                |                |                |
| Income   |            |                |                |                |
| <b>Net Total</b> (*current full-year contract expenditure) | 3,456,858* | 683,474        | 50,000         | 0              |
| <b>Staffing Implications</b>                               |            | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| <i>Current service staffing (FTE)</i>                      |            | <i>Note</i>    |                |                |
| <i>Post(s) deleted (FTE)</i>                               |            | <i>Non-LCC</i> |                |                |
| <i>Current vacancies (FTE)</i>                             |            | <i>Staff</i>   |                |                |
| <i>Individuals at risk (FTE)</i>                           |            |                |                |                |



**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
|--|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--|-------|--|--|--|--|-----------------|--|--|--|--|--------|--|--|--|--|
| <b>SERVICE AREA: Sheltered Housing Provision for Housing Related Support Services</b>  | <b>Proposal No: SPR4</b>  |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <p><b>Purpose of Service</b></p> <p>The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)</p>  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <div style="border: 1px solid black; padding: 5px;"> <p><b>Details of Proposed Reduction:</b></p> <p>Sheltered Housing - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> </div> |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <p><b><u>Type of Reduction (delete as appropriate)</u></b></p> <p>Efficiency</p>   |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <p><b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p> <p>These schemes are made up of both LCC &amp; external organisations.</p> </div>  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <p><b><u>Date of earliest implication/ date of proposed implication</u></b></p> <p align="right"><b>Date:</b> <input style="width: 100px;" type="text" value="01/04/2011"/></p>  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <table border="1" style="width:100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width:25%;"><u>2010-11</u><br/><u>£000s</u></td> <td style="width:25%;"><u>2011-12</u><br/><u>£000s</u></td> <td style="width:25%;"><u>2012-13</u><br/><u>£000s</u></td> <td style="width:25%;"><u>2013-14</u><br/><u>£000s</u></td> </tr> </table>   | <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u> |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <u>2010-11</u><br><u>£000s</u>   | <u>2011-12</u><br><u>£000s</u>  | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u> |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| <b><i>Effects of Changes on budget</i></b>   |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
|  | <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%;"></td> <td style="width:10%; text-align: center;"><b>Existing Budget</b></td> <td colspan="3" style="text-align: center;"><b>Proposed Reduction</b></td> </tr> <tr> <td style="padding: 5px;">Staff</td> <td style="width:10%;"></td> <td style="width:15%;"></td> <td style="width:15%;"></td> <td style="width:15%;"></td> </tr> <tr> <td style="padding: 5px;">Non Staff Costs</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 5px;">Income</td> <td></td> <td></td> <td></td> <td></td> </tr> </table> |                                | <b>Existing Budget</b>         | <b>Proposed Reduction</b>      |                                |  | Staff |  |  |  |  | Non Staff Costs |  |  |  |  | Income |  |  |  |  |
|  | <b>Existing Budget</b>  | <b>Proposed Reduction</b>      |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| Staff  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| Non Staff Costs  |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |
| Income   |   |                                |                                |                                |                                |  |       |  |  |  |  |                 |  |  |  |  |        |  |  |  |  |

|  |          |                |                |                |
|--|----------|----------------|----------------|----------------|
| <b>Net Total</b> (*current full year contract expenditure) | 917,253* | 137,588        |                | 0              |
| <b>Staffing Implications</b>                               |          | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| <i>Current service staffing (FTE)</i>                      |          | 2              |                |                |
| <i>Post(s) deleted (FTE)</i>                               |          | 2              |                |                |
| <i>Current vacancies (FTE)</i>                             |          |                |                |                |
| <i>Individuals at risk (FTE)</i>                           |          | 2              |                |                |

**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>SERVICE AREA: Supported Housing and Floating Support (LD, MH, Phys/Dis)</b>  |  | <b>Proposal No: SPR5</b>                     |  |  |   |
| <b>Purpose of Service</b><br>The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b><br/>Supported Housing and Floating Support (Learning Disabilities, Mental Health &amp; Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> </td> </tr> </table> |  |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b><br/>Supported Housing and Floating Support (Learning Disabilities, Mental Health &amp; Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b><br/>Supported Housing and Floating Support (Learning Disabilities, Mental Health &amp; Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>   |  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |   |
| Efficiency  |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p> </td> </tr> </table>   |  |  |  |  | <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>   |
| <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>   |  |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |   |
|   |  |  |  | Date: 01/04/2011                             |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |   |
| <b><i>Effects of Changes on budget</i></b>  |  |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   |  |  |  |  |   |
| Non Staff Costs   |  |  |  |  |   |
| Income  |  |  |  |  |   |

|  |            |                |                |                |
|--|------------|----------------|----------------|----------------|
| <b>Net Total</b> (*current full year contract expenditure) | 3,064,713* | 459,707        |                | 0              |
| <b>Staffing Implications</b>                               |            | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE)                             |            | Note           |                |                |
| Post(s) deleted (FTE)                                      |            | Non-LCC        |                |                |
| Current vacancies (FTE)                                    |            | Staff          |                |                |
| Individuals at risk (FTE)                                  |            |                |                |                |

**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |                           |                       |                       |                       |
|---|------------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| <b>SERVICE AREA STAR</b>  |                        | <b>Proposal No: SPR6</b>  |                       |                       |                       |
| <b>Purpose of Service</b>   |                        |                           |                       |                       |                       |
| <p><b>STAR</b> (Supporting Residents And Tenants) offers short term, one to one support at home for vulnerable tenants who may be at risk of losing their homes through debt, ill health , chaotic life styles, inability to cope. STAR supports families, single people and older people, gypsies and travellers, and people with substance use issues, who have been homeless, or who are likely to become homeless without support. STAR is contracted to work with 730 vulnerable people at any one time, and supports over 1200 people. p/a</p>  |                        |                           |                       |                       |                       |
| <b>Details of Proposed Reduction:</b>   |                        |                           |                       |                       |                       |
| <p>The proposal is to reduce the service expenditure by 15% / 350k. This equates to reducing the staffing establishment by 13.5 staff, 13 of these currently hold temporary contracts. None of the STAR offices will close but operating hours will be reduced. An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> |                        |                           |                       |                       |                       |
| <b>Type of Reduction (delete as appropriate)</b>  |                        |                           |                       |                       |                       |
| Service Reduction / Efficiency  |                        |                           |                       |                       |                       |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>   |                        |                           |                       |                       |                       |
| <p>Will be a reduction of 120 cases supported at any given time resulting in approximately a reduction of 225 cases per year. The key performance indicator for the service is <b>NI142- Percentage of vulnerable people who are supported to maintain independent living</b>. The STAR service achieved 99.28% success rate 09/10. There may be impacts on other service areas if people fail to keep their tenancies (for example Adults Social care , CYPS, Crime and Disorder , and Health and Well-being )</p>   |                        |                           |                       |                       |                       |
| <b>Date of earliest implication/ date of proposed implication</b>   |                        |                           |                       |                       |                       |
| Date: 1/4/2011  |                        |                           |                       |                       |                       |
| <b>Financial Implications of Proposal</b>   |                        | <b><u>2010-11</u></b>     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|   |                        | <b><u>£000s</u></b>       | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |                        |                           |                       |                       |                       |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |                       |
| Staff   |                        |                           |                       |                       |                       |
| Non Staff Costs   |                        |                           |                       |                       |                       |
| Income  |                        |                           |                       |                       |                       |

|   |           |                |                |                |
|---|-----------|----------------|----------------|----------------|
| <b>Net Total SP grant aid</b>               | 2.330,514 | 350            |                |                |
| <b>Staffing Implications</b>                |           | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| <i>Current service staffing (FTE)</i><br>70 |           | 56.5           |                |                |
| <i>Post(s) deleted (FTE)</i>                |           | 13.5           |                |                |
| <i>Current vacancies (FTE)</i><br>12.5      |           |                |                |                |
| <i>Individuals at risk (FTE)</i><br>.5      |           |                |                |                |

**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                           |                          |                          |                          |
|--|------------------------|---------------------------|--------------------------|--------------------------|--------------------------|
| <b>SERVICE AREA: External Floating Support<br/>(General Prevention)</b>  |                        | <b>Proposal No: SPR7</b>  |                          |                          |                          |
| <b>Purpose of Service</b>  |                        |                           |                          |                          |                          |
| <p>The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. These include services for young people at risk, adults with disabilities, older persons and offenders, amongst others. Service types include accommodation based and floating support services (including community alarms)</p>   |                        |                           |                          |                          |                          |
| <b>Details of Proposed Reduction:</b>  |                        |                           |                          |                          |                          |
| <p>External Floating Support Services have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7<sup>th</sup> December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 &amp; 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> |                        |                           |                          |                          |                          |
| <b>Type of Reduction (delete as appropriate)</b>   |                        |                           |                          |                          |                          |
| Efficiency   |                        |                           |                          |                          |                          |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>  |                        |                           |                          |                          |                          |
| <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>   |                        |                           |                          |                          |                          |
| <b>Date of earliest implication/ date of proposed implication</b>  |                        |                           |                          |                          |                          |
|  |                        |                           |                          | Date: 01/04/2011         |                          |
| <b>Financial Implications of Proposal</b>  |                        | <b>2010-11<br/>£000s</b>  | <b>2011-12<br/>£000s</b> | <b>2012-13<br/>£000s</b> | <b>2013-14<br/>£000s</b> |
| <b>Effects of Changes on budget</b>  |                        |                           |                          |                          |                          |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                          |                          |                          |
| Staff  |                        |                           |                          |                          |                          |
| Non Staff Costs  |                        |                           |                          |                          |                          |
| Income   |                        |                           |                          |                          |                          |

|  |         |                |                |                |
|--|---------|----------------|----------------|----------------|
| <b>Net Total</b> (*current full year contract expenditure) | 98,240* | 14,736         |                | 0              |
| <b>Staffing Implications</b>                               |         | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE)                             |         | Note           |                |                |
| Post(s) deleted (FTE)                                      |         | Non-LCC        |                |                |
| Current vacancies (FTE)                                    |         | Staff          |                |                |
| Individuals at risk (FTE)                                  |         |                |                |                |



**Strategic Commissioning Adult Social Care  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                                |                                |
|--|------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA</b> <i>Hostels</i>   |                        | <b>Proposal No: SPR8</b>       |                                |
| <b>Purpose of Service</b>  |                        |                                |                                |
| The Council runs 4 short stay hostels which, provide in total 128 bed spaces for single people and couples who are found to be homeless and have support needs.  |                        |                                |                                |
| <b>Proposal</b>  |                        |                                |                                |
| Cease funding to Upper Tichbourne Street Hostel  |                        |                                |                                |
| <b>Type of Reduction (delete as appropriate)</b>   |                        |                                |                                |
| Service Reduction/efficiency   |                        |                                |                                |
| <b>Service Implications</b>  |                        |                                |                                |
| <p>The Strategic Review of Homelessness Services suggested that less hostel bed spaces are needed in Leicester. New working practices have been introduced within the Housing Strategy and Options Division to make more efficient use of the Council's own hostels. The work includes better targeting of who is offered accommodation and in- hostel support which focuses on move-on. The aim is to reduce people's length of stay to that which is appropriate.</p> <p>All access to Council's hostels is now through Housing Options. As part of the budget proposals a full Single Access and Referral point (SAR) will be set up in Housing Options and all voluntary sector hostels will be required to refer their vacancies to this, including 140 assessment and progress bed spaces for homeless single people. It is expected that effective management across both the council and voluntary sector hostels will reduce the overall need for homeless hostel bed spaces to achieve the desired savings.</p> <p>However in the current economic climate it is difficult to predict future demand pressures. It is therefore proposed to fund Upper Tichbourne hostel through the homeless grant to provide a safety net during a time of uncertainty about the future levels of single homelessness in the City (See Housing Strategy and Options budget proposal G3)</p> |                        |                                |                                |
| <b>Date of earliest implication/ date of proposed implication</b>  |                        |                                |                                |
| Date: 1/4/2011   |                        |                                |                                |
| <b>Financial Implications of Proposal</b>  |                        | <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> |
|  |                        |                                | <u>2012-13</u><br><u>£000s</u> |
| <b>Effects of Changes on budget</b>  |                        |                                |                                |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |
| Staff  |                        |                                |                                |
| Non Staff Costs  |                        |                                |                                |
| Income   |                        |                                |                                |

|  |                  |     |                |                |
|--|------------------|-----|----------------|----------------|
| <b>Net Total from SP</b>   | <b>Grant aid</b> | 332 | 332            | 332            |
| <b>Staffing Implications</b>   |                  |     | <b>2011-12</b> | <b>2012-13</b> |
| <i>Current service staffing (FTE)</i>                                      |                  |     |                |                |
| <i>Post(s) deleted (FTE)</i>   |                  |     |                |                |
| <i>Current vacancies (FTE) (agency, secondment and temp appointments )</i> |                  |     |                |                |
| <i>Individuals at risk (FTE)</i>   |                  |     |                |                |

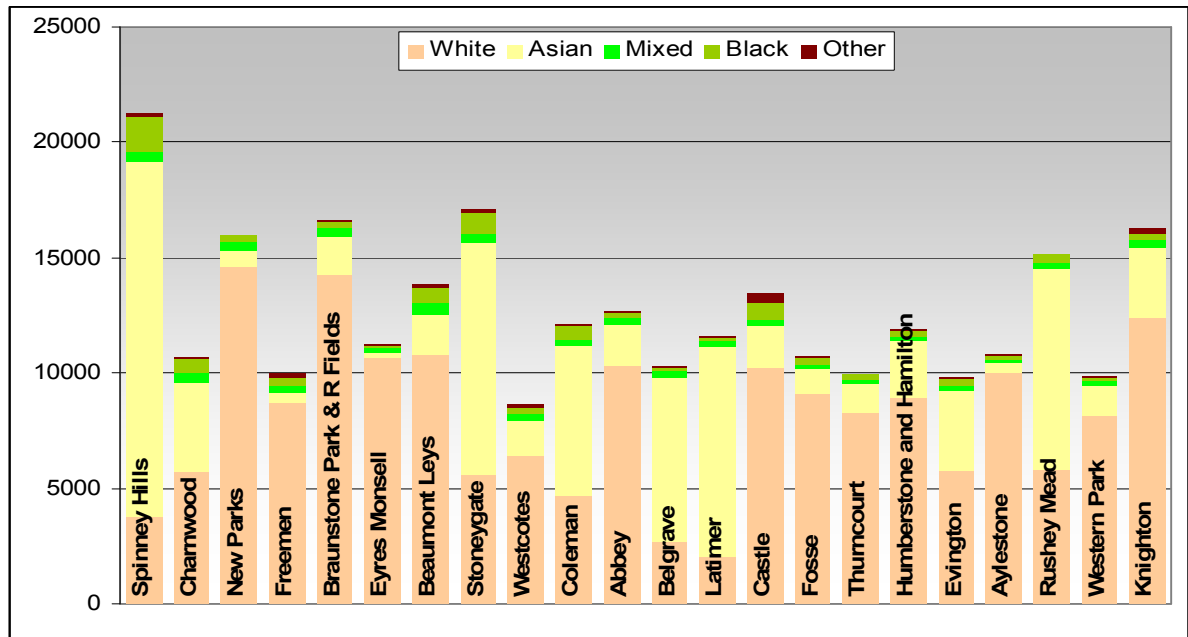
## Section 7. Equality Impact Assessment Proformas

### Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Efficiency Saving Proposals Homeless Pathway Procurement Exercise SP G1

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br><br>The strategic review of homelessness services clearly evidenced the need to develop a single access and referral point (SAR) , which followed extensive consultation with a broad range of stakeholders. The SAR model has been developed to provide homeless customers with a route through homelessness services via a clear and structured Pathway of support. This will enable homeless people to build skills for independent living via a structured Pathway of support.<br><br>The SAR will deliver co-ordinated access to homeless services providing priority access to City residents in a much more planned and co-ordinated manner.<br><br>A full EIA of the introduction of a new homeless pathway was completed in November 2009, which explored the impacts/risks via a full consultation exercise and sought to minimise negative impacts where possible. |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>The aforementioned EIA resulted in no negative impact being identified in relation to race equality.   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>N/A   |
|                        | <b>Your assessment of impact/risk:</b>  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b>  |

|                            |  |
|----------------------------|--|
|                            | <p>As per Race Equality.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to gender equality.</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>As per Race Equality.</p> |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA identified an action to ensure that at least one project in each stage of the Pathway has wheelchair access.</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>As per Race Equality.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to community cohesion.</p>  |

## Ethnic composition of the population by ward

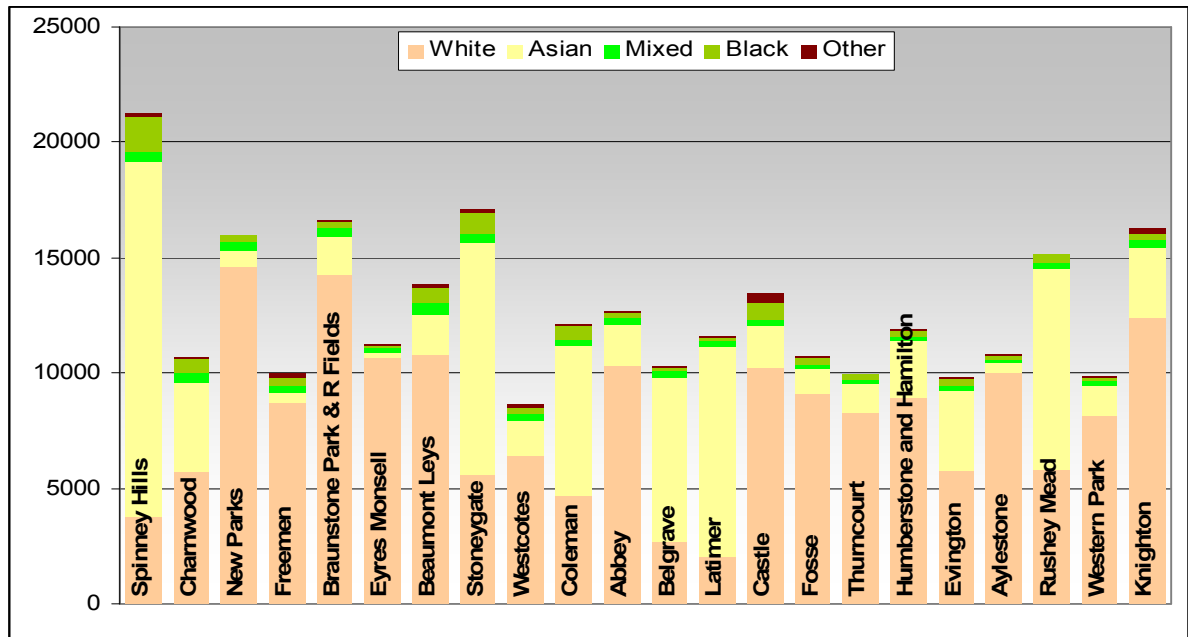


**Budget Equality Impact Assessment  
Strategic Commissioning Adult Social Care  
Efficiency Saving Proposals  
Housing Related Support Domestic Violence Services SP R1**

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br><br>This scheme is specifically procured to deliver a domestic violence service to women from a range of Black & Minority Ethnic Communities.<br><br>As noted in other EIA's for housing related support contact will be made directly with the affected service. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality.<br><br>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required. |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>N/A   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>Due to the nature of this service this is a women only scheme and therefore will only affect women.   |

|                            |  |
|----------------------------|--|
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned Quality Framework will again ensure that schemes are positively promoting their services.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p> |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>   |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>   |

## Ethnic composition of the population by ward



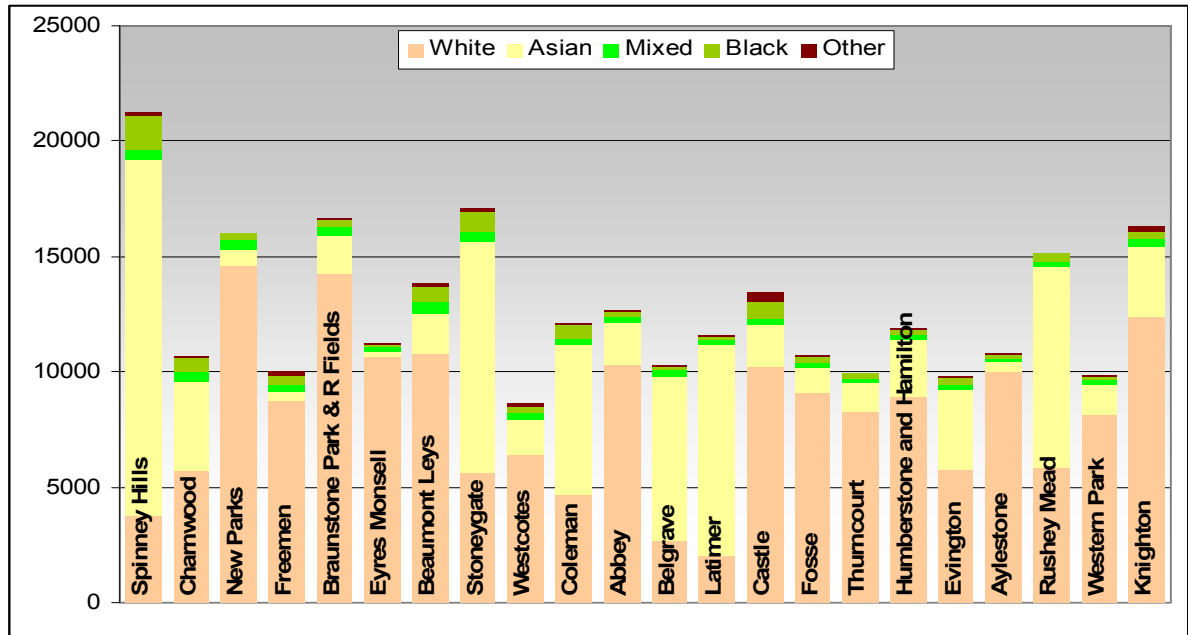


**Budget Equality Impact Assessment  
Strategic Commissioning Adult Social Care  
Efficiency Saving Proposals  
Homeless Pathway SP R3**

|   |   |
|---|---|
| <b>Race equality</b>                              | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|   | <b>Your assessment of impact/risk:</b><br><br>The strategic review of homelessness services clearly evidenced the need to develop a homeless pathway, which followed extensive consultation with a broad range of stakeholders.<br><br>The new Homeless Pathway introduces a new structure to Leicester's homeless services providing a clearer access route through a single access & referral point and a clearer pathway thereafter.<br><br>This will enable homeless people to build skills for independent living via a structured Pathway of support. The pathway will deliver co-ordinated access to homeless services providing priority access to City residents in a much more planned and co-ordinated manner.<br><br>A full EIA of the introduction of a new homeless pathway was completed in November 2009, which explored the impacts/risks via a full consultation exercise and sought to minimise negative impacts where possible. |
|   | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|   | The aforementioned EIA resulted in no negative impact being identified in relation to race equality.  |
|   | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
| <b>Your assessment of impact/risk:</b><br><br>N/A |   |
| <b>Gender equality</b>                            | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |

|                            |  |
|----------------------------|--|
|                            | <p><b>Your assessment of impact/risk:</b></p> <p>As per Race Equality.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to gender equality.</p>                                 |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)?<br/>If yes, who will be affected and how will they be affected?</p> |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>As per Race Equality.</p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA identified an action to ensure that at least one project in each stage of the Pathway has wheelchair access.</p>    |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>As per Race Equality.</p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to community cohesion.</p>                              |

## Ethnic composition of the population by ward

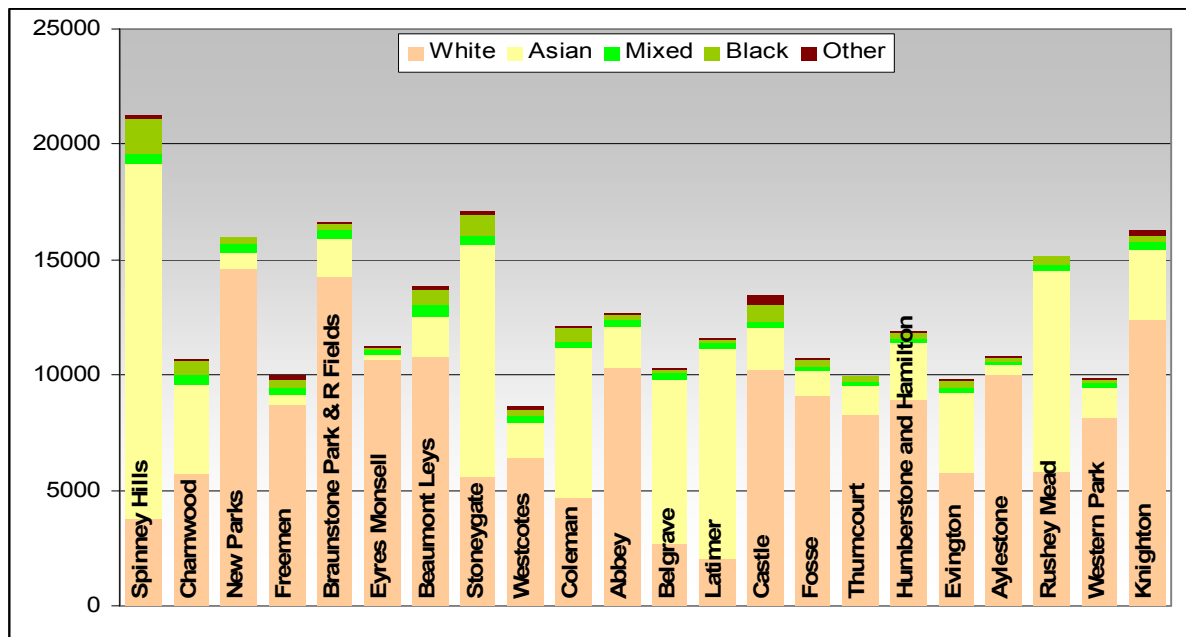


**Budget Equality Impact Assessment  
Strategic Commissioning Adult Social Care  
Efficiency Saving Proposals  
Housing Related Support for  
Sheltered Housing SP R4**

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br><br>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities.<br><br>There are a number of Black & Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality.<br><br>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required. |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>N/A   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b>  |

|                            |   |
|----------------------------|---|
|                            | <p>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The above statistics imply fair access us being given to both genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p> |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>  |

## Ethnic composition of the population by ward



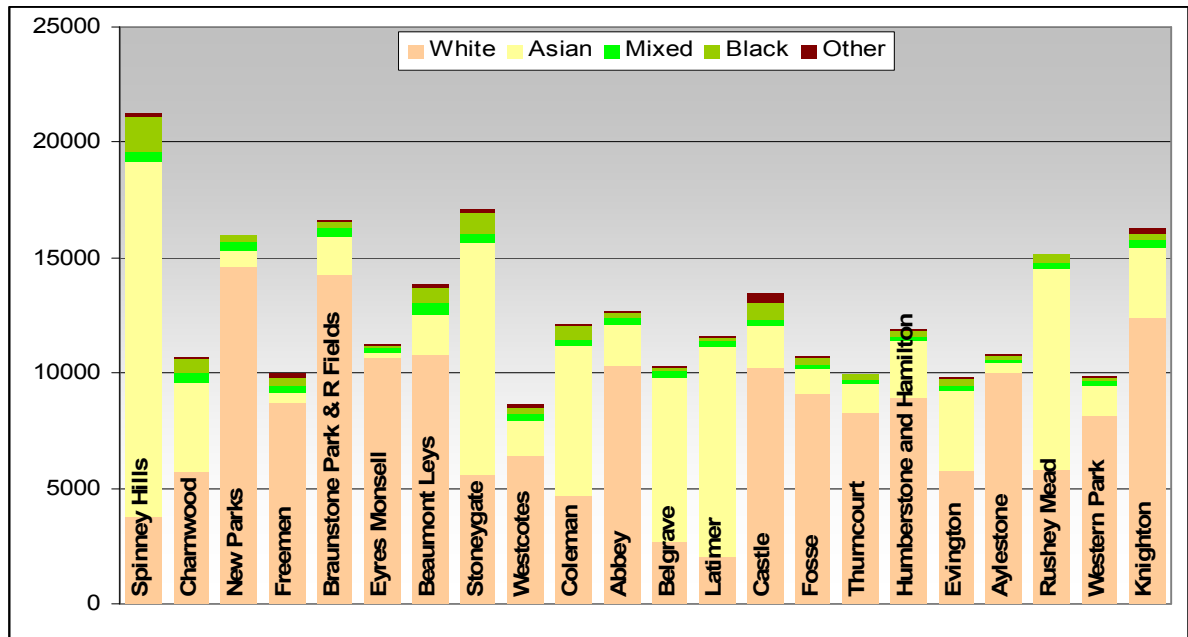
**Budget Equality Impact Assessment  
Strategic Commissioning Adult Social Care  
Efficiency Saving Proposals  
Housing Related Support Supported Housing and Floating  
Support Services SP R5,6,7**

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br><br>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities.<br><br>There are a number of Black & Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality.<br><br>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required. |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>N/A   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b>  |

|                                   |   |
|-----------------------------------|---|
|                                   | <p>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.</p>   |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The above statistics imply fair access us being given to both genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p> |
| <p><b>Disability equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>                                 |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>  |
| <p><b>Community Cohesion</b></p>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>   |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>See above.</p>  |



## Ethnic composition of the population by ward



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## **Cultural Services Budget Summary 2011/12**

### **Summary**

- 1.1 The division has an overall budget reduction of £0.47m in 2011/12 rising to £1.13m by 2013/14.

### **Background**

- 1.2 The budget proposals have been made in the context of the 30% reduction in revenue support grant over a 4 year period, significant reductions in external funding from Arts Council England, Sports Council etc and other budget pressures.
- 1.3 The division's 2010/11 net budget is £15.54m (£6.25m for Arts and Museums, £4.45m for Libraries, £4.22m for Sports, £0.34m for Marketing and Communications, and £0.28m on Divisional Management).
- 1.4 Growth of £0.57m in 2011/12 reducing to £0.49m by 2013/14 is composed of budget pressures related to De Montfort Hall and running costs associated with the Football Development Project.
- 1.5 Savings of £1.04m in 2011/12 (excluding severance costs which are funded centrally) rising to £1.62m by 2013/14 are proposed. This equates to a saving of 6.7% in 2011/12 (rising to 10.4% by 2013/14) of the £15.54m 2010/11 budget.

### **Rationale for savings proposals**

- 1.6 The approach adopted by the Division is to prioritise, as far as possible, front line service delivery in neighbourhoods with a focus on
- services for City residents
  - targeting services to the most disadvantaged
  - value for money (cost, customer satisfaction, sustainability)
  - tackling inequalities (health, access, community cohesion, and raising attainment
  - ensuring key skills and capacity remain in place to deliver continuing modernisation and partnerships.
- 1.7 Because of the range of services provided by Cultural Services, no one single approach can deliver the scale of savings required. The package of proposals put forward is, therefore, made up of the following:-
- Reductions Agreed 2010/11 (eg Rationalisation of Central Libraries and Reduction of Bars and Creches in Leisure Centres
  - Management/Staffing reductions (Arts and Museums, Sports)
  - Investment/Income Generation (Sports)
  - Supplies & Services (across all service areas)
  - Reduced Grants (Arts and Sports)

- 1.8 The reduction in posts is 31 over 3 years. There are currently 1.5 vacancies.

### **Risk Assessment**

- 1.9 There are no significant risks.

### **Equality Impact Assessment**

- 1.10 Impact assessments show that generally the budget cuts will impact on all local communities with no specific groups being disproportionately affected.

## Cultural Services (Councillor Wann)

|                                 |   | <u>2011/12</u><br>£000 | <u>2012/13</u><br>£000 | <u>2013/14</u><br>£000  |
|---------------------------------|---|------------------------|------------------------|-------------------------|
| <b>Budget Pressures Growth:</b> |   |                        |                        |                         |
| CS 1                            | Ongoing DMH budget shortfall  | 420                    | 390                    | 340                     |
| CS 2                            | Football Foundation revenue costs   | 150                    | 150                    | 150                     |
| <b>Proposed Savings:</b>        |   |                        |                        |                         |
| <b>ARTS AND MUSEUMS</b>         |   |                        |                        |                         |
| CS 3                            | Full Year effect of changes agreed in 2010/11   | (112)                  | (122)                  | (122)                   |
| CS 4                            | Review staffing structure to reflect new levels of service provision and new model of community engagement. | (75)                   | (140)                  | (190)                   |
| CS 5                            | Reduced supplies and services costs.  | (15)                   | (30)                   | (65)                    |
| CS 6                            | Reduce grant to Curve and Phoenix Square.   | (0)                    | (75)                   | (150)                   |
| <b>LIBRARIES</b>                |   |                        |                        |                         |
| CS 7                            | Complete rationalisation of central Libraries and other 2010/11 full year effects.                          | (364)                  | (364)                  | (389)                   |
| CS 8                            | Supplies and Services reduction.  | (30)                   | (30)                   | (60)                    |
| <b>SPORTS AND LEISURE</b>       |   |                        |                        |                         |
| CS 9                            | Full year effects agreed in 2010/11.  | (220)                  | (220)                  | (220)                   |
| CS 10                           | Review of Facility management arrangements.   | (120)                  | (244)                  | (244)                   |
| CS 11                           | Investment opportunity at St. Margaret's Pastures/reduction in opening hours.                               | (90)                   | (150)                  | (150)                   |
| CS 12                           | Withdraw funding for City of Leicester swimming coach on a phased basis.                                    | (10)                   | (15)                   | (30)                    |
| <b>Net Savings</b>              |   | <u>(466)</u><br>=====  | <u>(850)</u><br>=====  | <u>(1,130)</u><br>===== |

**CULTURAL SERVICES DIVISION  
BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |                        |                                 |                                 |                                 |                                 |
|---|------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Service Area: Arts and Museums</b>   |                        | <b>Proposal No: CS 1</b>        |                                 |                                 |                                 |
| <b><u>Purpose of Service</u></b>  |                        |                                 |                                 |                                 |                                 |
| <i>To manage Leicester's festivals and events programme; De Montfort Hall; participatory and public art; museums, galleries, historic sites and museum collections</i>  |                        |                                 |                                 |                                 |                                 |
| <b><u>Details of Proposed Project(s) Growth:</u></b>  |                        |                                 |                                 |                                 |                                 |
| Growth budget required to address on-going De Montfort Hall budget shortfall as detailed in Cabinet report dated 13 <sup>th</sup> December 2010.  |                        |                                 |                                 |                                 |                                 |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |                        |                                 |                                 |                                 |                                 |
| Service Improvement   |                        |                                 |                                 |                                 |                                 |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                                 |                                 |                                 |                                 |
| Budget comparison work across the industry undertaken to develop a forward business plan for De Montfort Hall has identified that there is a shortfall in the budget allocated to the site. In order to continue to deliver the level of service provision expected of the site to meet SIEP user targets and support its sustainability, action is required to address the funding shortfall. The growth budget will run in parallel with a revised programming policy and an increased level of income generating activities, which reduces the additional budget requirement over a 3 year period. |                        |                                 |                                 |                                 |                                 |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                                 |                                 |                                 |                                 |
| <b>Date: 1 April 2011</b>   |                        |                                 |                                 |                                 |                                 |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |                                 |                                 |                                 |                                 |
|   | <b>Existing Budget</b> | <b>Proposed Addition</b>        |                                 |                                 |                                 |
| Staff   | 1,466                  | 50                              | 50                              | 50                              |                                 |
| Non Staff Costs   | 3,545                  | 420                             | 490                             | 640                             |                                 |
| Income  | (4,300)                | (50)                            | (150)                           | (350)                           |                                 |
| <b>Net Total</b>  | 711                    | 420                             | 390                             | 340                             |                                 |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                  |                                 |
| Current service staffing (FTE)  |                        | n/a                             | -                               | -                               |                                 |
| Extra post(s) (FTE)   |                        | n/a                             | -                               | -                               |                                 |

## Budget Equality Impact Assessment – CS 1

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>N/A   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>no  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br>No   |

**CULTURAL SERVICES DIVISION  
BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |                                 |                                 |                                 |                                 |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Service Area: Sports and Leisure</b>   |                                 | <b>Proposal No: CS 2</b>        |                                 |                                 |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b><br/>         Football Development Project – Revenue funding to support the maintenance and operation of 7 grass based sites, 4 Ball Courts, 3 Full Size Artificial Turf Pitches and associated changing accommodation, lighting etc. Football Foundation is providing £500k revenue support to this project over the next 5 years</p>   |                                 |                                 |                                 |                                 |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |                                 |                                 |                                 |                                 |
| Decisions already taken/Service Improvement/Other   |                                 |                                 |                                 |                                 |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                                 |                                 |                                 |                                 |
| The Football Investment Strategy project addresses the need for strategic investment in football facilities by providing a portfolio of sites across the city and in total eleven sites will benefit from the £11.2 million capital investment in the city. The project which aims to significantly increase participation in football across the city also has significant health benefits and has been financially supported by NHS Leicester City and Sport England as well as the Football Foundation |                                 |                                 |                                 |                                 |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                                 |                                 |                                 |                                 |
| Date: 1 <sup>st</sup> April 2011  |                                 |                                 |                                 |                                 |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                                 |                                 |                                 |                                 |
|   | <b>Existing Budget</b>          | <b>Proposed Addition</b>        |                                 |                                 |
| Staff   |                                 |                                 |                                 |                                 |
| Non Staff Costs   |                                 | 150                             | 150                             | 150                             |
| Income  |                                 |                                 |                                 |                                 |
| <b>Net Total</b>  |                                 | 150                             | 150                             | 150                             |
| <b>Staffing Implications</b>  |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                  |
| Current service staffing (FTE)  |                                 |                                 |                                 |                                 |
| Extra post(s) (FTE)   |                                 |                                 |                                 |                                 |



## Budget Equality Impact Assessment – CS 2

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> There are only positive quality impacts to be gained from this item. A number of the football teams which will act as partner clubs have a high level of ethnic minority young people playing for their teams. The additional opportunities that arise from this proposal will indeed increase those opportunities.                                       |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b> Only positive implications due to the comments above.   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> One of the partner clubs is Leicester Women's FC, a club that only has female players and promotes the principles of girls' football across the city for all age groups and ethnic groupings. This proposal will enable them to enhance their work, improve activity levels, and in general raise the profile of women's and girls' football in the city. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk</b> Partner clubs are required to deliver on a number of particular strands in terms of development. Some of the clubs have been tasked with developing disability football groups and report upon their progress in this field. This work will ensure that opportunities for disabled young people are increased and enhanced in all areas of development.    |

|                                  |  |
|----------------------------------|--|
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact? N/A</b></p>   |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <hr/> <p><b>Your assessment of impact/risk</b> Many of the clubs detailed as partner clubs have a wide range of ethnic minority players. Indeed, there is ground-share in a number of areas between white and BEM clubs and this interaction, it is anticipated, will enhance community cohesion across the city.</p> |

## **Additional Information**

Sites included are:

- Aylestone Playing Fields,
- Rushey Fields,
- Hamilton Park,
- Linwood Playing Fields,
- New College,
- Beaumont Park,
- Aylestone Recreation Ground,

And 4 ball courts situated at Cossington Street, Overton Road, St Andrews Play Association and Victoria Park which are all located within the inner city

Partner Clubs are:

GNG Sports, Leicester City Women, St Andrews Football Club, Allexton and New Parks FC, Beaumont Town FC, Nirvana FC, Aylestone Park FC, Bharat FC.

It will create via ambitious development plans with partner clubs

Summary of KPI's (on 11 sites) over first 5 years

- 283 new teams of which 92 will be female a 1,214% increase
- 3,065 new participants of which 805 will be female a 13% increase
- 126 new disability football players playing on the sites
- 30 new Charter Standard Clubs
- 5,040 overall participants aged 5-11
- 140 social inclusion referrals
- 28 health projects
- 577 new volunteers
- 266 education courses delivered
- 922 school club links created

Summary of ethnicity profiles over 11 sites:

| <b>Ethnicity</b>              | <b>Current</b> | <b>Proposed</b> | <b>Difference</b> |
|-------------------------------|----------------|-----------------|-------------------|
| <b>White</b>                  | 68.00%         | 63.00%          | -5.00%            |
| <b>Asian or British Asian</b> | 23.00%         | 24.00%          | 1.00%             |
| <b>Black or British Black</b> | 5.00%          | 7.00%           | 2.00%             |
| <b>Mixed Race</b>             | 2.00%          | 3.00%           | 1.00%             |
| <b>Other</b>                  | 2.00%          | 3.00%           | 1.00%             |

A staffing structure will ensure continual development to ensure opportunities are provide with particular focus on BME and disadvantaged groups.

Partners on this project are Leicester City Council, Football Foundation, Leicester City PCT, The FA, County FA, Sports England, and Leicester City Football Club.

Potential Questions:

Q How will this project help football in the city?

It will enable more young people to participate particularly in BME and disadvantaged backgrounds, gain skills, higher standard of coaching, and clear pathways for progression to playing at high levels

Q Will it help identify talent particularly in BME and disadvantaged groups?

The partner club development plans and staffing structure built into the project will only help to encourage and identify talent in all areas of the community.

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |                           |                                |  |   |
|---|------------------------|---------------------------|--------------------------------|--|---|
| <b>Service Area: Arts and Museums</b>   |                        | <b>Proposal No: CS 3</b>  |                                |  |   |
| <b><u>Purpose of Service</u></b><br>To manage Leicester's festivals and events programme; De Montfort Hall; participatory and public art; museums, galleries, historic sites and museum collections   |                        |                           |                                |  |   |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/>           Full year effect of changes agreed in 2010/11: Reduce staff in museums outreach service, museums curatorial service and museums operational management; Reduce Community Activity Partnership (CAPS) funds; Close Fosse Arts music studio; Increase income from arts and museums activities. The majority of these actions have been completed in 2010/11. 1 post to be deleted as from August 1, 2011.         </td> </tr> </table>               |                        |                           |                                |  | <b><u>Details of Proposed Reduction:</u></b><br>Full year effect of changes agreed in 2010/11: Reduce staff in museums outreach service, museums curatorial service and museums operational management; Reduce Community Activity Partnership (CAPS) funds; Close Fosse Arts music studio; Increase income from arts and museums activities. The majority of these actions have been completed in 2010/11. 1 post to be deleted as from August 1, 2011.                                   |
| <b><u>Details of Proposed Reduction:</u></b><br>Full year effect of changes agreed in 2010/11: Reduce staff in museums outreach service, museums curatorial service and museums operational management; Reduce Community Activity Partnership (CAPS) funds; Close Fosse Arts music studio; Increase income from arts and museums activities. The majority of these actions have been completed in 2010/11. 1 post to be deleted as from August 1, 2011.   |                        |                           |                                |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |                           |                                |  |   |
| Decisions already taken   |                        |                           |                                |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                           |                                |  |   |
| <table border="1"> <tr> <td> <ul style="list-style-type: none"> <li>• Reduced outreach work in the local community, impacting on hard to reach groups</li> <li>• Reduced capacity and expertise in taxidermy related conservation</li> <li>• Reduced CAPS financial support for arts projects and community festivals</li> <li>• Closure of neighbourhood music studio facility</li> <li>• Increased focus on income generation activities, potentially providing an increased range of services for users.</li> </ul> </td> </tr> </table> |                        |                           |                                |  | <ul style="list-style-type: none"> <li>• Reduced outreach work in the local community, impacting on hard to reach groups</li> <li>• Reduced capacity and expertise in taxidermy related conservation</li> <li>• Reduced CAPS financial support for arts projects and community festivals</li> <li>• Closure of neighbourhood music studio facility</li> <li>• Increased focus on income generation activities, potentially providing an increased range of services for users.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Reduced outreach work in the local community, impacting on hard to reach groups</li> <li>• Reduced capacity and expertise in taxidermy related conservation</li> <li>• Reduced CAPS financial support for arts projects and community festivals</li> <li>• Closure of neighbourhood music studio facility</li> <li>• Increased focus on income generation activities, potentially providing an increased range of services for users.</li> </ul>   |                        |                           |                                |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                           |                                |  |   |
|   |                        |                           |                                | Date: <table border="1"><tr><td>April 2011</td></tr></table> | April 2011  |
| April 2011  |                        |                           |                                |  |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b>     | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s                               | <b><u>2013-14</u></b><br>£000s  |
| <b>Effects of Changes on budget</b>   |                        |                           |                                |  |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                                |  |   |
| Staff (includes FYE savings of posts cut in 10/11)  | 289                    | 93                        | 93                             | 93   |   |
| Non Staff Costs   | 79                     | 9                         | 9                              | 9  |   |
| Income  | (54)                   | 10                        | 20                             | 20   |   |
| <b>Net Total</b>  | <b>314</b>             | <b>112</b>                | <b>122</b>                     | <b>122</b>   |   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>            | <b>2012-13</b>                 | <b>2013-14</b>   |   |
| Current service staffing (FTE)  |                        | 1                         |                                |  |   |
| Post(s) deleted (FTE)   |                        | 1                         |                                |  |   |
| Current vacancies (FTE)   |                        |                           |                                |  |   |
| Individuals at risk (FTE)   |                        | 1                         |                                |  |   |

## Equality Impact Assessment – CS 3

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br><br>An element of the proposal will mean that the Service will provide a reduced level of outreach activity to BME groups in Leicester. The Outreach team raises awareness of service provision with hard to reach groups and aims to stimulate individuals to visit museum sites. With a reduced level of activity this would result in a fall in visitor numbers at sites and less individuals benefiting from service provision. In terms of the Service's performance targets, the reduction in Outreach provision could have a negative impact on achieving the Service's demographic targets. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>The Service will aim to develop a stronger inreach focus that encourages individuals from the hard to reach groups to visit sites.   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>n/a   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>n/a  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>An element of the proposal will mean that the Service will provide a reduced level of outreach activity to disability groups in Leicester. The Outreach team raises awareness  |

|                                  |  |
|----------------------------------|--|
|                                  | <p>of service provision with hard to reach groups and aims to stimulate individuals to visit museum sites. With a reduced level of activity this would result in a fall in visitor numbers at sites and less individuals benefiting from service provision. In terms of the Service's performance targets, the reduction in Outreach provision could have a negative impact on achieving the Service's demographic targets.</p>  |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The Service will aim to develop a stronger inreach focus that encourages individuals from the hard to reach groups to visit sites.</p>   |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>An element of the proposal will mean that the Service will provide a reduced level of outreach activity to C2DE groups in Leicester. The Outreach team raises awareness of service provision with hard to reach groups and aims to stimulate individuals to visit museum sites. With a reduced level of activity this would result in a fall in visitor numbers at sites and less individuals benefiting from service provision. In terms of the Service's performance targets, the reduction in Outreach provision could have a negative impact on achieving the Service's demographic targets.</p> <p>The reduction in Festivals and Arts Community Activity Partnership (CAP) funds to £10,000 each would reduce the ability of community groups, individuals and organisations to deliver events and activities. In many cases the funding provides leverage to draw down additional monies from other sources and the absence of the CAPS funding will prevent these other monies being accessed.</p> <p>Actions to increase income generation would mean some customers may have to pay for services that previously were provided at no or low cost. Non-income generating activities may be dropped in order to undertake income generating activities.</p> |

**CULTURAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |   |  |
|---|------------------------|--|--|---|--|
| <b>Service Area: Arts and Museums</b>   |                        | <b>Proposal No: CS 4</b>                     |  |   |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |   |  |
| To manage Leicester's festivals and events programme; De Montfort Hall; participatory and public art; museums, galleries, historic sites and museum collections   |                        |  |  |   |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |   |  |
| Review museums and participatory arts staffing structure to reflect new levels of service provision whilst retaining essential expertise in order to continue operations in arts management, collections management, curatorial knowledge, exhibitions and access. Increase public access through new models of community engagement including digitised/web based provision.             |                        |  |  |   |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |   |  |
| Efficiency, Service Reduction   |                        |  |  |   |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |   |  |
| <ul style="list-style-type: none"> <li>• Reduced capacity to manage collections, deliver exhibitions and operate sites.</li> <li>• Potential capacity issues if other options not achievable, e.g. alternative management arrangements for four museum sites.</li> <li>• Improvements in online access to museum collections and community engagement in resource development.</li> </ul> |                        |  |  |   |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |   |  |
|   |                        |  |  | Date: <input type="text" value="October 2011"/> |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b>    | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |   |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |   |  |
| Staff   | 418                    | 75   | 140  | 190   |  |
| Non Staff Costs   |                        |  |  |   |  |
| Income  |                        |  |  |   |  |
| <b>Net Total</b>  | <b>418</b>             | <b>75</b>                                    | <b>140</b>                                   | <b>190</b>                                      |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                  |  |
| Current service staffing (FTE)  |                        | 17.5   | 13.5   | 12  |  |
| Post(s) deleted (FTE)   |                        | 4  | 1.5  |   |  |
| Current vacancies (FTE)   |                        | 1.5  |  |   |  |
| Individuals at risk (FTE)   |                        | 13.5   | 2.5  |   |  |



## Budget Equality Impact Assessment – CS 4

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>This involves reduction of museums staff capacity in curatorial, collections and exhibitions areas. The museum service works with a range of (some fundraising) voluntary organisations with special interests relating to the collections and museum sites, with membership from traditional affluent vocal white communities.<br><br>These groups could see changes as withdrawal of services of particular interest to traditional white communities. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>Ensure that the restructure maintains museum service's capacity to deliver curatorial and collections services and communicate effectively with groups concerned.   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b><br>No   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br><br>No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>N/a   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk</b><br><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce</b>   |

|                           |   |
|---------------------------|---|
|                           | <b>or remove the negative impact?</b>   |
|                           | N/a   |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? |
|                           | <b>Your assessment of impact/risk</b>   |
|                           | Not directly  |

**CULTURAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |   |
|---|--|--|--|---|
| <b>Service Area: Arts and Museums</b>   |  | <b>Proposal No: CS 5</b>                     |  |   |
| <b><u>Purpose of Service</u></b>  |  |  |  |   |
| To manage Leicester's festivals and events programme; De Montfort Hall; participatory and public art; museums, galleries, historic sites and museum collections   |  |  |  |   |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |   |
| Reduce museums, participatory arts and festivals supplies and services costs.   |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |   |
| Service Reduction   |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |   |
| <ul style="list-style-type: none"> <li>• Reduced expenditure on exhibitions will impact on the number or size of exhibitions.</li> <li>• Reduced expenditure on marketing may impact on visitor/user numbers.</li> <li>• Reduced spending on education will reduce promotional and development work for school sessions.</li> <li>• Reduced spending on festival supplies will require removing small elements of the festivals programme.</li> </ul> |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |   |
|   |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |
| Staff   |  |  |  |   |
| Non Staff Costs (excludes De Montfort Hall)   | 660  | 15   | 30   | 65  |
| Income  |  |  |  |   |
| <b>Net Total excludes De Montfort Hall</b>  | <b>660</b>                                   | <b>15</b>                                    | <b>30</b>                                    | <b>65</b>                                     |
| <b>Staffing Implications – N/A</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)  |  |  |  |   |
| Post(s) deleted (FTE)   |  |  |  |   |
| Current vacancies (FTE)   |  |  |  |   |
| Individuals at risk (FTE)   |  |  |  |   |

## Budget Equality Impact Assessment – CS 5

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>n/a  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b><br><br>n/a   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>no  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>n/a  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br><br>no   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>n/a  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br><br>No   |

**CULTURAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>Service Area: Arts and Museums</b>   | <b>Proposal No: CS 6</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To manage Leicester's festivals and events programme; De Montfort Hall; participatory and public art; museums, galleries, historic sites and museum collections   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| Reduce LCC grants to Curve and Phoenix Square. Under this proposal Curve and Phoenix Square would be expected to adjust their business plans to take into account the reduced levels of funding. Curve £50,000 in 12/13 and £100,000 in 13/14. Phoenix £25,000 in 12/13 and £50,000 in 13/14. Curve budget 10/11 £839,000. Phoenix Square budget 10/11 £311,800 |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| <ul style="list-style-type: none"> <li>• Potential reduction in level of service provision and, therefore, user figures.</li> <li>• Risk of impact on the long term sustainability of the venues.</li> <li>• Potential impact on jobs at both venues.</li> </ul>  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2012"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 1,151  | 0  | 75   | 150  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>1,151</b>                                 | <b>0</b>                                     | <b>75</b>                                    | <b>150</b>   |
| <b>Staffing Implications – N/A</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  |  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

## Budget Equality Impact Assessment – CS 6

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br><br>This proposal will affect all racial groups equally.<br><br>Main stakeholder groups for Curve and Phoenix are from traditional affluent vocal white communities. These groups could see changes as withdrawal of services of particular interest to traditional white communities. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>no</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b><br><br>no   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br><br>no   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>n/a</b>  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk</b><br><br><b>no</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>no</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community  |

|  |  |
|--|--|
|  | division in the city?                        |
|  | <b>Your assessment of impact/risk</b><br>n/a |

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|                                |                          |
|--------------------------------|--------------------------|
| <b>Service Area: Libraries</b> | <b>Proposal No: CS 7</b> |
|--------------------------------|--------------------------|

**Purpose of Service**

Delivery of Library Services in the city centre and across neighbourhoods through 17 sites, 2 Bookbuses and a range of partnerships.

**Details of Proposed Reduction:**

Complete rationalisation of Central Libraries and implement other agreed budget reductions with the exception of the review of Library Opening Hours which will be replaced by a more comprehensive Neighbourhood Hubs review

**Type of Reduction (delete as appropriate)**

Decisions already taken, Efficiency, Service Reduction, Other

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Reductions agreed in 2010/11 Includes:

- Half Time Older Person's Manager
- Reduce Library Assistant and Cataloguer - Reader Development Services
- Personalisation of Home Library Service – feasibility
- Reduce 0.5 CYPs Librarian
- StoryTeller funded from Children's "Whatever It Takes"
- Community Engagement Officer
- Amalgamation of 2 Central Libraries to enable development of Multi-Access Centre
- Review of Community Facilities

Core development work supporting 4 One Leicester themes in Libraries continues, differently organised, with reduction in some areas, efficiency in central libraries and changes in management.

**Date of earliest implication/ date of proposed implication**

**Date:** April 2011

**Financial Implications of Proposal**

|                                |                                |                                |                                |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>2010-11</b><br><b>£000s</b> | <b>2011-12</b><br><b>£000s</b> | <b>2012-13</b><br><b>£000s</b> | <b>2013-14</b><br><b>£000s</b> |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | Existing Budget | Proposed Reduction |            |            |
|------------------|-----------------|--------------------|------------|------------|
| Staff            | 3,348           | 364                | 364        | 389        |
| Non Staff Costs  | 1,463           |                    |            |            |
| Income           | (360)           |                    |            |            |
| <b>Net Total</b> | <b>4,451</b>    | <b>364</b>         | <b>364</b> | <b>389</b> |

**Staffing Implications**

|  | 2011-12 | 2012-13 | 2013-14 |
|--|---------|---------|---------|
| Current service staffing (FTE)   |         |         |         |
| Post(s) deleted (FTE)  | 14.3    |         | 1       |
| Current vacancies (FTE)  |         |         |         |
| Individuals at risk (FTE) <i>No further staff at risk as Appx R completed for 11/12 budget by March 2011</i> |         |         | 1       |



## Budget Equality Impact Assessment - CS 7

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> Management structure changes have reduced posts but have not reduced ability to provide service to BME/diverse communities.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? Mainly City Centre   |
|                            | <b>Your assessment of impact/risk:</b> Impact of reductions citywide but mostly upon city centre services (central libraries amalgamated into one). However, amalgamation of services will not be detrimental to BME/diversity of users or of range of staff serving customers. All services under one roof will make service more efficient for all communities. |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No gender specific services involved. No services to close but to be delivered through different management.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? <b>No</b>   |
|                            | <b>Your assessment of impact/risk</b> Older People's services that include minibus service for disabled users will continue.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A and monitoring to assess any unpredicted impact  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? <b>No</b>   |

|  |   |
|--|---|
|  | <p><b>Your assessment of impact/risk</b><br/>Central Library will continue to be a centre of activity promoting community cohesion through volunteering and range of services and activities and staffing and customer profile. Older People's and Children's services will continue to operate but at lower level of activity.</p> |
|--|---|

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|--|--|--|--|--|---|--|--|--|--|
| <b>Service Area: Libraries</b>   |                                 | <b>Proposal No: CS 8</b>        |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>Delivery of Library Services in the city centre and across neighbourhoods through 17 sites, 2 Bookbuses and a range of partnerships.   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b></td> </tr> <tr> <td colspan="5">Reduce Supplies and Services and other support costs and additional as yet unidentified Librarian post.</td> </tr> </table> |                                 |                                 |                                 |                                 | <b><u>Details of Proposed Reduction:</u></b> |  |  |  |  | Reduce Supplies and Services and other support costs and additional as yet unidentified Librarian post. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| Reduce Supplies and Services and other support costs and additional as yet unidentified Librarian post.  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| No significant implications for SIEP or One Leicester agenda, but efficiency measures that will be achieved through different working and reduction of use of old technologies.  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| Date: April 2011   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b> |  |  |  |  |  |   |  |  |  |  |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| Staff  | 30                              |                                 |                                 | 30                              |  |  |  |  |  |   |  |  |  |  |
| Non Staff Costs  | 567                             | 30                              | 30                              | 30                              |  |  |  |  |  |   |  |  |  |  |
| Income   |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| <b>Net Total</b>   | <b>597</b>                      | <b>30</b>                       | <b>30</b>                       | <b>60</b>                       |  |  |  |  |  |   |  |  |  |  |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                  |  |  |  |  |  |   |  |  |  |  |
| Current service staffing (FTE)   |                                 |                                 |                                 | 1                               |  |  |  |  |  |   |  |  |  |  |
| Post(s) deleted (FTE)  |                                 |                                 |                                 | 1                               |  |  |  |  |  |   |  |  |  |  |
| Current vacancies (FTE)  |                                 |                                 |                                 |                                 |  |  |  |  |  |   |  |  |  |  |
| Individuals at risk (FTE)  |                                 |                                 |                                 | 1                               |  |  |  |  |  |   |  |  |  |  |

## Budget Equality Impact Assessment - CS 8

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> Low as this proposal concerns supplies and services across the board.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>N/A this is citywide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Low, as this proposal concerns supplies and services across the board.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>Low, as this proposal concerns supplies and services across the board.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | Your assessment of impact/risk<br><br>N/A   |

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                           |                |                |  |
|--|------------------------|---------------------------|----------------|----------------|--|
| <b>Service Area: Sports and Leisure</b>  |                        | <b>Proposal No: CS 9</b>  |                |                |  |
| <b>Purpose of Service:</b><br>To deliver sport and physical activity opportunities to Leicester residents and beyond which contributes to the health and wellbeing of the city   |                        |                           |                |                |  |
| <table border="1"> <tr> <td> <p><b>Details of Proposed Reduction:</b><br/>Complete the implementation of all agreed budget reductions in Sports Services with the exception of the reduction in opening hours</p> <p>The EIAs for these were completed last year.</p> </td> </tr> </table>   |                        |                           |                |                | <p><b>Details of Proposed Reduction:</b><br/>Complete the implementation of all agreed budget reductions in Sports Services with the exception of the reduction in opening hours</p> <p>The EIAs for these were completed last year.</p> |
| <p><b>Details of Proposed Reduction:</b><br/>Complete the implementation of all agreed budget reductions in Sports Services with the exception of the reduction in opening hours</p> <p>The EIAs for these were completed last year.</p>   |                        |                           |                |                |  |
| <b>Type of Reduction (delete as appropriate)</b>   |                        |                           |                |                |  |
| Decision already taken, Service Reduction  |                        |                           |                |                |  |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>  |                        |                           |                |                |  |
| <ol style="list-style-type: none"> <li>1. Reconfigure underutilised crèches in leisure centres – now completed. Rooms are now being renovated to deliver alternative activity.</li> <li>2. Reconfigure loss-making bars. Bars at St Margaret's Pastures and Leicester Leys Leisure Centre now closed.</li> <li>3. Close Sport on the Road – this has now ceased and the post holder made redundant</li> <li>4. Sports Regeneration Team - £20,000 to be reduced from the casual coaching budget and £23,000 reduction in one Sports Development Officer being made voluntarily redundant.</li> </ol> |                        |                           |                |                |  |
| <b>Date of earliest implication/ date of proposed implication</b>  |                        |                           |                |                |  |
|  |                        |                           |                | <b>Date:</b>   |  |
| All of these proposals have now been completed   |                        |                           |                | 01/04/2011     |  |
| <b>Financial Implications of Proposal</b>  |                        | <b>2010-11</b>            | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b>   |
|  |                        | <b>£000s</b>              | <b>£000s</b>   | <b>£000s</b>   | <b>£000s</b>   |
| <b>Effects of Changes on budget</b>  |                        |                           |                |                |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                |                |  |
| Staff  | 247                    | 235                       | 235            | 235            | 235  |
| Non Staff Costs  | 81                     | 45                        | 45             | 45             | 45   |
| Income   | (66)                   | (60)                      | (60)           | (60)           | (60)   |
| <b>Net Total</b>   | <b>262</b>             | <b>220</b>                | <b>220</b>     | <b>220</b>     | <b>220</b>   |
| <b>Staffing Implications (Implemented in 2010/11)</b>  |                        | <b>2011-12</b>            | <b>2012-13</b> | <b>2013-14</b> |  |
| Current service staffing (FTE)   |                        |                           |                |                |  |
| Post(s) deleted (FTE)  |                        |                           |                |                |  |
| Current vacancies (FTE)  |                        |                           |                |                |  |
| Individuals at risk (FTE)  |                        |                           |                |                |  |

**CULTURAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>Service Area: Sports and Leisure</b>  |  | <b>Proposal No: CS 10</b>                    |  |  |
| <b><u>Purpose of Service:</u></b><br>To deliver sport and physical activity opportunities to Leicester residents and beyond which contributes to the health and wellbeing of the city  |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>Review of facility managers'/duty officers' roles to deliver efficiencies by the deletion of seven duty officers posts at all major centres and altering shift rotas to enable facility managers to cover duty officer shift cover.  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Efficiency  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>This proposal will ensure continued service delivery across the city but will put added pressure on facility managers and will require duty officers to work differently, adapting shifts and rotas. It is not expected that the public will notice any major difference in delivery of customer service levels. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b> <span style="float: right;"><b>Date:</b> <input style="width: 100px;" type="text" value="01/09/2011"/></span>   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  | 1019   | 120  | 244  | 244  |
| Non Staff Costs  |  |  |  |  |
| Income   |  |  |  |  |
| <b>Net Total</b>   | 1019   | 120  | 244  | 244  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | 27   |  |  |
| Post(s) deleted (FTE)  |  | 7  |  |  |
| Current vacancies (FTE)  |  |  |  |  |
| Individuals at risk (FTE)  |  | 27   |  |  |

## Budget Equality Impact Assessment – CS 10

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
|--|--|---------------------------|----------------|----------------|---------------------------------------|--|--|--|--|----|---|--|--|--|----|--|--|--|--|
| <b>Service Area: Sports and Leisure</b>  |  | <b>Proposal No: CS 11</b> |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Purpose of Service:</b><br>To deliver sport and physical activity opportunities to Leicester residents and beyond which contributes to the health and wellbeing of the city   |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b>Details of Proposed Reduction:</b></td> </tr> <tr> <td>a)</td> <td colspan="4">To reduce the opening hours at St Margaret's Pastures Sports Centre to open only at 2pm each weekday, reducing staff hours on the site by 50 hours per week</td> </tr> <tr> <td>b)</td> <td colspan="4">To increase income by investing in the development of a goals and hockey centre (replicating the Goals 5 a side model) running tournaments and delivering a much more commercial proposal for the site</td> </tr> </table> |  |                           |                |                | <b>Details of Proposed Reduction:</b> |  |  |  |  | a) | To reduce the opening hours at St Margaret's Pastures Sports Centre to open only at 2pm each weekday, reducing staff hours on the site by 50 hours per week |  |  |  | b) | To increase income by investing in the development of a goals and hockey centre (replicating the Goals 5 a side model) running tournaments and delivering a much more commercial proposal for the site |  |  |  |
| <b>Details of Proposed Reduction:</b>  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| a)   | To reduce the opening hours at St Margaret's Pastures Sports Centre to open only at 2pm each weekday, reducing staff hours on the site by 50 hours per week  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| b)   | To increase income by investing in the development of a goals and hockey centre (replicating the Goals 5 a side model) running tournaments and delivering a much more commercial proposal for the site   |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Type of Reduction (delete as appropriate)</b>   |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Service Reduction, Increased Income  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| a)   | St Margaret's Pastures Sports Centre is very poorly used during the daytime hours, Monday to Friday. The proposal to reduce the opening hours will necessitate moving our existing bookings to the afternoon if it is to continue. Currently, very few people access the gym in the morning at the centre, and they will be unable to do so until the afternoon. |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| b)   | The development of a 5 a side soccer centre will generate increased income and will be subject to an invest to save application, the costs of which are included in this proposal.   |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Date of earliest implication/ date of proposed implication</b>  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
|  |  |                           |                | Date:          | 01/07/2011                            |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Financial Implications of Proposal</b>  |  | <b>2010-11</b>            | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b>                        |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
|  |  | <b>£000s</b>              | <b>£000s</b>   | <b>£000s</b>   | <b>£000s</b>                          |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Effects of Changes on budget</b>  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
|  | <b>Existing Budget</b>   | <b>Proposed Reduction</b> |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Staff  | 152  | 30                        | 40             | 40             |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Non Staff Costs  | 70   |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Income   | (156)  | 60                        | 110            | 110            |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Net Total</b>   | <b>66</b>  | <b>90</b>                 | <b>150</b>     | <b>150</b>     |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>            | <b>2012-13</b> | <b>2013-14</b> |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Current service staffing (FTE)   |  | 5.5                       |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Post(s) deleted (FTE)  |  | 1.5                       |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Current vacancies (FTE)  |  |                           |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |
| Individuals at risk (FTE)  |  | 2                         |                |                |                                       |  |  |  |  |    |   |  |  |  |    |  |  |  |  |



## Budget Equality Impact Assessment – CS 11

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> Yes, one group currently meets at the site in the mornings   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> We will ask them to move to an afternoon slot in future.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> N/A  |

**CULTURAL SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                          |                           |                          |                          |   |
|---|--------------------------|---------------------------|--------------------------|--------------------------|---|
| <b>Service Area: Sports and Leisure</b>   |                          | <b>Proposal No: CS 12</b> |                          |                          |   |
| <b>Purpose of Service:</b><br>To deliver sport and physical activity opportunities to Leicester residents and beyond which contributes to the health and wellbeing of the city  |                          |                           |                          |                          |   |
| <table border="1"> <tr> <td> <b>Details of Proposed Reduction:</b><br/>           The City of Leicester Swimming Club is recognised as the pinnacle for competitive swimming in the city. To encourage performance, Leicester City Council pays the head coach fees for the club. This proposal will reduce that contribution year on year until 2013/2014 when it will be removed completely.         </td> </tr> </table>   |                          |                           |                          |                          | <b>Details of Proposed Reduction:</b><br>The City of Leicester Swimming Club is recognised as the pinnacle for competitive swimming in the city. To encourage performance, Leicester City Council pays the head coach fees for the club. This proposal will reduce that contribution year on year until 2013/2014 when it will be removed completely. |
| <b>Details of Proposed Reduction:</b><br>The City of Leicester Swimming Club is recognised as the pinnacle for competitive swimming in the city. To encourage performance, Leicester City Council pays the head coach fees for the club. This proposal will reduce that contribution year on year until 2013/2014 when it will be removed completely.   |                          |                           |                          |                          |   |
| <b>Type of Reduction (delete as appropriate)</b>  |                          |                           |                          |                          |   |
| Service Reduction   |                          |                           |                          |                          |   |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>   |                          |                           |                          |                          |   |
| The City of Leicester head coach has in recent years had some notable swimmers being taught at the club. These swimmers will hope to be members of the GB 2012 swimming squad. The reduction on a sliding scale will ensure that this coaching is supported up to and beyond the 2012 Games whilst contributing to the service's savings. It should be noted that the majority of the Club's swimmers are not City Residents. |                          |                           |                          |                          |   |
| <b>Date of earliest implication/ date of proposed implication</b>   |                          |                           |                          |                          |   |
|   |                          |                           |                          | Date: 01/04/2011         |   |
| <b>Financial Implications of Proposal</b>   | <b>2010-11<br/>£000s</b> | <b>2011-12<br/>£000s</b>  | <b>2012-13<br/>£000s</b> | <b>2013-14<br/>£000s</b> |   |
| <b>Effects of Changes on budget</b>   |                          |                           |                          |                          |   |
|   | <b>Existing Budget</b>   | <b>Proposed Reduction</b> |                          |                          |   |
| Staff   |                          |                           |                          |                          |   |
| Non Staff Costs   | 30                       | 10                        | 15                       | 30                       |   |
| Income  |                          |                           |                          |                          |   |
| <b>Net Total</b>  | 30                       | 10                        | 15                       | 30                       |   |
| <b>Staffing Implications (Not Employed by LCC)</b>  |                          | <b>2011-12</b>            | <b>2012-13</b>           | <b>2013-14</b>           |   |
| Current service staffing (FTE)  |                          |                           |                          |                          |   |
| Post(s) deleted (FTE)   |                          |                           |                          |                          |   |
| Current vacancies (FTE)   |                          |                           |                          |                          |   |
| Individuals at risk (FTE)   |                          |                           |                          |                          |   |

## Budget Equality Impact Assessment – CS 12

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

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## **Environmental Services Budget Summary 2011/12**

### **Summary & Background**

- 1.1 The budget proposals have been made in the context of a 30% reduction in revenue support grant over a 4 year period. The Division's net budget for 2010/11 is £26.2m, though £12.5m of this relates to the long-term waste management contract with Biffa.
- 1.2 Savings totalling £1.35m in 2011/12, rising to £2.41m in 2013/14 have been identified across all areas and there are budget pressures totalling £0.6m from 2011/12 onwards.

### **Rationale for savings and proposals**

- 1.3 The Division incorporates many of the Council's regulatory services: environmental health, licensing, trading standards and building control, with a total net budget of £4.3m. The vast majority of these regulatory services are statutory services, many of which have been reduced in previous budget strategies to something approaching which may be considered the statutory minimum.
- 1.4 Building control and licensing generate significant income, relatively low net budgets and are generally subject to legal constraints over not generating surpluses. Building control is also suffering significant shortfalls in income as a consequence of the economic downturn, presenting a predicted budget pressure of £250k in 2011/12.
- 1.5 The scope for making significant savings within these regulatory services would therefore appear to be limited. However, approximately £278k of savings have been identified for 2011/12, some of which were contained within the budget agreed in February 2010. To deliver the scale of savings required by the budget strategy would require significant reductions in important services such as the food safety service. The only alternative would be to identify major efficiency savings and probably the best opportunity to achieve this is by looking to provide a county-wide shared service for regulatory services. Discussions with other local authorities are under-way and it is expected that a detailed business case will be developed in the coming months. Experience from Worcestershire has shown that such a proposal can deliver at least 17% savings and this forms the basis for the £630k savings from 2012/13 contained within these budget proposals.
- 1.6 Street cleaning has been the subject of significant investment in recent years, which has resulted in levels of street cleanliness improving. The Council has also invested in City Wardens and the Enviro-crime team who are now working citywide to reduce the incidence of litter, flytipping, etc. and which is now beginning to reap dividends (e.g. through major reductions in flytipping in the city). Therefore, savings proposals in street cleaning totalling £647k, rising to £717k in 2012/13,

are focussed on minimising any adverse impact on street cleanliness standards as much as possible. In particular, the contract for the Applied Sweepers was due for renewal in 2011 and it is therefore proposed to reduced the number of mechanical sweepers from 17 to 6, thereby saving £447k, with the drivers being redeployed to the manual sweeping teams. This will build on the success of the Cleaner City team in the city centre, in moving away from mechanical cleansing. A further £200k will be saved by not using agency staff to cover for holidays and short-term sickness, which also helps to minimise the impact of budget reductions on council employees.

- 1.7 Most waste management budgets relate to the long-term Biffa contract which limits the scope for budget savings. The service also has a £364k budget pressure as a consequence of a Retail Prices Index (on which the annual price increase is based) forecast to be higher than the standard budget assumption of 2%.
- 1.8 The Council has recently approved a scheme of improvement works for Gilroes crematorium and cemetery which will ensure that the cremators comply with mercury abatement requirements, but will also provide other major improvements to this important facility. Against this background of improvements, there is limited scope for delivering significant savings within Bereavement Services without reducing service standards. Efficiency savings of £22k, rising to £79k in 2012/13 have been identified. The only other means to generate savings is through an above inflation increase in fees and charges, which was introduced on 24th January, following on from the decision made by Cabinet in December 2010. However, this increase was not applied to cremation charges, in view of the increases in those charges made to fund the Gilroes crematorium improvement works.
- 1.9 The majority of Parks & Green Spaces services have been experiencing significant budget pressures in recent years, largely as a consequence of year-on-year increases in the area of land, number of trees and play areas for which they are responsible, coupled with increased expectations from the public and climate change impacts (e.g. now having to cut grass over a much longer growing season). The Greenspace Strategy will hopefully provide a means of addressing some of these budget pressures in the longer term, but attempts have been made to avoid putting additional pressure on already overstretched budgets in the meantime.
- 1.10 In addition to the Bereavement Services' savings, a further £438k of savings, rising to £624k by 2013/14, have been identified within Parks & Green Spaces. Wherever possible, low-impact savings have been identified, but to deliver the scale of savings being sought a significant reduction in staffing levels is required. Therefore a service-wide organisational review will be undertaken, with the aim of maximising management and other organisational savings to minimise the impact on front-line services as much as possible. Potential synergies with

similarly area-based street cleaning services will also be explored. It is inevitable however that there will need to be some significant service reductions in certain areas.

- 1.11 Over the 3 year period there will be a reduction of 18 posts excluding the impact of the shared service proposal for regulatory services.

**Risk Assessment**

- 1.11 The principal risk is associated with the proposal for a shared service for regulatory services, which is dependant on the agreement of all local authorities. The savings in relation to this do not come into effect until 2012/13, which provides time to identify alternative savings should the need arise. There are other potentially significant risks with some of the proposals, particularly those relating to street cleaning, should these changes have a more detrimental impact on street cleanliness standards than is anticipated, and within Parks & Green Spaces should the reduction in management and staffing levels have a more detrimental impact on levels of service than anticipated. However, the fact that these closely related local environmental services and their relatively large budgets are managed within the same Division does provide an important means of mitigating these risks.

**Equality Impact Assessment**

- 1.12 Impact assessments show that generally the budget cuts will impact on all local communities with no specific groups being disproportionately affected.

**Environmental Services**  
(Councillor Russell/Councillor Wann)

|                           |   | <u>2011/12</u><br>£000 | <u>2012/13</u><br>£000  | <u>2013/14</u><br>£000  |
|---------------------------|---|------------------------|-------------------------|-------------------------|
| <b>Budget Pressures :</b> |   |                        |                         |                         |
| ES1                       | Inflation differential on Biffa unitary charge  | 364                    | 364                     | 364                     |
| ES2                       | Building control shortfall in income  | 250                    | 250                     | 250                     |
| <b>Proposed Savings :</b> |   |                        |                         |                         |
| ES3                       | Reduced demand from Bradgate Park Trust   | (15)                   | (15)                    | (15)                    |
| ES4                       | Loss of Head of Service post and other organisational changes.                          | (90)                   | (90)                    | (90)                    |
| ES5                       | Shared service in regulatory services.  | (0)                    | (630)                   | (630)                   |
| ES6                       | Subscriptions and membership fees.  | (7)                    | (7)                     | (7)                     |
| ES7                       | Private sector housing: loss of 1 post.   | (45)                   | (45)                    | (45)                    |
| ES8                       | Trading standards: loss of 1 post and closure of Consumer Advice Centre.                | (78)                   | (78)                    | (78)                    |
| ES9                       | Health and Safety: Loss of 1 post.  | (45)                   | (45)                    | (45)                    |
| ES10                      | Additional licensing income (for noise control)   | (20)                   | (20)                    | (20)                    |
| ES11                      | Street cleaning: Reduction in the number of applied sweepers and street washing savings | (447)                  | (447)                   | (447)                   |
| ES12                      | Street cleaning: Agency savings – no cover for holidays or short-term sickness.         | (200)                  | (200)                   | (200)                   |
| ES13                      | Street cleaning: management reduction.  | (0)                    | (70)                    | (70)                    |
| ES14                      | Bereavement services: increase in charges – already agreed.                             | (80)                   | (80)                    | (80)                    |
| ES15                      | Bereavement services: management restructuring  | 0                      | (57)                    | (57)                    |
| ES16                      | Deletion of Leicester in bloom and city centre hanging basket budgets.                  | (97)                   | (97)                    | (97)                    |
| ES17                      | Reduction in management and staffing levels in parks and open spaces.                   | (183)                  | (254)                   | (299)                   |
| ES18                      | Rationalisation of parks fleet.   | (12)                   | (12)                    | (12)                    |
| ES19                      | Agency budget reduction service-wide in Parks/Green Spaces.                             | (90)                   | (90)                    | (90)                    |
| ES20                      | Reduction of park and play area locking service.  | (40)                   | (40)                    | (40)                    |
| ES21                      | 10% increase in car parking charges.  | (16)                   | (16)                    | (16)                    |
| ES22                      | Other reductions in supplies and services budgets (Parks/Green Spaces).                 | (0)                    | (70)                    | (70)                    |
|                           | Less Staff costs incurred during review and notice period                               | 116                    |                         |                         |
| <b>Net Savings</b>        |   | <u>(735)</u><br>=====  | <u>(1,749)</u><br>===== | <u>(1,794)</u><br>===== |



**BASE BUDGET INCREASE PROPOSAL 2011-12**  
**Environmental Services Division**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Waste services  |                        | <b>Proposal No: ES1</b>                      |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Provision of waste collection services in the city.  |                        |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Increase:</u></b><br/>           The waste PFI (Private Finance Initiative) contract with Biffa provides for an inflationary increase per annum based on RPIX (retail prices index excluding mortgage payments) at the beginning of the financial year. This growth will provide sufficient additional budget over and above the standard inflationary budget increase of 2% based on our current forecast for RPIX.         </td> </tr> </table> |                        |  |  |  | <b><u>Details of Proposed Increase:</u></b><br>The waste PFI (Private Finance Initiative) contract with Biffa provides for an inflationary increase per annum based on RPIX (retail prices index excluding mortgage payments) at the beginning of the financial year. This growth will provide sufficient additional budget over and above the standard inflationary budget increase of 2% based on our current forecast for RPIX. |
| <b><u>Details of Proposed Increase:</u></b><br>The waste PFI (Private Finance Initiative) contract with Biffa provides for an inflationary increase per annum based on RPIX (retail prices index excluding mortgage payments) at the beginning of the financial year. This growth will provide sufficient additional budget over and above the standard inflationary budget increase of 2% based on our current forecast for RPIX.   |                        |  |  |  |  |
| <b><u>Type of increase (delete as appropriate)</u></b><br>Other  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>None.  |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 April 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed increase</b>                     |  |  |  |
| Staff  |                        |  |  |  |  |
| Non Staff Costs  | 12,485                 | 364  | 364  | 364  | 364  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | 12,485                 | 364  | 364  | 364  | 364  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        |  |  |  |  |
| Post(s) deleted (FTE)  |                        |  |  |  |  |
| Current vacancies (FTE)  |                        |  |  |  |  |
| Individuals at risk (FTE)  |                        |  |  |  |  |

## Environmental Services

### ES1 Inflation differential on Biffa unitary charge (Budget Pressure)

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BUDGET INCREASE PROPOSAL 2011-12**  
**Environmental Services**

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>SERVICE AREA</b><br>Building control   |  | <b>Proposal No: ES2</b>                      |  |  |   |
| <b><u>Purpose of Service</u></b><br>To provide a building control services  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed increase:</u></b></p> <p>The level of building control income has reduced by 30% over the last 2 years as a result of the economic recession. The current budget level of income is unsustainable and this growth will provide a more realistic target given the current state of the property market.</p> </td> </tr> </table> |  |  |  |  | <p><b><u>Details of Proposed increase:</u></b></p> <p>The level of building control income has reduced by 30% over the last 2 years as a result of the economic recession. The current budget level of income is unsustainable and this growth will provide a more realistic target given the current state of the property market.</p> |
| <p><b><u>Details of Proposed increase:</u></b></p> <p>The level of building control income has reduced by 30% over the last 2 years as a result of the economic recession. The current budget level of income is unsustainable and this growth will provide a more realistic target given the current state of the property market.</p>   |  |  |  |  |   |
| <b><u>Type of increase (delete as appropriate)</u></b><br>Other   |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>None.   |  |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011  |  |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed increase</b>                     |  |  |   |
| Staff   | 835  |  |  |  |   |
| Non Staff Costs   | 149  |  |  |  |   |
| Income  | (762)  | 250  | 250  | 250  |   |
| <b>Net Total</b>  | <b>222</b>                                   | <b>250</b>                                   | <b>250</b>                                   | <b>250</b>                                   |   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |  |  |  |  |   |
| Post(s) deleted (FTE)   |  |  |  |  |   |
| Current vacancies (FTE)   |  |  |  |  |   |
| Individuals at risk (FTE)   |  |  |  |  |   |

**Environmental Services**  
**ES2 Building Control shortfall in income (Budget Pressure)**

**Equality Impact Assessment**

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |                           |                         |                         |   |
|---|------------------------|---------------------------|-------------------------|-------------------------|---|
| <b>SERVICE AREA</b><br>Divisional Management  |                        | <b>Proposal No: ES3</b>   |                         |                         |   |
| <b><u>Purpose of Service</u></b><br>The City Council makes an annual contribution towards the running costs of the Bradgate Park and Swithland Wood Country Park.       |                        |                           |                         |                         |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>Reduced contribution required by Bradgate Park Trust for 2011/12.</td> </tr> </table> |                        |                           |                         |                         | <b><u>Details of Proposed Reduction:</u></b><br><br>Reduced contribution required by Bradgate Park Trust for 2011/12. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reduced contribution required by Bradgate Park Trust for 2011/12.   |                        |                           |                         |                         |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency   |                        |                           |                         |                         |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>None.   |                        |                           |                         |                         |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011  |                        |                           |                         |                         |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <u>2010-11</u><br>£000s   | <u>2011-12</u><br>£000s | <u>2012-13</u><br>£000s | <u>2013-14</u><br>£000s   |
| <b>Effects of Changes on budget</b>   |                        |                           |                         |                         |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                         |                         |   |
| Staff   |                        |                           |                         |                         |   |
| Non Staff Costs   | 65                     | 15                        | 15                      | 15                      |   |
| Income  |                        |                           |                         |                         |   |
| <b>Net Total</b>  | 65                     | 15                        | 15                      | 15                      |   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>            | <b>2012-13</b>          | <b>2013-14</b>          |   |
| Current service staffing (FTE)  |                        |                           |                         |                         |   |
| Post(s) deleted (FTE)   |                        | n/a                       | n/a                     | n/a                     |   |
| Current vacancies (FTE)   |                        |                           |                         |                         |   |
| Individuals at risk (FTE)   |                        | 9                         |                         |                         |   |

## Environmental Services

### ES3 Reduced demand from Bradgate Park Trust

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Divisional Management  |                        | <b>Proposal No: ES4</b>                      |  |  |  |
| <b><u>Purpose of Service</u></b><br>Management within the Environmental Services Division   |                        |  |  |  |  |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>Loss of one Head of Service post and other organisational changes within the Division.</td> </tr> </table>                                    |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Loss of one Head of Service post and other organisational changes within the Division. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Loss of one Head of Service post and other organisational changes within the Division.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Efficiency   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>None, though by reducing from 6 to 5 Heads of Service within the Division, management capacity will be reduced. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right">Date: 1<sup>st</sup> April 2011</p>  |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 400                    | 66   | 66   | 66   |  |
| Non Staff Costs   | 149                    | 24   | 24   | 24   |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | <b>549</b>             | <b>90</b>                                    | <b>90</b>                                    | <b>90</b>                                    |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 6  |  |  |  |
| Post(s) deleted (FTE)   |                        | 1  |  |  |  |
| Current vacancies (FTE)   |                        | 0  |  |  |  |
| Individuals at risk (FTE)   |                        | 6  |  |  |  |

## Environmental Services

### ES4 Loss of Head of Service post and other organisational changes

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No significant impact. All current postholders are White.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No significant impact. All current postholders are male.   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |



**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |   |
|---|------------------------|--|--|--|---|
| <b>SERVICE AREA</b><br>Division (Regulatory Services)   |                        | <b>Proposal No: ES5</b>                      |  |  |   |
| <b><u>Purpose of Service</u></b><br>The provision of regulatory services, comprising environmental health, licensing, trading standards and building control.   |                        |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Achieving efficiency savings through delivering regulatory services via a county-wide shared service from 2012/13. Should this not be achievable, there would need to be a major reduction in management and front-line officer posts to deliver equivalent savings.</p> </td> </tr> </table>   |                        |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Achieving efficiency savings through delivering regulatory services via a county-wide shared service from 2012/13. Should this not be achievable, there would need to be a major reduction in management and front-line officer posts to deliver equivalent savings.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Achieving efficiency savings through delivering regulatory services via a county-wide shared service from 2012/13. Should this not be achievable, there would need to be a major reduction in management and front-line officer posts to deliver equivalent savings.</p>   |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |   |
| Efficiency/Service Reduction  |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |   |
| <p>There will inevitably be some service implications, but these cannot be identified at this stage. The key objective will be to deliver efficiency savings through bringing together regulatory services, as an alternative to front-line service reductions.</p> <p>Staffing implications cannot be identified at the present time as savings will be achieved through reduction in both staffing and non-staffing costs, the relative proportions of which cannot be identified at this early stage. However, it is anticipated that there will be a significant reduction in management posts, though the specific impact on City Council employees cannot be identified at present.</p> |                        |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |                        |  |  |  |   |
| Date: 1 <sup>st</sup> April 2012  |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   | 4,570                  | 0  | 630  | 630  |   |
| Non Staff Costs   |                        |  |  |  |   |
| Income  |                        |  |  |  |   |
| <b>Net Total</b>  | 4,570                  | 0  | 630  | 630  |   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |                        | c.120  | c.120  | c.120  |   |
| Post(s) deleted (FTE)   |                        | 0  | Not known                                    | Not known                                    |   |
| Current vacancies (FTE)   |                        | 2  | Not known                                    | Not known                                    |   |
| Individuals at risk (FTE)   |                        | 13   | 0  | Not known                                    | Not known   |

## Environmental Services

### ES5 Shared service in regulatory services

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact anticipated.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact anticipated.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact anticipated.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <b>SERVICE AREA</b><br>Division overall   |  | Proposal No: ES6                             |  |  |  |
| <b><u>Purpose of Service</u></b><br>Environmental services.   |  |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/><br/> Savings in subscriptions &amp; membership fees paid across the Division. </td> </tr> </table> |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Savings in subscriptions & membership fees paid across the Division. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Savings in subscriptions & membership fees paid across the Division.  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency   |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>None.   |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |
| <b>Effects of Changes on budget</b>   |  |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   |  | 0  | 0  | 0  |  |
| Non Staff Costs (subscriptions)   | 12   | 7  | 7  | 7  |  |
| Income  |  |  |  |  |  |
| <b>Net Total</b>  | 12   | 7  | 7  | 7  |  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |  |  |  |  |  |
| Post(s) deleted (FTE)   |  | 0  | 0  | 0  |  |
| Current vacancies (FTE)   |  |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |  |

## Environmental Services

### ES6 Subscriptions and membership fees

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                         |
|---|-------------------------|
| <b>SERVICE AREA</b><br>Street Scene Enforcement: Private Sector Housing | <b>Proposal No: ES7</b> |
|---|-------------------------|

**Purpose of Service**

Providing statutory enforcement & regulation services in relation to private sector rented housing accommodation, including the licensing of houses in multiple occupation.

**Details of Proposed Reduction:**

To reduce the team by one FTE post.

**Type of Reduction (delete as appropriate)**

Decision already taken/Service Reduction

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

This will result in a reduction in the amount of work undertaken by the team and is likely to result in a reduction in the number of inspections undertaken and service requests dealt with. The specific nature of work that will not be undertaken cannot be identified at this stage as this will be reviewed and prioritised on an on-going basis so as to ensure that work with a relatively high priority is protected.

N.B. This is as agreed on 24/02/10.

**Date of earliest implementation/ date of proposed implementation**

Date: 1<sup>st</sup> April 2011

**Financial Implications of Proposal**

|  |  |  |  |
|--|--|--|--|
| <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
|--|--|--|--|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |           |           |
|------------------|------------------------|---------------------------|-----------|-----------|
| Staff            | 274                    | 45                        | 45        | 45        |
| Non Staff Costs  |                        |                           |           |           |
| Income           |                        |                           |           |           |
| <b>Net Total</b> | <b>274</b>             | <b>45</b>                 | <b>45</b> | <b>45</b> |

**Staffing Implications**

|                                | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
|--------------------------------|----------------|----------------|----------------|
| Current service staffing (FTE) | 6.55           |                |                |
| Post(s) deleted (FTE)          | 1              |                |                |
| Current vacancies (FTE)        | 1              |                |                |
| Individuals at risk (FTE)      | 0              |                |                |

## Environmental Services

### ES7 Private Sector Housing: loss of 1 post

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services**

|  |                        |  |  |  |   |
|--|------------------------|--|--|--|---|
| <b>SERVICE AREA</b><br>Business Regulation: Trading Standards  |                        | <b>Proposal No:ES8</b>                       |  |  |   |
| <b><u>Purpose of Service</u></b><br>To provide a wide range of services in relation to trading standards and consumer protection within the city.  |                        |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reducing the service by one FTE post and closure of the Consumer Advice Centre in Bishop Street</p> <p>N.B. The staffing reduction is as agreed on 24/02/2010.</p> </td> </tr> </table>  |                        |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reducing the service by one FTE post and closure of the Consumer Advice Centre in Bishop Street</p> <p>N.B. The staffing reduction is as agreed on 24/02/2010.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reducing the service by one FTE post and closure of the Consumer Advice Centre in Bishop Street</p> <p>N.B. The staffing reduction is as agreed on 24/02/2010.</p>  |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Decisions already taken/Service Reduction   |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>This will reduce the capacity of the service to undertake business inspections, investigations and deal with service requests from businesses and the public. The specific nature of work that will not be undertaken cannot be identified at this stage as this will be reviewed and prioritised on an on-going basis so as to ensure that work with a relatively high priority is protected.<br>The closure of the Consumer Advice Centre will involve the loss of a dedicated “face to face” public access point for consumer protection & trading standards advice, though the Council’s main customer services centre can be used as an alternative access point. |                        |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |   |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff  | 709                    | 45   | 45   | 45   |   |
| Non Staff Costs  | 132                    | 33   | 33   | 33   |   |
| Income   | (21)                   |  |  |  |   |
| <b>Net Total</b>   | <b>819</b>             | <b>78</b>                                    | <b>78</b>                                    | <b>78</b>                                    |   |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)   |                        | 21.5   |  |  |   |
| Post(s) deleted (FTE)  |                        | 1  |  |  |   |
| Current vacancies (FTE)  |                        | 1  |  |  |   |
| Individuals at risk (FTE)  |                        | 0  |  |  |   |

## Environmental Services

### ES8 Trading Standards: loss of 1 post and closure of Consumer Advice Centre

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | The closure of the CAC will impact more on some racial groups.   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | The Somali community living in the St Matthews area are significant users of the Centre.   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

- Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.



The proposal is to close the CAC building and remodel the public's face to face contact the Trading Standards. The advice centre is located in a prominent and easily accessible location and receives around 7,000 unique visitors per year (some of which return a number of times for assistance with their problems). Of these around 80% rely on face-to-face contact due to poor mastery of spoken and written English, poor communication skills generally, lack of confidence. Problems include utility bill disputes, bank loans, phone contracts, building disputes.

A high proportion of those relying on face-to-face contact are from the following ethnic groups: Indian Muslims, Somali and Polish; and on senior members of the White British Community. It is estimated that 3,500 members of BME groups will be effected by the proposal to remodel the service.

Q2. Describe the type of negative impact from the perspective of our equality duties:

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

See response to Q1 above.

Q3. What can be done to reduce or remove the negative impact you have identified?

There are a number of options for remodelling face-to-face customer contact with the Trading Standards Service and maintain accessibility to appropriate advice and assistance.

The following options will be considered:

- (1) Customer Services Officers taking up first contact and providing a "triage" for enquiries. CSOs are already experienced in dealing with people with language difficulties and could be trained to handle simpler consumer enquiries. In appropriate cases Trading Standards officers could be called to speak to the person or make an appointment which would help reduce time wasted when people not seeking advice.

- (2) Co-locating a Trading Standards Officer in the Customer Service Centre or other city centre based location for example in one of the advice agencies.
- (3) To co-locate a Trading Standards Officer on suregery basis in some of the neighbourhood hubs. However this must be an efficient & effective use of what are now very valuable staffing resources.

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Health & Safety (Enforcement) Team  |                        | <b>Proposal No: ES9</b>                      |  |  |  |
| <b><u>Purpos of Service</u></b><br>The team is responsible for the Council's statutory responsibilities as the enforcing authority for approx. 5,700 workplaces in the city, undertaking proactive & reactive workplace inspections, accident & complaint investigations and requests for advice from businesses. The team is also responsible for regulating tattooists, body piercing & acupuncture premises, safety at sports grounds and enforcing smoke free legislation.<br><input type="checkbox"/> |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reducing the team by one FTE post.<br><br>N.B. This supersedes the £90k (2 FTE) budget reduction agreed on 24/02/10.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>There will be a 10% reduction in the amount of health & safety enforcement work (as described above) undertaken within the city. However, the effect of this service reduction will be mitigated by risk prioritisation of the work undertaken by the team.  |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 349                    | 45   | 45   | 45   |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | <b>349</b>             | <b>45</b>                                    | <b>45</b>                                    | <b>45</b>                                    |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        | 10   |  |  |  |
| Post(s) deleted (FTE)  |                        | 1  |  |  |  |
| Current vacancies (FTE) (within service area)  |                        | 1  |  |  |  |
| Individuals at risk (FTE)  |                        | 0  |  |  |  |

## Environmental Services

### ES9 Health & Safety (enforcement): Loss of 1 post

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services**

|   |                        |                                |                                |                                |  |  |  |  |  |
|---|------------------------|--------------------------------|--------------------------------|--------------------------------|--|--|--|--|--|
| <b>SERVICE AREA</b><br>Licensing & Pollution Control  |                        | <b>Proposal No: ES10</b>       |                                |                                |  |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>To provide a range of statutory licensing services within the city.   |                        |                                |                                |                                |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b><br/>Increase in the service's income budget by £20,000 to reflect increased income received in recent years, with the additional income being used to support licensing-related work undertaken by the Noise Team.</td> </tr> </table> |                        |                                |                                |                                | <b><u>Details of Proposed Reduction:</u></b><br>Increase in the service's income budget by £20,000 to reflect increased income received in recent years, with the additional income being used to support licensing-related work undertaken by the Noise Team. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>Increase in the service's income budget by £20,000 to reflect increased income received in recent years, with the additional income being used to support licensing-related work undertaken by the Noise Team.  |                        |                                |                                |                                |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Other  |                        |                                |                                |                                |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>None.   |                        |                                |                                |                                |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011  |                        |                                |                                |                                |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u>   |  |  |  |  |
| <b>Effects of Changes on budget</b>   |                        |                                |                                |                                |  |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |                                |  |  |  |  |  |
| Staff   |                        |                                |                                |                                |  |  |  |  |  |
| Non Staff Costs   |                        |                                |                                |                                |  |  |  |  |  |
| Income  | (675)                  | (20)                           | (20)                           | (20)                           | (20)   |  |  |  |  |
| <b>Net Total</b>  | (675)                  | (20)                           | (20)                           | (20)                           | (20)   |  |  |  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |  |  |  |  |  |
| Current service staffing (FTE)  |                        |                                |                                |                                |  |  |  |  |  |
| Post(s) deleted (FTE)   |                        | n/a                            | n/a                            | n/a                            |  |  |  |  |  |
| Current vacancies (FTE)   |                        |                                |                                |                                |  |  |  |  |  |
| Individuals at risk (FTE)   |                        |                                |                                |                                |  |  |  |  |  |

## Environmental Services

### ES10 Additional licensing income (for Noise Control)

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Cleansing & Waste Management   |                        | <b>Proposal No: ES11</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Street cleaning.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reducing the number of Applied (mechanical) Sweepers from 17 to 6 and street washing savings.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Whilst the Applied Sweeper drivers will be redeployed to manual street cleaning teams, the reduction in mechanical sweeping will have an adverse effect on detritus levels and possibly also on the levels of visible litter in the city. On the other hand, the reduction in mechanical sweeping will significantly reduce carbon emissions from street cleaning operations. In view of the high operating costs of the street washer, this will not be used as a matter of routine, but will be deployed for specific purposes, as and when required. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right">Date: 1<sup>st</sup> April 2011</p>  |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   |                        |  |  |  |  |
| Non Staff Costs   | 1,366                  | 447  | 447  | 447  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | <b>1,366</b>           | <b>447</b>                                   | <b>447</b>                                   | <b>447</b>                                   |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        |  |  |  |  |
| Post(s) deleted (FTE)   |                        | n/a  | n/a  | n/a  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |

## Environmental Services

### ES11 Street cleaning: Reduction in the number of Applied Sweepers etc.

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |



**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Cleansing & Waste Management  |                        | <b>Proposal No: ES12</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Street cleaning.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Street Cleaning agency savings - no cover for holidays or short-term sickness.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Agency staff are currently used to provide cover for absences within street cleaning teams. Removing this cover (other than for long-term sickness) will significantly reduce street cleaning resources and teams with absent staff will be unable to fully complete their scheduled rounds. This will result in some streets not being swept every week, as is currently the case, and will have an adverse effect on levels of street cleanliness in affected areas of the city. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 344                    | 200  | 200  | 200  |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | <b>344</b>             | <b>200</b>                                   | <b>200</b>                                   | <b>200</b>                                   |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        |  |  |  |  |
| Post(s) deleted (FTE)  |                        | n/a  | n/a  | n/a  |  |
| Current vacancies (FTE)  |                        |  |  |  |  |
| Individuals at risk (FTE)  |                        |  |  |  |  |

## Environmental Services

### ES12 Street Cleaning: Agency savings

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Cleansing & Waste Management  |                        | <b>Proposal No: ES13</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Street cleaning.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Management and organisational savings.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>The area management arrangements within Cleansing Services will be reviewed in parallel with the review of Parks & Green Spaces, with a view to identifying efficiency savings. The full staffing implications are therefore not known at the present time.<br><br>No significant service impacts are envisaged. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2012   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 497                    | 0  | 70   | 70   |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | 497                    | 0  | 70   | 70   |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        | 14   | 14   | 14   |  |
| Post(s) deleted (FTE)  |                        | 0  | c.2  | c.2  |  |
| Current vacancies (FTE)  |                        | 0  | 0  | 0  |  |
| Individuals at risk (FTE)  |                        | 0  | 2  | 2  |  |

## Environmental Services

### ES13 Street cleaning: management reduction

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTIN PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |  |  |  |  |  |
|---|------------------------|--|--|--|--|--|--|--|--|
| <b>SERVICE AREA</b><br>Parks & Green Spaces: Bereavement Services   |                        | <b>Proposal No: ES14</b>                     |  |  |  |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>Provision of bereavement services in the city.  |                        |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b><br/>Increase in non-cremation Bereavement Services fees and charges to deliver 10% above inflation increase in income.</td> </tr> </table> |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Increase in non-cremation Bereavement Services fees and charges to deliver 10% above inflation increase in income. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>Increase in non-cremation Bereavement Services fees and charges to deliver 10% above inflation increase in income.  |                        |  |  |  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Decisions already taken (Cabinet: 13/12/2010)  |                        |  |  |  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>None.   |                        |  |  |  |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: Already implemented   |                        |  |  |  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |  |  |  |  |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |  |  |  |  |
| Staff   |                        |  |  |  |  |  |  |  |  |
| Non Staff Costs   |                        |  |  |  |  |  |  |  |  |
| Income  | (791)                  | (80)   | (80)   | (80)   |  |  |  |  |  |
| <b>Net Total</b>  | <b>(791)</b>           | <b>(80)</b>                                  | <b>(80)</b>                                  | <b>(80)</b>                                  |  |  |  |  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |  |  |  |  |
| Current service staffing (FTE)  |                        |  |  |  |  |  |  |  |  |
| Post(s) deleted (FTE)   |                        | n/a  | n/a  | n/a  |  |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |  |  |  |  |

## Environmental Services

### ES14 Bereavement services: Increase in charges – already agreed

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | There may be minor impacts on some groups more than others.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.

The 10% above inflation increase in non-cremation fees and charges will impact less on racial groups who mainly choose cremation.

As background, in October 2010 cremation charges were increased significantly to provide a means of funding mercury abatement works and general improvements at Gilroes crematorium. It was therefore deliberately decided to exclude cremation charges from this above inflation increase in charges, in order to try and be equitable to all diversity groups.

Q2. Describe the type of negative impact from the perspective of our equality duties:

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

Not applicable – see explanation given in response to Q1

Q3. What can be done to reduce or remove the negative impact you have identified?

Not applicable – see explanation given in response to Q1

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b><br>Parks & Green Spaces: Bereavement Services  |                        | <b>Proposal No: ES15</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br>Provision of bereavement services in the city.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>Bereavement Services management restructuring.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency/Service Reduction  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>The Gilroes Crematorium improvement works will allow the centrally-based support team to be re-located to Gilroes, which will enable a more efficient management structure to be put in place. The staffing implications detailed below are estimates only and cannot be fully assessed until the organisational review has been completed. This element of the budget reduction will have no significant impact, though the overall changes should improve the quality of service provided. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 809                    | 0  | 57   | 57   |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | <b>809</b>             | <b>0</b>                                     | <b>57</b>                                    | <b>57</b>                                    |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        | 29   | 29   |  |  |
| Post(s) deleted (FTE)  |                        | 0  | 2  |  |  |
| Current vacancies (FTE)  |                        | N/A  | 4  |  |  |
| Individuals at risk (FTE)  |                        | 0  | 0  |  |  |



## Environmental Services

### ES15 Bereavement services: management re-structuring and loss of 1 gardener post

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTIN PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |   |
|---|------------------------|--|--|--|---|
| <b>SERVICE AREA</b><br>Parks & Green Spaces   |                        | <b>Proposal No: ES16</b>                     |  |  |   |
| <b><u>Purpose of Service</u></b><br><br>Provision and maintenance of attractive parks and green spaces in the city.   |                        |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b><br/> Deletion of the Leicester in Bloom and the (pre-L.I.B.) city centre hanging basket budget (£22K).</p> <p>N.B. Deletion of the Leicester in Bloom budget (£75K) from 2011/12 was agreed on 24/02/2010, with the £75K budget for 2010/11 being used to provide a reduced level of funding (approx £25K p.a.) up until the end of 2012/13, whilst additional external funding was sought.</p> </td> </tr> </table>                             |                        |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b><br/> Deletion of the Leicester in Bloom and the (pre-L.I.B.) city centre hanging basket budget (£22K).</p> <p>N.B. Deletion of the Leicester in Bloom budget (£75K) from 2011/12 was agreed on 24/02/2010, with the £75K budget for 2010/11 being used to provide a reduced level of funding (approx £25K p.a.) up until the end of 2012/13, whilst additional external funding was sought.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b><br/> Deletion of the Leicester in Bloom and the (pre-L.I.B.) city centre hanging basket budget (£22K).</p> <p>N.B. Deletion of the Leicester in Bloom budget (£75K) from 2011/12 was agreed on 24/02/2010, with the £75K budget for 2010/11 being used to provide a reduced level of funding (approx £25K p.a.) up until the end of 2012/13, whilst additional external funding was sought.</p>   |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Decisions already taken/Service Reduction  |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Loss of theses budgets will dramatically reduce the quantity and quality of floral displays in the city, particularly within the centre, unless external funding/sponsorship opportunities can be secured.<br><br>The £50K planned underspend from 2010/11 will be used (£25K p.a.) in 2011/12 and 2012/13 as "pump-priming" funding for city centre floral displays and similar local community initiatives. |                        |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right">Date: 1<sup>st</sup> April 2011</p>  |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   |                        |  |  |  |   |
| Non Staff Costs   | 97                     | 97   | 97   | 97   | 97  |
| Income  |                        |  |  |  |   |
| <b>Net Total</b>  | <b>97</b>              | <b>97</b>                                    | <b>97</b>                                    | <b>97</b>                                    | <b>97</b>   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |                        |  |  |  |   |
| Post(s) deleted (FTE)   |                        |  |  |  |   |
| Current vacancies (FTE)   |                        |  |  |  |   |
| Individuals at risk (FTE)   |                        |  |  |  |   |

## Environmental Services

### ES16 Deletion of Leicester in Bloom and city centre hanging baskets

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |  |  |  |  |   |
|--|--|--|--|--|---|
| <b>SERVICE AREA</b><br>Parks & Green Spaces  |  | <b>Proposal No: ES17</b>                     |  |  |   |
| <b><u>Purpose of Service</u></b><br>Provision and maintenance of attractive parks and green spaces in the city.  |  |  |  |  |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/>Reduction in management and staffing levels in parks and open spaces.</td> </tr> </table>   |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Reduction in management and staffing levels in parks and open spaces. |
| <b><u>Details of Proposed Reduction:</u></b><br>Reduction in management and staffing levels in parks and open spaces.  |  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency/Service Reduction  |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>This represents a significant reduction in staffing resources within Parks & Green Spaces. An organisational review will be undertaken which will aim to maximise management savings, so as to minimise the impact on front-line staff and services as much as possible. However there will inevitably be an impact on the quality of services provided within the city, though the precise details cannot be identified at the present time. Similarly, the staffing implications detailed below are indicative only at this stage. |  |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |  |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |   |
| <b>Effects of Changes on budget</b>  |  |  |  |  |   |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |   |
| Staff  | 6,114,900                                    | 183,000                                      | 254,000                                      | 299,000                                      |   |
| Non Staff Costs  |  |  |  |  |   |
| Income   |  |  |  |  |   |
| <b>Net Total</b>   | <b>6,114,900</b>                             | <b>183,000</b>                               | <b>254,000</b>                               | <b>299,000</b>                               |   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)   |  | 231  |  |  |   |
| Post(s) deleted (FTE)  |  | 6  | 2  | 2  |   |
| Current vacancies (FTE)  |  | 5  |  |  |   |
| Individuals at risk (FTE)  |  | Not known                                    |  |  |   |

## Environmental Services

### ES17 Reduction in management and staffing levels in parks

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact anticipated.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact anticipated.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact anticipated.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact anticipated.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |   |
|---|------------------------|--|--|--|---|
| <b>SERVICE AREA</b><br>Parks & Green Spaces   |                        | <b>Proposal No: ES18</b>                     |  |  |   |
| <b><u>Purpose of Service</u></b><br>Provision and maintenance of attractive parks and green spaces in the city.   |                        |  |  |  |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/>Rationalisation of Parks fleet.</td> </tr> </table>  |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Rationalisation of Parks fleet. |
| <b><u>Details of Proposed Reduction:</u></b><br>Rationalisation of Parks fleet.   |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency/Service Reduction   |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>This involves reducing the Parks fleet by two vehicles, linked to the reduction in staffing levels and will, in itself, have a minimal impact on services provided. |                        |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011  |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                                    |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   |                        |  |  |  |   |
| Non Staff Costs   | 535                    | 12   | 12   | 12   |   |
| Income  |                        |  |  |  |   |
| <b>Net Total</b>  | 535                    | 12   | 12   | 12   |   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |                        |  |  |  |   |
| Post(s) deleted (FTE)   |                        |  |  |  |   |
| Current vacancies (FTE)   |                        |  |  |  |   |
| Individuals at risk (FTE)   |                        |  |  |  |   |

## Environmental Services

### ES18 Rationalisation of parks fleet

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |  |  |  |   |  |  |  |  |
|---|------------------------|--|--|--|---|--|--|--|--|
| <b>SERVICE AREA</b><br>Parks & Green Spaces   |                        | <b>Proposal No: ES19</b>                     |  |  |   |  |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Provision and maintenance of attractive parks and green spaces in the city.   |                        |  |  |  |   |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b><br/><br/>Agency budget reduction service-wide.</td> </tr> </table>   |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Agency budget reduction service-wide. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Agency budget reduction service-wide.   |                        |  |  |  |   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                        |  |  |  |   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Because of the highly seasonal nature of much of the work undertaken within Parks & Green Spaces, supplementing the permanent workforce with agency staff during peak seasons is a logical means of managing some of the highly variable workloads. However, the service will make a significant reduction in the amount of agency work undertaken and this may have a detrimental effect on the service's ability to respond to peak seasonal workloads. |                        |  |  |  |   |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right">Date: 1<sup>st</sup> April 2011</p>  |                        |  |  |  |   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |  |  |  |  |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |   |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |  |  |  |  |
| Staff   | 200                    | 90   | 90   | 90   |   |  |  |  |  |
| Non Staff Costs   |                        |  |  |  |   |  |  |  |  |
| Income  |                        |  |  |  |   |  |  |  |  |
| <b>Net Total</b>  | 200                    | 90   | 90   | 90   |   |  |  |  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |  |  |  |  |
| Current service staffing (FTE)  |                        |  |  |  |   |  |  |  |  |
| Post(s) deleted (FTE)   |                        |  |  |  |   |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |   |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |   |  |  |  |  |



## Environmental Services

### ES19 Agency budget reduction service-wide in P&GS

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|   |                        |                                |                                |                                |   |  |  |  |  |
|---|------------------------|--------------------------------|--------------------------------|--------------------------------|---|--|--|--|--|
| <b>SERVICE AREA</b><br>Parks & Green Spaces   |                        | <b>Proposal No: ES20</b>       |                                |                                |   |  |  |  |  |
| <b><u>Purpose of Service</u></b><br><br>Provision and maintenance of attractive parks and green spaces in the city.   |                        |                                |                                |                                |   |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b><br/><br/>Reduction in park &amp; play area locking services.</td> </tr> </table>   |                        |                                |                                |                                | <b><u>Details of Proposed Reduction:</u></b><br><br>Reduction in park & play area locking services. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reduction in park & play area locking services.   |                        |                                |                                |                                |   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                        |                                |                                |                                |   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>This is an externally provided service. Experience has shown that the out-of-hours locking of parks and play areas does not provide a foolproof means of preventing theft and vandalism, though it probably does help to reduce certain forms of anti-social behaviour (e.g. vehicle related) in particular. It is impossible to determine the extent to which problems will arise as a consequence of reducing this service. However, the reductions will be introduced on a risk prioritised basis and the impact of any changes will be monitored at all affected locations. |                        |                                |                                |                                |   |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right">Date: 1<sup>st</sup> April 2011</p>  |                        |                                |                                |                                |   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u>  |  |  |  |  |
| <b>Effects of Changes on budget</b>   |                        |                                |                                |                                |   |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |                                |   |  |  |  |  |
| Staff   |                        |                                |                                |                                |   |  |  |  |  |
| Non Staff Costs   | 65                     | 40                             | 40                             | 40                             | 40  |  |  |  |  |
| Income  |                        |                                |                                |                                |   |  |  |  |  |
| <b>Net Total</b>  | 65                     | 40                             | 40                             | 40                             | 40  |  |  |  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |   |  |  |  |  |
| Current service staffing (FTE)  |                        |                                |                                |                                |   |  |  |  |  |
| Post(s) deleted (FTE)   |                        |                                |                                |                                |   |  |  |  |  |
| Current vacancies (FTE)   |                        |                                |                                |                                |   |  |  |  |  |
| Individuals at risk (FTE)   |                        |                                |                                |                                |   |  |  |  |  |

## Environmental Services

### ES20 Reduction in park & play area locking service

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No significant impact anticipated.   |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>SERVICE AREA</b><br>Parks & Green Spaces  |  | <b>Proposal No: ES21</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br>Provision and maintenance of attractive parks and green spaces in the city.  |  |  |  |  |  |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>10% above inflation increase in Parks car parking charges, where charges currently apply (Victoria Park, Abbey Park Road &amp; Slater Street).</td> </tr> </table> |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>10% above inflation increase in Parks car parking charges, where charges currently apply (Victoria Park, Abbey Park Road & Slater Street). |
| <b><u>Details of Proposed Reduction:</u></b><br><br>10% above inflation increase in Parks car parking charges, where charges currently apply (Victoria Park, Abbey Park Road & Slater Street).   |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Other.  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>No significant impact is envisaged.  |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |
| <b>Effects of Changes on budget</b>  |  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  |  |  |  |  |  |
| Non Staff Costs  |  |  |  |  |  |
| Income   | (168)  | (16)   | (16)   | (16)   |  |
| <b>Net Total</b>   | <b>(168)</b>                                 | <b>(16)</b>                                  | <b>(16)</b>                                  | <b>(16)</b>                                  |  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |  |  |  |  |  |
| Post(s) deleted (FTE)  |  |  |  |  |  |
| Current vacancies (FTE)  |  |  |  |  |  |
| Individuals at risk (FTE)  |  |  |  |  |  |

## Environmental Services

### ES21 10% increase in parking charges

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Environmental Services Division**

|  |                        |                           |                         |                         |                         |
|--|------------------------|---------------------------|-------------------------|-------------------------|-------------------------|
| <b>SERVICE AREA</b><br>Parks & Open Spaces   |                        | <b>Proposal No: ES22</b>  |                         |                         |                         |
| <b><u>Purpose of Service</u></b><br>Provision and maintenance of attractive parks and green spaces in the city.  |                        |                           |                         |                         |                         |
| <b><u>Details of Proposed Reduction:</u></b><br>Other reductions in supplies & services budgets within Parks & Green Spaces.   |                        |                           |                         |                         |                         |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Service Reduction   |                        |                           |                         |                         |                         |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>This relates to reductions in machinery and equipment purchase and maintenance budgets and is largely linked to the reduction in staffing levels within the service and consequently will have, in itself, minimal impact on service delivery. |                        |                           |                         |                         |                         |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br>Date: 1 <sup>st</sup> April 2011   |                        |                           |                         |                         |                         |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <u>2010-11</u><br>£000s   | <u>2011-12</u><br>£000s | <u>2012-13</u><br>£000s | <u>2013-14</u><br>£000s |
| <b>Effects of Changes on budget</b>  |                        |                           |                         |                         |                         |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                         |                         |                         |
| Staff  |                        |                           |                         |                         |                         |
| Non Staff Costs  | 2,015                  | 0                         | 70                      |                         | 70                      |
| Income   |                        |                           |                         |                         |                         |
| <b>Net Total</b>   | 2,015                  | 0                         | 70                      |                         | 70                      |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>            | <b>2012-13</b>          | <b>2013-14</b>          |                         |
| Current service staffing (FTE)   |                        |                           |                         |                         |                         |
| Post(s) deleted (FTE)  |                        |                           |                         |                         |                         |
| Current vacancies (FTE)  |                        |                           |                         |                         |                         |
| Individuals at risk (FTE)  |                        |                           |                         |                         |                         |

## Environmental Services

### ES22 Reductions in P&GS supplies and services budgets

#### Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | No negative impact.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Not applicable.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No negative impact.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | No negative impact.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | No negative impact.  |

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## **Planning and Economic Development Budget Summary 2011/12**

### **Summary**

- 1.1 The division has a small budget increase excluding grant transfers (which have no net impact) of £14k in 2011/12 followed by a budget reduction of £0.43m from 2012/13 onwards.
- 1.2 The net growth is composed of budget pressures of £269k in 2011/12 onwards and proposed savings of £255k in 2011/12 rising to £699k by 2013/14. The budget pressures relate to the cutting of the Housing Planning and Delivery Grant and projected shortfalls in the Markets budget. The savings are mainly from a reduction in management and other specialist staffing in the Planning Service and a reduction in funding for sub-regional economic development including the successor body of Prospect Leicester and Leicestershire Promotions. An increase in income from the Leicester Business Centre is also identified.

### **Background**

- 1.3 The budget proposals have been made in the context of the 30% reduction in revenue support grant over a 4 year period, cessation of the Housing Planning Delivery Grant and a significant reduction in economic regeneration funding, particularly at the sub regional level.
- 1.4 The Division's 2010/11 net revenue budget is £2.6m (£1.7m for Planning, £0.9m for Economic Development, £0.6m for Performance, Equality and Admin, a net income budget of £0.7m for Markets and £0.1m for the general divisional budget
- 1.5 Savings of £255k in 2011/12 (excluding severance costs which are funded centrally) rising to £699k by 2013/14 are proposed. This equates to a saving of 10% in 2011/12 (rising to 27% by 2013/14) of the £2.6m 2010/11 budget.
- 1.6 There are additional budget pressures for 2011/12 onwards of £269k. £182k of this relates to the cessation of the Housing Planning and Delivery Grant following the change of government. This was used to fund establishment posts in the planning service. The remaining £87k budget pressure relates to a projected shortfall in the Markets' net income budget. This is a legacy of unavoidable cost increases and the commercial reality of not being able to increase rental income in line with standard annual inflation rates.
- 1.7 The Economic Assessment duty grant transfer has no net impact on the Division's budget.

## **Rational for savings proposals**

- 1.8 Proposals in the Planning Service recognise the priority to maintain frontline service delivery to ensure regeneration, housing development and employment/business growth are supported in the City. Proposals include a reduction of 10 posts of which 4 are vacant posts. A review of the service will restructure the management team resulting in a loss of 1 Head of Service and 3 Team Leaders. Other savings are focused on reduction of some specialist posts and this will be mitigated by up skilling generic planning officer posts. A small reduction of running costs is proposed.
- 1.9 Proposals in the Economic Regeneration Team recognise the priority to supporting business growth and create private sector investment/jobs. Reductions in sub regional grants from external agencies are reflected in the proposals to reduce grants to Prospect Leicestershire, Leicestershire Promotions and the sub regional unit by 30%. The loss of one sub regional support post is expected as a result of the reduction in City Council contributions. A transitional sum is allowed for in 2011/12 to manage the costs of merging PL/LPL into one body in order to deliver the resulting efficiencies. An increase in income is allowed for at Leicester Business Centre following completion of refurbishment/expansion. A small reduction is proposed in the Overseas Links budget.
- 1.10 A modest reduction in the Divisional training budget is proposed.

## **Risk Assessment**

- 1.11 Planning: The loss of management and specialist staffing capacity will be managed through a service review process to minimise impact. This will include refocusing management to key priorities and increasing the skills of general planning staff in specialist work areas.
- 1.12 Economic Regeneration: Proposed savings in economic development contributions for sub regional bodies reflects the major reductions in grant funded programmes and reductions in contributions made by sub regional partners. Delays in the Leicester Business Centre improvement scheme could prevent increase in income but prudent assumptions have been made for additional income for 2011/12. Modest reduction of Overseas Links budget will not affect twinning arrangements significantly.

## **Equality Impact Assessment**

- 1.13 Impact assessments show that the proposed budget cuts are not anticipated to have any adverse impact on any specific staffing groups or in terms of service delivery impacting on any specific groups within the local community.

## Planning & Economic Development (Councillor Osman)

|      |   | <u>2011/12</u><br>£000 | <u>2012/13</u><br>£000 | <u>2013/14</u><br>£000 |
|------|---|------------------------|------------------------|------------------------|
|      | Economic Assessment Duty Grant Transfer from ABG            | 63                     | 63                     | 63                     |
|      | <b>Budget Pressures:</b>                                    |                        |                        |                        |
| PED1 | Housing Planning Delivery Grant                             | 182                    | 182                    | 182                    |
| PED2 | Markets shortfall   | 87                     | 87                     | 87                     |
|      | <b>Proposed Savings:</b>                                    |                        |                        |                        |
|      | <b>Planning Management</b>                                  |                        |                        |                        |
| PED3 | Management review – Heads of Service/Team Leaders           | (202)                  | (202)                  | (202)                  |
|      | <b>Planning Policy &amp; Design</b>                         |                        |                        |                        |
| PED4 | Reduction in specialist staffing (conversation & design)    | (129)                  | (163)                  | (163)                  |
|      | Reduction in running costs                                  | (15)                   | (15)                   | (15)                   |
|      | Sub total   | (144)                  | (178)                  | (178)                  |
|      | <b>Planning Management &amp; Delivery</b>                   |                        |                        |                        |
| PED5 | Staff reduction – planning                                  | (15)                   | (15)                   | (15)                   |
|      | <b>Economic Regeneration</b>                                |                        |                        |                        |
| PED6 | Reduction in contribution towards sub regional support unit | (24)                   | (24)                   | (24)                   |
|      | Reduction in Prospect Leicestershire grant                  | (75)                   | (75)                   | (75)                   |
|      | Reduction in Leicestershire Promotions grant                | (107)                  | (107)                  | (107)                  |
|      | Economic delivery review - transition costs                 | 120                    |                        |                        |
|      | Reduction in overseas links                                 | (12)                   | (12)                   | (12)                   |
|      | Sub total   | (98)                   | (218)                  | (218)                  |
| PED7 | Increased income at Leicester Business Centre               | (40)                   | (80)                   | (80)                   |
|      | <b>Divisional Management</b>                                |                        |                        |                        |
| PED8 | Reduce divisional training                                  | (6)                    | (6)                    | (6)                    |
|      | Staff costs incurred during review and notice period        | 250                    |                        |                        |
|      | <b>Net Growth / (Reduction)</b>                             | 77<br>===              | (367)<br>=====         | (367)<br>=====         |

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |            |                          |                          |                       |                       |
|--|------------|--------------------------|--------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA</b> Planning   |            | <b>Proposal No:</b> PED1 |                          |                       |                       |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>Increase in base budget to meet the loss of Housing Planning Delivery Grant (HPDG).</p>   |            |                          |                          |                       |                       |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |            |                          |                          |                       |                       |
| Other  |            |                          |                          |                       |                       |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |            |                          |                          |                       |                       |
| <p>The 2010/11 budget assumed that £182.6k in HPDG would be receivable in respect of 5 posts within the Planning service. However, following the change of Government, HPDG was terminated w.e.f. 1 April 2010. The 2010/11 costs were met by the unspent 2009/10 HPDG.</p> <p>Savings identified in PEDs 3,4 and 5 include proposed savings from staff reductions to offset the loss of HPDG.</p> |            |                          |                          |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |            |                          |                          |                       |                       |
|  |            |                          |                          | <b>Date:</b>          |                       |
|  |            |                          |                          | 1 April 2011          |                       |
| <b><u>Financial Implications of Proposal</u></b>   |            | <b><u>2010-11</u></b>    | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  |            | <b><u>£000s</u></b>      | <b><u>£000s</u></b>      | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |            |                          |                          |                       |                       |
|  |            | <b>Existing Budget</b>   | <b>Proposed Addition</b> |                       |                       |
| Staff  | 182.6      | 182.6                    | 182.6                    | 182.6                 | 182.6                 |
| Non Staff Costs  | 0.0        | 0.0                      | 0.0                      | 0.0                   | 0.0                   |
| Income   | (182.6)    | 0.0                      | 0.0                      | 0.0                   | 0.0                   |
| <b>Net Total</b>   | <b>0.0</b> | <b>182.6</b>             | <b>182.6</b>             | <b>182.6</b>          | <b>182.6</b>          |
| <b>Staffing Implications</b>   |            | <b>2011-12</b>           | <b>2012-13</b>           | <b>2013-14</b>        |                       |
| Current service staffing (FTE) - See PED 3,4 and 5   |            | 0                        | 0                        | 0                     |                       |
| Extra post(s) (FTE)  |            | 0                        | 0                        | 0                     |                       |

## Equality Impact Assessment

|  |  |
|--|--|
| <b>Name of Service Area</b>            | <b>Planning and Economic Development Division</b>                                  |
| <b>Head of Service undertaking EIA</b> | <b>Andrew Smith</b>  |
| <b>Proposal PED1</b>                   | <b>Increase in base budget to meet the loss of Housing Planning Delivery Grant</b> |

|                            |  |
|----------------------------|--|
| overall impact             |  |
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | Risks not considered to be significant and will be considered as part of Planning Service review<br>See PED 3,4 and 5  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | Risks not considered to be significant and will be considered as part of Planning Service review<br>See PED 3,4 and 5  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | Risks not considered to be significant and will be considered as part of Planning Service review<br>See PED 3,4 and 5  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | Risks not considered to be significant and will be considered as part of Planning Service review<br>See PED 3,4 and 5  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | Risks not considered to be significant and will be considered as part of Planning Service review<br>See PED 3,4 and 5  |

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b> Markets  |  | <b>Proposal No: PED2</b>                     |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>Increase in base budget to meet the running costs of the Markets and unachievable inflation on current income target.</p>   |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |  |
| Other  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP</u></b>  |  |  |  |  |
| <p>Despite the implementation of a detailed action plan to reduce expenditure and increase income, the surplus target cannot be met in 2010/11. A balanced budget has been determined for 11/12 onwards which requires a budget increase of £87k</p> |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> 1 April 2011                    |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff  | 409.3  | 0.0  | 0.0  | 0.0  |
| Non Staff Costs  | 759.5  | 60.0   | 60.0   | 60.0   |
| Income   | (1,901.3)                                    | 27.0   | 27.0   | 27.0   |
| <b>Net Total</b>   | <b>(732.5)</b>                               | <b>87.0</b>                                  | <b>87.0</b>                                  | <b>87.0</b>                                  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | N/a  | N/a  | N/a  |
| Extra post(s) (FTE)  |  | N/a  | N/a  | N/a  |

## Equality Impact Assessment

|  |  |
|--|--|
| <b>Name of Service Area</b>            | <b>Planning and Economic Development Division</b>  |
| <b>Head of Service undertaking EIA</b> | <b>Andrew Smith</b>  |
| <b>Proposal PED2</b>                   | <b>Increase in base budget to meet the increased running costs of the Markets and unachievable inflation on income target.</b> |

|                            |  |
|----------------------------|--|
| <b>overall impact</b>      |  |
| <b>Race equality</b>       | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.</p> <p>Risks not considered to be significant</p> <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.</p> <p>Risks not considered to be significant</p> |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?</p> <p>Risks not considered to be significant</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?</p> <p>Risks not considered to be significant</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults?</p> <p>Risks not considered to be significant</p>  |

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**

|   |                        |  |  |  |   |
|---|------------------------|--|--|--|---|
| <b>SERVICE AREA</b> – Planning  |                        | <b>Proposal No: PED3</b>                     |  |  |   |
| <b><u>Purpose of Service</u></b><br>To manage the Planning service  |                        |  |  |  |   |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/>           Planning management review to rationalise Heads of Service (reduce from 2 to 1) and Team Leaders (reduce from 9 to 6)         </td> </tr> </table>   |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Planning management review to rationalise Heads of Service (reduce from 2 to 1) and Team Leaders (reduce from 9 to 6) |
| <b><u>Details of Proposed Reduction:</u></b><br>Planning management review to rationalise Heads of Service (reduce from 2 to 1) and Team Leaders (reduce from 9 to 6)   |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br><p>Proposal reflects contraction of service to meet budget requirements and consolidation of activity into new teams. Also loss of regional planning. Aim to minimise impact on frontline service delivery through service review.</p> <p>Potential impact on One Leicester/SIEP priorities for regeneration and housing growth. Significant reduction in management capacity placing greater demands on managers &amp; other staff. Impact on capacity to respond to any regeneration up turn in the City.</p> |                        |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b> <b>Date:</b> 1 October 2011  |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |   |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   | 202.0                  | 202.0  | 202.0  | 202.0  | 202.0   |
| Non Staff Costs   | 0.0                    | 0.0  | 0.0  | 0.0  | 0.0   |
| Income  | 0.0                    | 0.0  | 0.0  | 0.0  | 0.0   |
| <b>Net Total</b>  | <b>202.0</b>           | <b>202.0</b>                                 | <b>202.0</b>                                 | <b>202.0</b>                                 | <b>202.0</b>  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |                        | 11   | 0  | 0  |   |
| Post(s) deleted (FTE)   |                        | 4  | 0  | 0  |   |
| Current vacancies (FTE)   |                        | 0  | 0  | 0  |   |
| Individuals at risk (FTE)   |                        | 4  | 0  | 0  |   |



## Equality Impact Assessment

|  |  |
|--|--|
| <b>Name of Service Area</b>            | <b>Planning and Economic Development Division</b>  |
| <b>Head of Service undertaking EIA</b> | <b>Andrew Smith</b>  |
| <b>Proposal PED3</b>                   | Reduction in budgets within the division by 4 posts. 1 Head of Service and 3 Team Leaders in Planning Services.<br><br>Saving of £202,000 to be made. Effective from 1 <sup>st</sup> October 2011. |

|                        |   |
|------------------------|---|
| <b>overall impact</b>  | All customers are affected. Reduction in management positions in the service could lead to a reduced service for all. 13 members of staff will be included in the review as it relates to HOS/Team leaders.                   |
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.              |
|                        | <b>Your assessment of impact/risk</b><br>No adverse impact anticipated. Will be determined as part of the review process  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template. |
|                        | <b>Your assessment of impact/risk</b><br><br>No significant adverse impact anticipated<br>Staff – No BME HOS - No impact<br>Out of 11 Team Leaders 4 are BME<br>To be determined by the review                                |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?  |
|                        | <b>Your assessment of impact/risk</b><br>No specific adverse impact anticipated.<br><b>Staff</b> - Will be determined as part of the review<br>HOS -1 male and female<br>Team -Leaders 6 male and 5 female                    |

|                            |  |
|----------------------------|--|
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | <b>Your assessment of impact/risk</b><br>No specific adverse impact anticipated.<br>HOS - 1 disabled employee<br>Team Leader – none  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | <b>Your assessment of impact/risk</b><br>No significant adverse impact anticipated.  |

If you have identified any potential negative impacts above, please provide more detail about who will be affected, how they will be affected and what can be done to reduce or remove any negative impacts.

**Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.**

**Current compliment of managers**

- 2 Heads of Service (1 male, 1 female and 1 disabled )
- 11 Team Leaders (6 male, 5 female) (4 BME of which 2 Men , 2 Woman).

Potential impact on all managers in the service area

**Q2. Describe the type of negative impact from the perspective of our equality duties:**

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

**Q3. What can be done to reduce or remove the negative impact you have identified?**

Significant reduction in management capacity, could impact on service delivery to customers, placing more pressure on managers and operational

staff to respond to demand. Also direct services such as planning, design and conservation advice could impact on BME applicants as there has historically been a higher refusal rate for BME applicants.

- Reduced through expressions of voluntary redundancy and retirement.
- Redeployment
- More targeted and focussed sessions, in particular wards.
- More work with ward councillors and attending ward meetings.
- Improved planning website
- More accessible online advice.
- Continued monitoring at Planning Committee

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA – Planning Policy &amp; Design</b>  |                        | <b>Proposal No: PED4</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br>To manage the Planning & Policy service   |                        |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/>           Reduction in specialist staffing (conservation &amp; design) and related running costs         </td> </tr> </table>  |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Reduction in specialist staffing (conservation & design) and related running costs |
| <b><u>Details of Proposed Reduction:</u></b><br>Reduction in specialist staffing (conservation & design) and related running costs  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Service Reduction  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><p>3 of the 5.5 posts identified supporting conservation and design are currently vacant. The proposal to reduce team leaders across the Planning Service will require some redesign of teams and this will impact on the current Conservation and Urban Design teams. Service review will prioritise resources to support frontline determination of planning applications to support and encourage growth and investment in the short term. Use retained specialists to up skill frontline Planning Management and Delivery staff on conservation and design to ensure sound decision making.</p> <p>The impact of a reduction in this specialist capacity will potentially have an impact on the planning support for conservation and quality design but this will be offset by up skilling generalist planners in other areas. Main impact is likely to be the need to re-prioritise policy activity in relation to these specialist areas and in some cases delay policy preparation.</p> <p>Reduction in running costs will impact on policy preparation in the current Planning Policy and Design teams and will require re-prioritisation of activity.</p> |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b> Date: 1 October 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 555.0                  | 129.0  | 163.0  | 163.0  |  |
| Non Staff Costs   | 15.0                   | 15.0   | 15.0   | 15.0   |  |
| Income  | 0.0                    | 0.0  | 0.0  | 0.0  |  |
| <b>Net Total</b>  | <b>570.0</b>           | <b>144.0</b>                                 | <b>178.0</b>                                 | <b>178.0</b>                                 |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 14.5   | 10   | 0  |  |
| Post(s) deleted (FTE)   |                        | 4.5  | 1  | 0  |  |
| Current vacancies (FTE)   |                        | 3  | 0  | 0  |  |
| Individuals at risk (FTE)   |                        | 2  | 1  | 0  |  |

## Equality Impact Assessment

|  |   |
|--|---|
| <b>Name of Service Area</b>            | Planning Policy and Design  |
| <b>Head of Service undertaking EIA</b> | Diana Chapman   |
| <b>Proposal PED4</b>                   | Effective from 1 <sup>st</sup> October 2011.<br><br>Budget reductions of £163,000.<br>Amounting to reduction of 5 ½ posts |

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.              |
|                        | <b>Your assessment of impact/risk</b><br>Less staff and reduced service. No positive impact for customers.  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template. |
|                        | <b>Your assessment of impact/risk</b><br>No significant impact anticipated.   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?  |
|                        | All customers that receive urban design and conservation service. No particular group affected.<br><b>Staff</b> - No anticipated adverse impact on male to female ratio.  |
|                        |   |
| Disability equality    | <b>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?</b>           |
|                        | Your assessment of impact/risk<br>No adverse impact anticipated   |

|                           |  |
|---------------------------|--|
| <b>Community Cohesion</b> | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                           | <b>Your assessment of impact/risk</b><br>No specific adverse impact is anticipated   |

If you have identified any potential negative impacts above, please provide more detail about who will be affected, how they will be affected and what can be done to reduce or remove any negative impacts.

**Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.**

**Service**

No specific adverse impact is anticipated

**Staff**

5 ½ posts affected

Deletion of 3 vacant posts therefore no impact.

No impact on male to female ratio. No affect on BME.

Overall Outcome not known. To be determined as part of the review.

**Q2. Describe the type of negative impact from the perspective of our equality duties:**

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

**Q3. What can be done to reduce or remove the negative impact you have identified?**

Service Impacts reduced through:

- Concentration of resources available for advice on BME applicants or areas with concentration of BME
- Focus on awareness raising in relevant wards

- Work with ward councillors at ward meetings
- Improve planning website, more accessible online advice
- Continued monitoring at Planning Committee

Staff Impacts reduced through:

- Staff impacts: deletion of 3 vacant posts, therefore no impact on staff for those 3 posts.
- Potential for voluntary redundancy and retirement.





## Equality Impact Assessment

|  |   |
|--|---|
| <b>Name of Service Area</b>            | <b>Planning Management and Delivery</b>   |
| <b>Head of Service undertaking EIA</b> | <b>Mike Richardson</b>  |
| <b>Proposal PED5</b>                   | <b>Budget reduction of £15,000. Amounting to staff reduction and deletion of 0.5 post</b> |

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | <b>Your assessment of impact/risk</b><br>Less staff and reduced service. No positive impact for customers. Less planning advice could impact on BME as there is a higher refusal rate for BME applicants.<br><b>Staff impact</b> - No significant impact anticipated given the level of saving required. |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | <b>Your assessment of impact/risk</b><br>Less staff and reduced service. No positive impact for customers. Less planning advice could impact on BME as there is a higher refusal rate for BME applicants.<br>No significant adverse impact anticipated.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | No specific adverse impact anticipated   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | <b>Your assessment of impact/risk</b><br>No specific adverse impacted anticipated.   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults?                                     |
|                            | <b>Your assessment of impact/risk</b><br>No specific adverse impact is anticipated.  |

If you have identified any potential negative impacts above, please provide more detail about who will be affected, how they will be affected and what can be done to reduce or remove any negative impacts.

**Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.**

- No significant impact anticipated given the level of saving required

**Q2. Describe the type of negative impact from the perspective of our equality duties:**

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

N/A

**Q3. What can be done to reduce or remove the negative impact you have identified?**

- N/A

**Staff impact (reduction of 0.5 post) through**

- No significant impact anticipated given the level of saving required.

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> – Economic Regeneration  |                        | <b>Proposal No: PED6</b>                     |  |  |  |
| <b><u>Purpose of Service</u></b><br>To provide an Economic Development Service   |                        |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/>           Reduction in contribution towards sub regional support unit, reduction in Prospect Leicestershire and Leicestershire Promotions grants and reduction in overseas links services.         </td> </tr> </table>   |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Reduction in contribution towards sub regional support unit, reduction in Prospect Leicestershire and Leicestershire Promotions grants and reduction in overseas links services. |
| <b><u>Details of Proposed Reduction:</u></b><br>Reduction in contribution towards sub regional support unit, reduction in Prospect Leicestershire and Leicestershire Promotions grants and reduction in overseas links services.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Service Reductions  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Reduction of support for Sub Regional Support unit and Prospect Leicestershire set at 30% in line with other service area reductions and also reductions proposed by County and District partners<br><br>The new Local Enterprise Partnership will need to re-focus activity away from major grant funded programmes towards enabling and coordinating economic activity. The service area will need to be reviewed during 2011/12 to take account of the reduced contributions from partners.<br><br>The proposed combination of Prospect Leicestershire and Leicestershire Promotions into one body reflects the reduction in grant funded regeneration activity and provides the opportunity for efficiency savings.<br><br>Overseas Links grant reductions will require a re prioritisation of resources to projects but unlikely to have significant impact at levels proposed. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b> <b>Date:</b> 1 April 2011   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 80.0                   | 24.0   | 24.0   | 24.0   |  |
| Non Staff Costs  | 303.0                  | 74.0   | 194.0  | 194.0  |  |
| Income   | 0.0                    | 0.0  | 0.0  | 0.0  |  |
| <b>Net Total</b>   | <b>383.0</b>           | <b>109.0</b>                                 | <b>229.0</b>                                 | <b>229.0</b>                                 |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (Sub regional Support Unit (FTE))   |                        | 6  | 0  | 0  |  |
| Post(s) deleted as result of LCC reductions (FTE)  |                        | 1  | 0  | 0  |  |
| Current vacancies (FTE)  |                        | 0  | 0  | 0  |  |
| Individuals at risk as result of LCC reductions (FTE)  |                        | 1  | 0  | 0  |  |

## Equality Impact Assessment

|  |  |
|--|--|
| <b>Name of Service Area</b>            | <b>Economic Regeneration Group</b>   |
| <b>Head of Service undertaking EIA</b> | <b>Mike Dalzell</b>  |
| <b>Proposal PED6</b>                   | <p>Effective from 1<sup>st</sup> April 2011.</p> <p><b>1) Reduction in grants/budget to (details below)</b></p> <ul style="list-style-type: none"> <li>• Prospect Leicester - reduction of 30% equating to £75,000 reduction</li> <li>• LPL reduction of 30% equating to £107,000 for 11/12 to 13/14. £120,000 transitional costs included for 11/12</li> <li>• Sub regional support unit - reduction of 30% equating to £24,000 reduction</li> <li>• Overseas Links (£12,000 )</li> </ul> <p><b>2) Cut to Sub regional support unit (likely equivalent to 1 post)</b></p> |

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.              |
|                        | <b>Your assessment of impact/risk</b><br>No significant adverse impact on any specific group.   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template. |
|                        | <b>Your assessment of impact/risk</b><br>No specific adverse impact is anticipated  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?  |
|                        | <b>Your assessment of impact/risk</b><br>No specific adverse impact anticipated   |

|                            |  |
|----------------------------|--|
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | <b>Your assessment of impact/risk</b><br>No specific adverse impact is anticipated   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | <b>Your assessment of impact/risk</b><br>No specific adverse impact is anticipated   |

If you have identified any potential negative impacts above, please provide more detail about who will be affected, how they will be affected and what can be done to reduce or remove any negative impacts.

**Q1. Who will be negatively affected? Please describe the particular group, giving potential numbers of those affected if possible.**

- Overseas link: No impact on Council staff
- Sub-regional support unit: equivalent to 1 post. No significant impact on any particular group.
- Prospect Leicester/LPL: No impact on Council staff

**Q2. Describe the type of negative impact from the perspective of our equality duties:**

- Is this as a result of discrimination – where one group of residents is being deliberately or accidentally treated differently from another group?
- Is this as a result of reducing/removing equal opportunity of access to our services/the benefits received from taking up our services for some groups compared to others?
- Is this as a result of likelihood to contribute to poor relations between different groups within/across the city (for example, if they perceive unfair treatment because of what they see/think other groups in the city are receiving)?

**Q3. What can be done to reduce or remove the negative impact you have identified?**

Overall there will a reduction in service, but not to any particular group.

- Prospect Leicester: Overall impact focussed on commercial property and larger business.
- Overseas Links – No particular impact on staff. No significant impact on service.
- Sub –regional unit: loss of 1 post, but no significant impact to any group of staff
- Overseas link: £12,000 reduction should not significantly affect the twinning activity
- Prospect Leicester: Potential to merge with LPL under considerations.
- Sub-regional: reducing the sub regional support unit funding (equal to 1 post): Current posts are focussed on programme management of external funding, which is being wound down. The new role is more about extending influence through dialogue and negotiation with key partners and government rather than direct commissioning.

**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <b>SERVICE AREA</b> – Economic Regeneration   |  | <b>Proposal No:</b> PED7                     |  |  |  |
| <b><u>Purpose of Service</u></b><br>To provide an Economic Development Service  |  |  |  |  |  |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/>Increased income at Leicester Business Centre.</td> </tr> </table>   |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Increased income at Leicester Business Centre. |
| <b><u>Details of Proposed Reduction:</u></b><br>Increased income at Leicester Business Centre.  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Increased income   |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>LBC is intended to operate as a stand alone business unit covering its costs from rental income payable by tenants. Increased income £80k can be achieved and progressively increased over three years through the refurbishment and extension of the premises which will be complete by end March 2011 enabling the centre to be fully marketed. |  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date: 1 October 2011  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |
| <b>Effects of Changes on budget</b>   |  |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 102.4  | 0.0  | 0.0  | 0.0  |  |
| Non Staff Costs   | 179.7  | 0.0  | 0.0  | 0.0  |  |
| Income  | (201.6)                                      | (40.0)                                       | (80.0)                                       | (80.0)                                       |  |
| <b>Net Total</b>  | <b>80.6</b>                                  | <b>(40.0)</b>                                | <b>(80.0)</b>                                | <b>(80.0)</b>                                |  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |  | 0  | 0  | 0  |  |
| Post(s) deleted (FTE)   |  | 0  | 0  | 0  |  |
| Current vacancies (FTE)   |  | 0  | 0  | 0  |  |
| Individuals at risk (FTE)   |  | 0  | 0  | 0  |  |

## Equality Impact Assessment

|  |   |
|--|---|
| <b>Name of Service Area</b>            | <b>Economic Regeneration Group</b>            |
| <b>Head of Service undertaking EIA</b> | <b>Mike Dalzell</b>                           |
| <b>Proposal PED7</b>                   | Increased income at Leicester Business Centre |

|                            |  |
|----------------------------|--|
| overall impact             |  |
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | <b>Your assessment of impact/risk</b>  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | <b>Your assessment of impact/risk</b>  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | <b>Your assessment of impact/risk</b><br><b>Staff –</b>  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | <b>Your assessment of impact/risk</b>  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | <b>Your assessment of impact/risk</b>  |



**PLANNING & ECONOMIC DEVELOPMENT DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |   |
|--|------------------------|--|--|--|---|
| <b>SERVICE AREA</b> – Divisional Management  |                        | <b>Proposal No: PED8</b>                     |  |  |   |
| <b><u>Purpose of Service</u></b><br>To manage the Planning and Economic Development service  |                        |  |  |  |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/>Reduce divisional training.</td> </tr> </table>   |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br>Reduce divisional training. |
| <b><u>Details of Proposed Reduction:</u></b><br>Reduce divisional training.  |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Service Reductions  |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Would reduce staff opportunity to build knowledge and capacity to deliver fit for purpose and innovative service delivery. Need to find alternative low cost staff training options particularly for CPD purposes. |                        |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date: <input type="text" value="1 April 2011"/>  |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                                |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |   |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff  | 133.6                  | 6.0  | 6.0  | 6.0  |   |
| Non Staff Costs  | 0.0                    | 0.0  | 0.0  | 0.0  |   |
| Income   | 0.0                    | 0.0  | 0.0  | 0.0  |   |
| <b>Net Total</b>   | <b>133.6</b>           | <b>6.0</b>                                   | <b>6.0</b>                                   | <b>6.0</b>                                   |   |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)   |                        | 0  | 0  | 0  |   |
| Post(s) deleted (FTE)  |                        | 0  | 0  | 0  |   |
| Current vacancies (FTE)  |                        | 0  | 0  | 0  |   |
| Individuals at risk (FTE)  |                        | 0  | 0  | 0  |   |

## Equality Impact Assessment

|  |   |
|--|---|
| <b>Name of Service Area</b>            | <b>Planning and Economic Development Division</b> |
| <b>Head of Service undertaking EIA</b> | <b>Andrew Smith</b>                               |
| <b>Proposal PED8</b>                   | Reduce divisional training                        |

|                            |  |
|----------------------------|--|
| overall impact             |  |
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups.   |
|                            | <b>Your assessment of impact/risk</b>  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the questions following the template.  |
|                            | <b>Your assessment of impact/risk</b>  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?   |
|                            | <b>Your assessment of impact/risk</b>  |
|                            | <b>Staff –</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people?   |
|                            | <b>Your assessment of impact/risk</b>  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on the Council achieving its community cohesion priorities: helping communities integrate in our outer estates; and building cohesion between different groups of young people in the city, and between young people and adults? |
|                            | <b>Your assessment of impact/risk</b>  |

## **Regeneration, Highways and Transport Budget Summary 2011/12**

### **Summary**

- 1.1 The division has an overall budget growth excluding grant transfers (which have no net impact) of £1.4m in 2011/12 falling to £0.2 by 2013/14. The net growth is composed of budget pressures of £3.1m in 2011/12 onwards and proposed savings of £1.7m in 2011/12 rising to £2.9m by 2013/14. The budget pressures relate mainly to concessionary fares and reduced design and supervision fees from a reduced capital programme. The savings are mainly from a reduction in headcount and a reduction in bus subsidies.

### **Background**

- 1.2 The budget proposals have been made in the context of the 30% reduction in revenue support grant over a 4 year period, significant reductions to the local transport capital programme block funding, continued increases to the non discretionary cost of concessionary fare reimbursements and other budget pressures.
- 1.3 The division's 2010/11 net budget is £14.9m (£6.6m for Highways maintenance, £6m for concessionary fares, £0.4m for traffic and divisional management, £1.2m for planning and policy and £0.7m for the Energy and Environment teams).
- 1.4 Savings of £1.7m in 2011/12 (excluding severance costs which are funded centrally) rising to £2.87m by 2013/14 are proposed. This equates to a saving of 11% in 2011/12 (rising to 19% by 2013/14) of the £14.9m 2010/11 budget. If the non discretionary cost of concessionary fares, one off budgets and support services budgets are excluded the savings equate to a 20% reduction in 2011/12 rising to 35% by 2013/4.
- 1.5 There are new budget pressures for 2011/12 onwards of £3.1m including £1m for concessionary fare reimbursement (as fares and the number of passengers continue to increase), £1.2m for reduced capital programme design and supervision fee income (as the capital funding has reduced by 30%), £0.5m for reduced on and off street car park income (competition from cheaper car parks) and £0.4m for the Enderby Park and Ride subsidy (lower demand than anticipated).
- 1.6 All of the budget savings proposals have been used to offset these budget pressures. However this still results in an overall budget growth.
- 1.7 The grant adjustments for concessionary fares and road safety partnership have no net impact on the Division's budget.

### **Rational for savings proposals**

- 1.8 The savings proposals of £1.7m in 2011/12 relate to reductions in staffing for capital project work (£0.8m), bus subsidies (£0.5m) and highways management costs (£0.3m).
- 1.9 The reduction in posts is 41 and the majority of this is in the design, supervision and project management teams. This reflects the 30% reduction in the DfT's block capital funding for small transport improvement schemes and the cessation of other funding such as growth point and community infrastructure. There are currently 9 vacancies and therefore the reduction in headcount is 32 with a total full year saving of £1.4m by 2012/13.
- 1.10 Given the scale of the budget pressures it is not possible for us to continue providing the existing level of supported bus services at a cost of £1m per annum. The services which are being withdrawn have been selected to minimise the adverse impact on residents.
- 1.11 The reduction in Highways management costs of £0.3m rising to £0.9m by 2013/14 is a budget reduction of 9% rising to 23% across a range of services. The cut backs are spread across a range of areas including street lighting, tree maintenance, local environment works and footway and carriageway repairs. The budget reductions are such that the division will still be able to provide a basic highway maintenance and traffic management service.
- 1.12 These budget proposals will retain sufficient staff to meet our statutory requirements (i.e. to prepare, lead, implement and monitor the Local Transport Plan – Transport Act, Highway Strategic Asset Management – Highways Act & Highway development Control) and to progress sustainable transport measures such as bus services, walking, cycling and road safety services.

### **Risk Assessment**

- 1.13 Proposals to reduce the number of supported bus services have been compiled which seek to achieve the cost saving required whilst endeavouring to minimise the adverse impact of service withdrawals. A number of commercial routes operate in close proximity to supported bus routes.
- 1.14 The general cut over the whole highway maintenance service will maintain a basic service to keep the public highway safe. Workload reductions will affect City Highways & Parks Services, but will not affect road safety.
- 1.15 The capital highway maintenance budget is unaffected by these proposals.

## **Equality Impact Assessment**

- 1.16 Impact assessments show that generally the budget cuts will impact on all local communities with no specific groups being disproportionately affected.
- 1.17 The reduction in supported bus services will have a greater impact on the elderly, those on lower incomes, those who do not have access to private cars, school children, and people with disabilities compared to the rest of the population. These services provide transport for people living in hard to reach areas, transport to schools, and evening services which would not otherwise be commercial and therefore not provided by a commercial operator. The dial-a-ride service is available for people who cannot access commercial routes.

**Regeneration, Transport & Highways (RHT)**  
**(Councillor Osman)**

|        |  | <u>2011/12</u><br>£000 | <u>2012/13</u><br>£000 | <u>2013/14</u><br>£000 |
|--------|--|------------------------|------------------------|------------------------|
|        | <b>Grant Transfers:</b>                                      |                        |                        |                        |
|        | Concessionary Travel Grant Transfer                          | 2,350                  | 2,350                  | 2,350                  |
|        | Road Safety Partnership                                      | 100                    | 100                    | 100                    |
|        | <b>Budget Pressures:</b>                                     |                        |                        |                        |
| RHT 1  | On street car parking income required increase               | 200                    | 200                    | 200                    |
| RHT 2  | Shortfall in capital fees                                    | 1,200                  | 1,200                  | 1,200                  |
| RHT 3  | Park & Ride Subsidy  | 350                    | 350                    | 350                    |
| RHT 4  | Car Parks income & fees                                      | 331                    | 331                    | 331                    |
| RHT 5  | Concessionary Fares  | 1,000                  | 1,000                  | 1,000                  |
|        | <b>Proposed savings:</b>                                     |                        |                        |                        |
| RHT 6  | Staffing reductions – transport strategy                     | (60)                   | (60)                   | (60)                   |
| RHT 7  | Bus subsidies reduction                                      | (500)                  | (500)                  | (500)                  |
| RHT 8  | Staffing reductions – design project management              | (165)                  | (220)                  | (220)                  |
|        | <b>Traffic Management:</b>                                   |                        |                        |                        |
| RHT 9  | Vacate 4 <sup>th</sup> & 5 <sup>th</sup> floor of York House | (150)                  | (150)                  | (150)                  |
| RHT 10 | 0.5 x parking Assistant reduction                            | (12)                   | (12)                   | (12)                   |
| RHT 11 | Reductions in on street parking contract costs               | (61)                   | (61)                   | (61)                   |
| RHT 12 | Merge TRO team with another team in Traffic                  | (65)                   | (65)                   | (65)                   |
| RHT 13 | TRO expenditure  | (60)                   | (60)                   | (60)                   |
|        | <b>Startrak:</b>   |                        |                        |                        |
| RHT 14 | 4 x Project Technicians reduction                            | (100)                  | (100)                  | (100)                  |
|        | Loss of rechargeable income                                  | 100                    | 100                    | 100                    |
| RHT 15 | Highways Management  | (342)                  | (597)                  | (912)                  |
| RHT 16 | Other Divisional savings                                     | (730)                  | (730)                  | (730)                  |
| RHT 17 | Extra Income from new Pay & Display Bays                     | (100)                  | (100)                  | (100)                  |
|        | Staff costs incurred during review and notice period         | 548                    |                        |                        |
|        | <b>Net growth</b>  | <u>3,834</u><br>=====  | <u>2,976</u><br>=====  | <u>2,661</u><br>=====  |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |  | <b>Proposal No: RHT 1</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>On Street Car Parking Income (ONSP) Shortfall £200k – The income from ONSP has been falling due to recession and opening up of cheap temporary car parks. The net surplus from ONSP is used to fund Concessionary fares and Bus Subsidies. This will ensure funds are available to contribute to this expenditure.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| <del>Decisions already taken/Service Improvement/Other</del>  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| Funding for subsidised bus routes and concessionary fares can continue.   |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |  |  |  |  |
| Date: 01/04/2011  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   | 410  |  |  |  |
| Non Staff Costs   | 1,185  |  |  |  |
| Income  | (3,800)                                      | (200)  | (200)  | (200)  |
| Net Total   | (2,205)                                      | (200)  | (200)  | (200)  |
| Staffing Implications   |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |
| Current service staffing (FTE)  |  |  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

## Budget Equality Impact Assessment RHT 1

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |



**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA: DIVISIONAL</b>  |  | <b>Proposal No: RHT 2</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>Shortfall in capital fees of £1.2m - The 2011/12 Integrated Transport capital programme settlement (£2.8m) is 30% of that in 2010/11 , this combined with completion of major projects in 2010/11 will significantly reduce the fees chargeable to the capital programme.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |  |
| Decisions already taken/Service Improvement/Other  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| Significant reduction in capital improvement schemes as a result of the reduced funding.   |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |  |  |  |  |
| Date: 01/04/2011   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  |  |  |  |  |
| Income   | (2,500)                                      | (1,200)                                      | (1,200)                                      | (1,200)                                      |
| Net Total  | (2,500)                                      | (1,200)                                      | (1,200)                                      | (1,200)                                      |
| Staffing Implications  |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |
| Current service staffing (FTE)   |  |  |  |  |
| Extra post(s) (FTE)  |  |  |  |  |

## Budget Equality Impact Assessment RHT 2

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA: TRANSPORT STRATEGY</b>   |  | <b>Proposal No: RHT 3</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b><br/>         Park and ride ongoing subsidy requirement £350k - The business plan for the Enderby Park and Ride service has not been met, with patronage not growing as anticipated. This additional subsidy will be used to cover all 3 Park &amp; Ride Services, Meynell's Gorse, Enderby Park and Ride and to be opened Birstall Park &amp; Ride.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Decisions already taken/Service Improvement/Other   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| This will enable the Park and Ride service to continue which will assist in reducing congestion levels within the city.   |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |  |  |  |  |
| Date: 01/04/2011  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 0  | 350  | 350  | 350  |
| Income  |  |  |  |  |
| Net Total   | 0  | 350  | 350  | 350  |
| Staffing Implications   |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |
| Current service staffing (FTE)  |  |  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

### Budget Equality Impact Assessment RHT 3

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA: TRANSPORT STRATEGY</b>  |  | <b>Proposal No: RHT 4</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b><br/> Car Parks Income shortfall £331k – The level of car parks income has been falling due to the current economic climate and the emergence of cheap temporary car parks.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |  |
| Decisions already taken/Service Improvement/Other  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| Provides a sustainable budget for the off street car parking service.  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |  |  |  |  |
| Date: 01/04/2011   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  | 1,078  |  |  |  |
| Income   | (2,082)                                      | 331  | 331  | 331  |
| Net Total  | (1,004)                                      | 331  | 331  | 331  |
| Staffing Implications  |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |
| Current service staffing (FTE)   |  |  |  |  |
| Extra post(s) (FTE)  |  |  |  |  |

## Budget Equality Impact Assessment RHT 4

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA: TRANSPORT STRATEGY</b>   |  | <b>Proposal No: RHT 5</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b><br/>         Concessionary Fares £1m – This is the anticipated increased cost of funding the national concessionary fare scheme. The increase is as a result of future fare increases and a continued increase in the number of journeys.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Decisions already taken/Service Improvement/Other   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| This will enable the concessionary fare scheme to continue. The growth item will contribute to the “connected city” priority within “one Leicester” and will support the public transport priorities outlined in the Regeneration, Highways & Transportation service plan.                            |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |  |  |  |  |
| Date: 01/04/2011  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 9,550  | 1,000  | 1,000  | 1,000  |
| Income  | (3,521)                                      |  |  |  |
| <b>Net Total</b>  | <b>6,029</b>                                 | <b>1,000</b>                                 | <b>1,000</b>                                 | <b>1,000</b>                                 |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  |  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

## Budget Equality Impact Assessment RHT 5

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>Concessionary Travel Passes are used by all racial groups, so no specific group(s) will be specifically affected.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b> Uptake of Concessionary Travel Passes is not specific to a particular area but affect all wards.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> Concessionary Travel Passes are not primarily used by any one gender.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> The proposal will provide additional funding to enable the current Concessionary travel arrangements to be continued, in the context of the ending of specific grant funding for Concessionary Travel, and increases in the cost of providing the Concessions primarily as a result of increased usage. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                            | <b>Your assessment of impact/risk:</b> The Concessionary Travel Scheme is of particular benefit to qualifying residents who do not have access to a car, and for whom taxis would be a significant cost  |



**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                           |                       |                       |  |
|--|------------------------|---------------------------|-----------------------|-----------------------|--|
| <b>SERVICE AREA: TRANSPORT STRATEGY</b>  |                        | <b>Proposal No: RHT 6</b> |                       |                       |  |
| <b><u>Purpose of Service</u></b>   |                        |                           |                       |                       |  |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reorganisation of the Transport strategy group, resulting in the deletion of 3 vacant posts made up of 1 team Assistant and 2 Travel Plan officers.</p> </td> </tr> </table> |                        |                           |                       |                       | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reorganisation of the Transport strategy group, resulting in the deletion of 3 vacant posts made up of 1 team Assistant and 2 Travel Plan officers.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Reorganisation of the Transport strategy group, resulting in the deletion of 3 vacant posts made up of 1 team Assistant and 2 Travel Plan officers.</p>   |                        |                           |                       |                       |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |                           |                       |                       |  |
| Decisions already taken, Efficiency, Service Reduction, Other  |                        |                           |                       |                       |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |                           |                       |                       |  |
| The travel planning work will be reallocated to other members within the group.  |                        |                           |                       |                       |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |                        |                           |                       |                       |  |
| <b>Date: 01/04/2011</b>  |                        |                           |                       |                       |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b>     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b>  |
|  |                        | <b><u>£000s</u></b>       | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |                        |                           |                       |                       |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |  |
| Staff  | 377                    | 60                        | 60                    | 60                    |  |
| Non Staff Costs  | 113                    |                           |                       |                       |  |
| Income   | (88)                   |                           |                       |                       |  |
| Net Total  | 402                    | 60                        | 60                    | 60                    |  |
| Staffing Implications  |                        | 2011-12                   | 2012-13               | 2013-14               |  |
| Current service staffing (FTE)   |                        | 4                         |                       |                       |  |
| Post(s) deleted (FTE)  |                        | 3                         |                       |                       |  |
| Current vacancies (FTE)  |                        | 3                         |                       |                       |  |
| Individuals at risk (FTE)  |                        | 0                         |                       |                       |  |

## Budget Equality Impact Assessment RHT 6

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA: TRANSPORT STRATEGY</b>   |                        | <b>Proposal No: RHT 7</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Bus subsidies reduction - Savings of £500k p.a have been identified of which £300k p.a was savings agreed in the 2010/11 budget strategy to be implemented in 2011/12.</p>   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| <del>Decisions already taken, Efficiency, Service Reduction, Other</del>  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| <p>Proposals have been compiled which seek to achieve the cost saving required while endeavouring to minimise the adverse impact of service withdrawals. Supported bus services provide transport for people living in hard to reach areas, transport to schools, and evening services which would not otherwise be commercial and therefore not provided by a commercial operator. Typically, elderly people, people on lower incomes, who do not have access to private to attend work or services, school children, and people with disabilities are users of supported services. The proposals include increasing fares charged on supported school bus services.</p> |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |                        |  |  |  |  |
| <b>Date: 01/04/2011</b>   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   |                        |  |  |  |  |
| Non Staff Costs   | 1,020                  | 500  | 500  | 500  |  |
| Income  |                        |  |  |  |  |
| Net Total   | 1,020                  | 500  | 500  | 500  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        |  |  |  |  |
| Post(s) deleted (FTE)   |                        |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |

## BASE BUDGET REDUCTION PROPOSAL 2011-12

### Budget Equality Impact Assessment RHT 7

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> The services affected are not used by any specific racial groups, so no specific group(s) will be affected.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b> N/A   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> The services affected are not primarily used by any one gender.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <p><b>Your assessment of impact/risk:</b> The reduction or withdrawal of the services concerned will affect all users, including any disabled people. Users who are affected will have the options of:</p> <ul style="list-style-type: none"> <li>a) Using a different transport mode to make the journey.</li> <li>b) Travelling at a different time when the service is available.</li> </ul> <p>Walk and use the nearest available bus service.</p> |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> Since the services are being withdrawn, the effect cannot be mitigated.  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                            | <b>Your assessment of impact/risk:</b> Withdrawal of the services will cause particular difficulty to users who do not have access to a car, and for whom taxis would be a significant cost.   |

**BASE BUDGET REDUCTION PROPOSAL 2011-12**  
**Budget Equality Impact Assessment RHT 7- continued**

We will provide schools with information relating to nearest commercial bus services that the children could use. We will work with schools on their school travel plans to encourage more walking and cycling. We will continue to work with schools and ward community meetings to identify small highway improvements that can help make walking to school easier.

We will continue to work with bus companies to identify opportunities to help make bus services more commercial and then to extend commercial services into the areas where services are being reduced and/or stopped.

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |   |
|--|------------------------|--|--|--|---|
| <b>SERVICE AREA: DESIGN &amp; PROJECT MANAGEMENT</b>   |                        | <b>Proposal No: RHT 8</b>                    |  |  |   |
| <b><u>Purpose of Service</u></b><br>Design, contract management and project management services relating to the Transport and Regeneration projects. The section also provides Transport Fleet Management and Operational Transport Services.  |                        |  |  |  |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>Reorganisation of the Design and Project Management Group, resulting in the deletion of 6.5 posts. This reflects the greatly reduced Integrated Transport settlement for 2011/12.</td> </tr> </table>  |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Reorganisation of the Design and Project Management Group, resulting in the deletion of 6.5 posts. This reflects the greatly reduced Integrated Transport settlement for 2011/12. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reorganisation of the Design and Project Management Group, resulting in the deletion of 6.5 posts. This reflects the greatly reduced Integrated Transport settlement for 2011/12.  |                        |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><del>Decisions already taken</del> , Efficiency, Service Reduction, Other   |                        |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>The reduction in establishment reflects the fall in workload, following a 30% reduction in the Integrated Transport funding for 2011/12. Reduced resources will have to be prioritised to minimise impact on the Planning for People Not Cars & Reducing our Carbon Footprint priorities. Danger of losing key staff and needing major investment to train new staff when the capital works situation improves |                        |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><p align="right"><b>Date: 01/04/2011</b></p>   |                        |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |   |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |   |
| Staff  | 1,036                  | 165  | 220  | 220  |   |
| Non Staff Costs  | 104                    |  |  |  |   |
| Income   | (1,262)                |  |  |  |   |
| Net Total  | (122)                  | 165  | 220  | 220  |   |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)   |                        | 24.5   |  |  |   |
| Post(s) deleted (FTE)  |                        | 6.5  |  |  |   |
| Current vacancies (FTE)  |                        | 3.5  |  |  |   |
| Individuals at risk (FTE)  |                        | 21.0   |  |  |   |

## Budget Equality Impact Assessment RHT 8

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |                        | <b>Proposal No: RHT 9</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security).   |                        |  |  |  |  |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/><br/>           Not renewing the lease for floors 4 and 5 of the York House accommodation when it becomes due for renewal in March 2011. The staff in these floors will be moved to CLABS buildings in New Walk Centre and other floors at York House.         </td> </tr> </table>   |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Not renewing the lease for floors 4 and 5 of the York House accommodation when it becomes due for renewal in March 2011. The staff in these floors will be moved to CLABS buildings in New Walk Centre and other floors at York House. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Not renewing the lease for floors 4 and 5 of the York House accommodation when it becomes due for renewal in March 2011. The staff in these floors will be moved to CLABS buildings in New Walk Centre and other floors at York House.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Decisions already taken, <b>Efficiency</b> , Service Reduction, Other  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>No impact as staff from 4 <sup>th</sup> & 5 <sup>th</sup> will still be with the staff from Regeneration, Highways and Transportation Division. The decision to give up this accommodation flows from the reduction is divisional staffing as a result of the budget cuts especially on the Integrated Transport programme. |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><b>Date: 01/04/2011</b>   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   |                        |  |  |  |  |
| Non Staff Costs   | 530                    | 150  | 150  | 150  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | 530                    | 150  | 150  | 150  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        |  |  |  |  |
| Post(s) deleted (FTE)   |                        |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |



## Budget Equality Impact Assessment RHT 9

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |  | <b>Proposal No: RHT 10</b>                   |  |  |  |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security). |  |  |  |  |  |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>0.5 FTE in parking team due to permits now being more efficiently processed.</td> </tr> </table>  |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>0.5 FTE in parking team due to permits now being more efficiently processed. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>0.5 FTE in parking team due to permits now being more efficiently processed.  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br><del>Decisions already taken</del> , Efficiency, Service Reduction, Other  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Permits now being processed in a way that requires less input from the parking team, freeing up 0.5 of a parking assistant post.  |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><div style="text-align: right;"><b>Date: 01/04/2011</b></div>   |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |
| <b>Effects of Changes on budget</b>   |  |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 190  | 12   | 12   | 12   |  |
| Non Staff Costs   | 220  |  |  |  |  |
| Income  |  |  |  |  |  |
| <b>Net Total</b>  | <b>410</b>                                   | <b>12</b>                                    | <b>12</b>                                    | <b>12</b>                                    |  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |  | 8.5  |  |  |  |
| Post(s) deleted (FTE)   |  | 0.5  |  |  |  |
| Current vacancies (FTE)   |  | 0.5  |  |  |  |
| Individuals at risk (FTE)   |  | 0.0  |  |  |  |

## Budget Equality Impact Assessment RHT 10

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |                        | <b>Proposal No: RHT 11</b>                   |  |  |  |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security). |                        |  |  |  |  |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>Increased efficiencies by parking contractors following a fall in ticket issues.</td> </tr> </table>  |                        |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Increased efficiencies by parking contractors following a fall in ticket issues. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Increased efficiencies by parking contractors following a fall in ticket issues.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Decisions already taken, Efficiency, Service Reduction, Other  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>The parking enforcement contract expanded with increased issues of Penalty Charge Notices but there is now greater compliance so the size of the contracted team can be reduced.      |                        |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b><br><br><b>Date: 01/04/2011</b>   |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 410                    |  |  |  |  |
| Non Staff Costs   | 1,185                  | 61   | 61   | 61   | 61   |
| Income  | (3,800)                |  |  |  |  |
| Net Total   | (2,205)                | 61   | 61   | 61   | 61   |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        |  |  |  |  |
| Post(s) deleted (FTE)   |                        |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |

## Budget Equality Impact Assessment RHT 11

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |  | <b>Proposal No:RHT 12</b>                    |  |  |   |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security).                                   |  |  |  |  |   |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/><br/> Merge Parking Team and Traffic Regulation Order (TRO) team thereby deleting 1 Team leader and 1 Transport Development Officer post. </td> </tr> </table>  |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b><br><br>Merge Parking Team and Traffic Regulation Order (TRO) team thereby deleting 1 Team leader and 1 Transport Development Officer post. |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Merge Parking Team and Traffic Regulation Order (TRO) team thereby deleting 1 Team leader and 1 Transport Development Officer post.   |  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |   |
| Decisions already taken, Efficiency, Service Reduction, Other   |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |   |
| Traffic Regulation Order expenditure budget is being reduced by 66.66% (see RHT 13), meaning less work for the team. There are synergies between work of this team and the Parking team as both teams prepare Traffic Regulation Orders (temporary and permanent), merger will achieve economies of scale and enable savings in 2 posts |  |  |  |  |   |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |  |  |  |  |   |
| <b>Date: 01/04/2011</b>   |  |  |  |  |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   | 378  | 65   | 65   | 65   |   |
| Non Staff Costs   | 220  |  |  |  |   |
| Income  | (5)  |  |  |  |   |
| Net Total   | 593  | 65   | 65   | 65   |   |
| Staffing Implications   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |   |
| Current service staffing (FTE)  |  | 7  |  |  |   |
| Post(s) deleted (FTE)   |  | 2  |  |  |   |
| Current vacancies (FTE)   |  | 0  |  |  |   |
| Individuals at risk (FTE)   |  | 7  |  |  |   |

## Budget Equality Impact Assessment RHT 13

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>   |  | <b>Proposal No: RHT 13</b>                   |  |  |  |  |  |  |  |  |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security).                                     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b></td> </tr> <tr> <td colspan="5">Reducing the Traffic Regulation Order (TRO) by 66.66%.</td> </tr> </table>   |  |  |  |  | <b><u>Details of Proposed Reduction:</u></b> |  |  |  |  | Reducing the Traffic Regulation Order (TRO) by 66.66%. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reducing the Traffic Regulation Order (TRO) by 66.66%.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <del>Decisions already taken</del> , <b>Efficiency</b> , <del>Service Reduction</del> , <del>Other</del>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Over the years lot of money has been spent on TRO expenditure because of a long-established programme to introduce residents' parking schemes. The budget is now reduced to £30k; TROs for other permanent functions including on-street parking and one-way streets will now be prioritised in association with the Cabinet lead Member. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>Date: 01/04/2011</b>   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |  |  |  |  |  |  |  |  |
| Effects of Changes on budget  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |  |  |  |  |  |  |  |  |
| Staff   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Non Staff Costs   |  | 90   | 60   | 60   | 60   |  |  |  |  |  |  |  |  |  |
| Income  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Net Total   |  | 90   | 60   | 60   | 60   |  |  |  |  |  |  |  |  |  |
| Staffing Implications   |  |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |  |  |  |  |  |  |  |  |  |
| Current service staffing (FTE)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



## Budget Equality Impact Assessment RHT 13

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
|--|------------------------|----------------------------|-----------------------|-----------------------|--|--|--|--|--|--|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>  |                        | <b>Proposal No: RHT 14</b> |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b><u>Purpose of Service</u></b><br>In compliance with legislation, to manage the safe flow of traffic through and within the city, including temporary and permanent restrictions (eg roadworks and parking enforcement) and CCTV systems (including Area Traffic Control and City Centre Security).  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <table border="1"> <tr> <td colspan="5"><b><u>Details of Proposed Reduction:</u></b></td> </tr> <tr> <td colspan="5">Reducing the staff resources involved in the Star Trak system. The Star Trak system is a real time bus passenger information system that gives "next" bus information.</td> </tr> </table>  |                        |                            |                       |                       | <b><u>Details of Proposed Reduction:</u></b> |  |  |  |  | Reducing the staff resources involved in the Star Trak system. The Star Trak system is a real time bus passenger information system that gives "next" bus information. |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Reducing the staff resources involved in the Star Trak system. The Star Trak system is a real time bus passenger information system that gives "next" bus information.   |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| The system was introduced in 1999. The company who supply the system (INIT) have discontinued the production of the on board computers and only second-hand parts are available. Nottingham City & County terminated their service level agreement in September 2010 and the continued participation of Derby is therefore under debate. A new business plan for the future Star trak model is being considered but it is likely to be on a much smaller scale. The present team will be reduced significantly, the maintenance contract will be terminated in June and the system will close in September 2011. |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b>Date: 01/04/2011</b>  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b>      | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b>                        |  |  |  |  |  |  |  |  |  |
|  |                        | <b><u>£000s</u></b>        | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>                          |  |  |  |  |  |  |  |  |  |
| <b>Effects of Changes on budget</b>  |                        |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>  |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Staff  | 140                    | 100                        | 100                   | 100                   |  |  |  |  |  |  |  |  |  |  |
| Non Staff Costs  | 160                    |                            |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Income   | (300)                  | (100)                      | (100)                 | (100)                 |  |  |  |  |  |  |  |  |  |  |
| <b>Net Total</b>   | <b>0</b>               | <b>0</b>                   | <b>0</b>              | <b>0</b>              |  |  |  |  |  |  |  |  |  |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>             | <b>2012-13</b>        | <b>2013-14</b>        |  |  |  |  |  |  |  |  |  |  |
| Current service staffing (FTE)   |                        | 5.3                        |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Post(s) deleted (FTE)  |                        | 4.0                        |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Current vacancies (FTE)  |                        | 0.0                        |                       |                       |  |  |  |  |  |  |  |  |  |  |
| Individuals at risk (FTE)  |                        | 5.3                        |                       |                       |  |  |  |  |  |  |  |  |  |  |

## Budget Equality Impact Assessment RHT 14

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>  |  | <b>Proposal No: RHT 15</b>                   |  |  |
| Purpose of Service   |  |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Highways Maintenance - General cut over the whole highway maintenance service but trying to maintain a very basic service to keep the public highway safe.<br/> The staffing impact of reducing the Highways Maintenance budget will be the deletion of 3 posts, 1 in Highways maintenance and 2 in Public Lighting.</p>        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| <del>Decisions already taken, Efficiency, Service Reduction, Other</del>   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| Cuts include :<br>£10k Footway Betterment ,£30k Highway Drainage Maintenance ,£20k Grass Cutting & Verge Maintenance £50k Tree & Shrub Maintenance ,£25k Highway Weed Control , £67k Street Lighting & Signs , £20k Road Markings ,£20k Misc Lights & Seats , £25k survey assessments, £10k Revenue local environment works, £25k Carriageway & Footway Repairs and £10k Watercourses. |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |  |  |  |  |
| <b>Date: 01/04/2011</b>  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | Existing Budget                              | Proposed Reduction                           |  |  |
| Staff  | 620  | 60   | 90   | 90   |
| Non Staff Costs  | 3,323  | 312  | 537  | 852.   |
| Income   | (336)  | (30)   | (30)   | (30)   |
| Net Total  | 3,607  | 342  | 597  | 912  |
| Staffing Implications  |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |
| Current service staffing (FTE)   |  | 21.5   |  |  |
| Post(s) deleted (FTE)  |  | 3.0  |  |  |
| Current vacancies (FTE)  |  | 2.0  |  |  |
| Individuals at risk (FTE)  |  | 19.5   |  |  |

## Budget Equality Impact Assessment RHT 15

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>SERVICE AREA: RH&amp;T DIVISIONAL</b>   |  | <b>Proposal No: RHT 16</b>                   |  |  |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |  |  |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Other divisional savings £730k.</p> <p>Review of the Divisional structure following the Senior Management review.</p> </td> </tr> </table>   |  |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Other divisional savings £730k.</p> <p>Review of the Divisional structure following the Senior Management review.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Other divisional savings £730k.</p> <p>Review of the Divisional structure following the Senior Management review.</p>   |  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other  |  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |  |
| This primarily reflects the further savings required over and above those highlighted in RHT 8. These savings are required as a result of the 30% reduction in the DfT's block capital funding for small transport improvement schemes and the cessation of other funding such as growth point and community infrastructure. |  |  |  |  |  |
| <b><u>Date of earliest implementation/ date of proposed implementation</u></b>   |  |  |  |  |  |
| <b>Date: 01/04/2011</b>  |  |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |  |
| <b>Effects of Changes on budget</b>  |  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 6,152  | 730  | 730  | 730  |  |
| Non Staff Costs  | 20,352                                       |  |  |  |  |
| Income   | (11,624)                                     |  |  |  |  |
| Net Total  | 14,880                                       | 730  | 730  | 730  |  |
| Staffing Implications  |  | 2011-12                                      | 2012-13                                      | 2013-14                                      |  |
| Current service staffing (FTE)   |  | 159  |  |  |  |
| Post(s) deleted (FTE)  |  | 22   |  |  |  |
| Current vacancies (FTE)  |  | 9  |  |  |  |
| Individuals at risk (FTE)  |  | 150  |  |  |  |

## Budget Equality Impact Assessment RHT 16

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

**REGENERATION, HIGHWAYS AND TRANSPORTATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                            |                       |                       |                       |
|--|---------------------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| <b>SERVICE AREA: TRAFFIC MANAGEMENT</b>  |                                 | <b>Proposal No: RHT 17</b> |                       |                       |                       |
| <b><u>Purpose of Service</u></b>   |                                 |                            |                       |                       |                       |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Extra Income from new Pay &amp; Display Bays. – London Road between the Mayfield Road Roundabout and the City Centre , Fox Street, Campbell Street, Buttermere Street, Coniston Street and Filbert Street, Newarke Street</p> |                                 |                            |                       |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                            |                       |                       |                       |
| Decisions already taken, Efficiency, Service Reduction, Other  |                                 |                            |                       |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                            |                       |                       |                       |
| Extension of on street pay and display machines to other areas to raise additional income  |                                 |                            |                       |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                            |                       |                       |                       |
| <b>Date: 01/04/2011</b>  |                                 |                            |                       |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |                                 | <b><u>2010-11</u></b>      | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  |                                 | <b><u>£000s</u></b>        | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |                                 |                            |                       |                       |                       |
|  | <b>Existin<br/>g<br/>Budget</b> | <b>Proposed Reduction</b>  |                       |                       |                       |
| Staff  |                                 |                            |                       |                       |                       |
| Non Staff Costs  |                                 |                            |                       |                       |                       |
| Income   | (3,800)                         | (100)                      | (100)                 | (100)                 | (100)                 |
| <b>Net Total</b>   | <b>(3,800)</b>                  | <b>(100)</b>               | <b>(100)</b>          | <b>(100)</b>          | <b>(100)</b>          |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>             | <b>2012-13</b>        | <b>2013-14</b>        |                       |
| Current service staffing (FTE)   |                                 |                            |                       |                       |                       |
| Post(s) deleted (FTE)  |                                 |                            |                       |                       |                       |
| Current vacancies (FTE)  |                                 |                            |                       |                       |                       |
| Individuals at risk (FTE)  |                                 |                            |                       |                       |                       |



## Budget Equality Impact Assessment RHT 17

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b> This proposal is not likely to have either a positive or detrimental effect on any racial groups within the city   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b> No   |

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## **Assurance & Democratic Services**

### **1. Summary and Background**

- 1.1 The Assurance & Democratic Division (to be called the Corporate Governance Division from 1<sup>st</sup> February) is contributing to the ODI Review of Support Services, with minimum savings of £100,000 in 2011/12 (and overall savings of £300,000).
- 1.2 The divisional budget savings fall within areas of service not subject to ODI. The most significant of these is the Legal Service, with a target for saving £1.032m through a structural review.

In addition it is proposed to conduct a review of the Coronial and Registration service and to receive increased income from citizenship ceremonies of £60,000.

- 1.3 Two budget areas are identified as pressures with the threat of a judicial review regarding the Land Charges service and the need to plan for the cost of un-planned elections.

### **2. Rationale for Savings**

- 2.1 The strategy has been to secure savings by efficiency and by increasing income. The structural review of legal has not yet commenced. The proposals within the budget strategy which will inform the review are to bring externalised specialist work back in house, to reduce employee costs, to decrease accommodation costs, to reduce the use of locums, to increase income through providing legal advice to other councils and to re-align some “legal” work to divisional teams.

### **3. Risk Assessment**

- 3.1 The principal risk is to delivering the savings in legal through a review. This will be kept under review during 2011/12.

### **4. Equality Impact Assessment**

- 4.1 Impact assessments show that the reductions will not disproportionately impact any particular group.
- 4.2 Impact assessments in relation to staffing will be carried out as part of the necessary organisational reviews and redundancy selection procedures to give effect to these savings.

**Perry Holmes**  
**Director of Corporate Governance**  
19 January 2011

**ASSURANCE & DEMOCRATIC SERVICES**

**BUDGET PROPOSALS 2011/12**

| <b>Ref</b> |                                       | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|------------|---------------------------------------|-------------------------|-------------------------|-------------------------|
|            | <b>Budget Pressures:</b>              |                         |                         |                         |
| AD1        | Land charges judicial review          | 50.0                    | 50.0                    | 50.0                    |
| AD2        | Local elections (annualised cost)     | 50.0                    | 50.0                    | 50.0                    |
|            | <b>Proposed Savings</b>               |                         |                         |                         |
| AD3        | Legal Services structural review      | (1,032.0)               | (1,064.0)               | (1,064.0)               |
| AD4        | Registration Service increased income | (60.0)                  | (60.0)                  | (60.0)                  |
|            | <b>Budget Proposals</b>               | <b>(992.0)</b>          | <b>(1,024.0)</b>        | <b>(1,024.0)</b>        |

**ASSURANCE & DEMOCRATIC SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |                          |  |  |
|--|--|--------------------------|--|--|
| <b>SERVICE AREA – LEGAL SERVICES (LAND CHARGES)</b>  |  | <b>Proposal No: AD1</b>  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>Reflects changes in the housing market which affect Land Charges ability to generate external income consequent to new legislation.</p> |  |                          |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |                          |  |  |
| Other  |  |                          |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |                          |  |  |
| N/A  |  |                          |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |                          |  |  |
|  |  |                          |  | <b>Date:</b> <span style="border: 1px solid black; padding: 2px;">1<sup>st</sup> April 2011</span> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | 2011-12<br>£000s         | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>   |
| <b>Effects of Changes on budget</b>  |  |                          |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b> |  |  |
| Staff  | 136.5  |                          |  |  |
| Non Staff Costs  | 32.0   | 50                       | 50   | 50   |
| Income   | (190.7)                                      |                          |  |  |
| <b>Net Total</b>   | <b>(22.2)</b>                                | 50                       | 50   | 50   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>           | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  | 3                        | 3  | 3  |
| Extra post(s) (FTE)  |  | 0                        | 0  | 0  |

**ASSURANCE & DEMOCRATIC SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |                          |  |   |
|---|--|--------------------------|--|---|
| <b>SERVICE AREA – LEGAL SERVICES (ELECTORAL )SERVICES</b>   |  | <b>Proposal No: AD2</b>  |  |   |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>The existing budget for the cost of the local elections is insufficient to cover the cost of local elections held every four years. It is current practice to provide an annual contribution to the elections reserve thereby “saving up” for the event itself. However, this amount (£12,000 per annum) is insufficient and has in the past been topped up by year end underspends. It is proposed to put these on a regular footing and reflect the increasing requirements of electoral practice.</p> |  |                          |  |   |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |                          |  |   |
| Decisions already taken/Service Improvement/Other   |  |                          |  |   |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |                          |  |   |
|   |  |                          |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |                          |  |   |
|   |  |                          |  | Date: <span style="border: 1px solid black; padding: 2px;">1<sup>st</sup> April 2011</span> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | 2011-12<br>£000s         | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |  |                          |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b> |  |   |
| Staff   | 193.4  |                          |  |   |
| Non Staff Costs   | 77.6   | 50                       | 50   | 50  |
| Income  | (3.6)  |                          |  |   |
| <b>Net Total</b>  | <b>267.4</b>                                 | <b>50</b>                | <b>50</b>                                    | <b>50</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>           | <b>2012-13</b>                               | <b>2013-14</b>  |
| Current service staffing (FTE)  |  |                          |  |   |
| Extra post(s) (FTE)   |  |                          |  |   |

**ASSURANCE & DEMOCRATIC SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA : LEGAL SERVICES</b>  | <b>Proposal No: AD3</b>                      |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>A fundamental review of the Legal Services Division is proposed which will include bringing externalised specialist work back in house, modernising working practices, reducing the use of locums and to increase income through providing legal advice to other external bodies.</p>  |  |  |  |  |
| <p><b><u>Type of Reduction (delete as appropriate)</u></b></p> <p>Decisions already taken, Efficiency, Service Reduction, Other</p>   |  |  |  |  |
| <p><b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b></p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>The proposal is a significant reduction to the Legal Services budget however the review aims to maintain key services which include the protection of vulnerable children and adults.</p> </div> |  |  |  |  |
| <p><b><u>Date of earliest implication/ date of proposed implication</u></b> <span style="float: right;">Date: <input style="width: 100px; height: 20px;" type="text"/></span></p>   |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   | 3,266  | (803)  | (823)  | (823)  |
| Non Staff Costs   | 443  | (229)  | (241)  | (241)  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>3,709</b>                                 | <b>(1,032)</b>                               | <b>(1,064)</b>                               | <b>(1,064)</b>                               |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | 85.8   | 65.1   | 65.1   |
| Post(s) deleted (FTE) – Includes 2 frozen trainee posts   |  | 20.7   |  |  |
| Current vacancies (FTE) – Includes 2 frozen trainee posts   |  | 13.2   |  |  |
| Individuals at risk (FTE)   |  | 7.5  |  |  |

## Budget Reduction Equality Impact Assessment

|                                   |   |
|-----------------------------------|---|
| <p><b>Race equality</b></p>       | <p><b>Your assessment of impact/risk:</b></p> <p>Legal Services provide a support service to front line services, many of which provide services to the most vulnerable residents of the City of Leicester.</p> <p>Whilst the proposal is challenging, it will not result in negative impacts experienced: -</p> <ul style="list-style-type: none"> <li>• by one/some racial groups and not by other racial groups</li> <li>• more by one gender and not the other gender</li> <li>• by disabled people (for any impairment across the range of impairments experienced by disabled people)</li> </ul> <p>The proposal will not impact on a particular area of the city, nor will the proposal have a negative impact on community cohesion or exacerbate any of the underlying causes of community division in the city.</p> |
| <p><b>Gender equality</b></p>     |   |
| <p><b>Disability equality</b></p> |   |
| <p><b>Community Cohesion</b></p>  |   |



**ASSURANCE & DEMOCRATIC SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                         |
|---|-------------------------|
| <b>SERVICE AREA : REGISTRATION &amp; CORONIAL SERVICE</b> | <b>Proposal No: AD4</b> |
|---|-------------------------|

**Details of Proposed Reduction:**

To extend the provision of citizenship services thereby generating additional income

**Type of Reduction (delete as appropriate)**

Decisions already taken, Efficiency, Service Reduction, Other

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

**Date of earliest implication/ date of proposed implication**      Date:

|  |  |  |  |  |
|--|--|--|--|--|
| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
|--|--|--|--|--|

|                                     |                        |                           |                |                |
|-------------------------------------|------------------------|---------------------------|----------------|----------------|
| <b>Effects of Changes on budget</b> |                        |                           |                |                |
|                                     | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                |                |
| Staff                               | 651.0                  |                           |                |                |
| Non Staff Costs                     | 128.8                  |                           |                |                |
| Income                              | (636.0)                | (60)                      | (60)           | (60)           |
| <b>Net Total</b>                    | <b>143.8</b>           | <b>(60)</b>               | <b>(60)</b>    | <b>(60)</b>    |
| <b>Staffing Implications</b>        |                        | <b>2011-12</b>            | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE)      |                        | 26.41                     | 26.41          | 26.41          |
| Post(s) deleted (FTE)               |                        | 0                         | 0              | 0              |
| Current vacancies (FTE)             |                        | 0                         | 0              | 0              |
| Individuals at risk (FTE)           |                        | 0                         | 0              | 0              |

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>No   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br>No   |

# Human Resources

## 1. Summary and Background

- 1.1 The Human Resources Division comprises of the Employment Service Centre, Pay and Workforce Strategy (including Health and Safety), Learning and Development and Strategic Service Partners providing HR services locally. HR is part of the ODI Review of Support Services, and savings of £0.8m are planned in 2013/14. Under the annual CIPFA survey of HR services in unitary authorities, the HR service at Leicester City Council is a top quartile service in terms of value for money in relation to its costs and numbers against similar services in other unitaries.

## 2. Rationale for Savings

- 2.1 The Strategic Service Business Partnering team for Children & Young Peoples Services provides HR services to both schools and non-schools functions. The services to schools are provided on a traded basis with an agreed funding arrangement and currently all city schools buy-in to our in-house HR service. It has been identified that in practice, the cost of services provided to schools is in fact greater than the fee charged and this has caused pressures elsewhere on the Children's Services general fund budget. The direct unit cost of providing this service is £74 per employee. The proposal therefore is to renegotiate the charges to schools for HR services, and this is being undertaken as part of a wider exercise to review trading with schools
- 2.2 Schools are aware that the costs will rise and were given the opportunity last April to withdraw from the traded service. No school withdrew and several chose to re-engage the service having previously used a private provider due to the quality of the service received from the 'in house' HR service compared to the private provider and the hidden additional costs which they were charged by the private provider.
- 2.3 Savings relating to advertising costs are also proposed. This recognises that 90% of job applications are received on-line and the alternative forms of media that are now available to us. Printed jobs bulletins will still be displayed in public buildings and circulated within communities.

## 3. Risk Assessment

- 3.1 The principle risk is one of service take-up by schools. Individual schools do not have to buy support services from in-house provision and therefore have the option of testing the market place for a cheaper option. Clearly there are economies of scale benefits with a large take-up from our own schools, issues of consistency and adherence to Council policy and protection from expensive Employment Tribunal complaints. However, there is a danger that an increase in cost may encourage schools to look elsewhere for the provision of HR support which could lead to loss of income for the Council and redundancies in CYPS HR.

#### **4. Equality Impact Assessment**

- 4.1 The impact assessment shows that the additional charges will not disproportionately impact any particular group.
- 4.2 Should schools opt out of the in-house provision then this will generate redundancies.
- 4.3 The reduction in local media advertising may adversely affect those who do not have easy access to electronic media. As such local facilities will continue to display job vacancies and some further community outlets will also be considered to ensure a high as possible exposure.

**Fiona Skene**  
**Director of Human Resources**  
21 January 2011

**HUMAN RESOURCES**  
**BUDGET PROPOSALS 2011/12**

| Ref |                                 | 2011/12<br>£000 | 2012/13<br>£000 | 2013/14<br>£000 |
|-----|---------------------------------|-----------------|-----------------|-----------------|
|     | <b>Proposed Savings</b>         |                 |                 |                 |
| HR1 | HR services traded with schools | (100.0)         | (100.0)         | (100.0)         |
| HR2 | Reduction in job advertising    | (26.0)          | (26.0)          | (26.0)          |
|     | <b>Budget Proposals</b>         | <b>(126.0)</b>  | <b>(126.0)</b>  | <b>(126.0)</b>  |

**HUMAN RESOURCES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: HR1</b>                      |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Increased traded income from schools. The current service provision does not fully recover its costs through the existing agreement. Negotiations will be undertaken with schools to ensure the cost of the service provided to them is fully recovered.</p> |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| <del>Decisions already taken, Efficiency, Service Reduction, Other</del>  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
|   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: <input style="width: 100px; height: 20px;" type="text"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   |  |  |  |  |
| Income  |  | (100)  | (100)  | (100)  |
| <b>Net Total</b>  |  |  |  |  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  |  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
| <b>Gender equality</b>     | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
| <b>Disability equality</b> | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>No  |

**HUMAN RESOURCES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |   |  |
|--|------------------------|--|--|---|--|
| <b>SERVICE AREA : EMPLOYMENT SERVICE CENTRE</b>  |                        | <b>Proposal No: HR2</b>                      |  |   |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>To remove the “sign-post” jobs advert placed weekly to inform the reader how and where to access information relating to vacancies and careers with the Council.</p>  |                        |  |  |   |  |
| <p><b><u>Type of Reduction (delete as appropriate)</u></b></p> <p><del>Decisions already taken, Efficiency, Service Reduction, Other</del></p>   |                        |  |  |   |  |
| <p><b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b></p> <p>A saving of £90k was achieved as part of the 2010/11 budget strategy by reducing detailed job advertising. This recognised that 90% of job applications are now received on-line and the rapid growth in accessibility to electronic media. It is now proposed to remove “sign-post” advertising to generate a further saving of £26k per annum.</p> <p>The weekly printed Job Vacancy Bulletin will continue to be printed as these are distributed within the community, libraries, community centres etc</p> |                        |  |  |   |  |
| <p><b><u>Date of earliest implication/ date of proposed implication</u></b></p>  |                        |  |  | <p><b>Date:</b> 1<sup>ST</sup> April 2011</p> |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b>  | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |   |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |   |  |
| Staff  |                        |  |  |   |  |
| Non Staff Costs  |                        | (26)   | (26)   | (26)  | (26)   |
| Income   |                        |  |  |   |  |
| <b>Net Total</b>   |                        | (26)   | (26)   | (26)  | (26)   |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |  |
| Current service staffing (FTE)   |                        | 0  | 0  | 0   |  |
| Post(s) deleted (FTE)  |                        | 0  | 0  | 0   |  |
| Current vacancies (FTE)  |                        | 0  | 0  | 0   |  |
| Individuals at risk (FTE)  |                        | 0  | 0  | 0   |  |



## Budget Equality Impact Assessment

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>It is not anticipated that there will any disproportional impact on any single racial group. However, there is mitigating action that can be taken to ensure there is no adverse impact on any potential candidate within the city – see the community cohesion section below.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>n/a   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                            | <b>Your assessment of impact/risk:</b><br>Analysis of the home location of Council staff shows that city residents come from all wards across the city. Therefore, no one particular area of the city will be disproportionately affected. However, there is mitigating action that can be taken to ensure there is no adverse impact on any potential candidate within the city – see the community cohesion section below.   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>60% of non-schools Council employees are women. However, as no analysis is available about the source of information on jobs that they have applied for, it is not possible to indicate whether the budget proposal would adversely affect women applicants. However, there is mitigating action that can be taken to ensure there is no adverse impact on any potential candidate within the city – see the community cohesion section below. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>n/a   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk</b><br>As no analysis is available about the source of information on jobs that they have applied for, it is not possible to indicate whether the budget proposal would adversely affect   |

|                                  |  |
|----------------------------------|--|
|                                  | <p>disabled applicants. However, there is mitigating action that can be taken to ensure there is no adverse impact on any potential candidate within the city – see the community cohesion section below.</p>  |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>n/a</p>   |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b><br/>80% of the Council’s Scale 1-6 staff live in the city, and 22% of employees living in the city come from our most economically deprived areas. It is important that the Council continues to let local people know that jobs are available with the Council. It could produce a simple poster signposting interested applicants to its recruitment website (even signposting people to sources of free internet access) and where paper copies of adverts are available (such as libraries) and post these wherever Council related activities take place, and with partner organisations as well where a community advertising facility is provided. The Learning Disabled Information Communication Network can also be used to signpost disabled applicants to the Council’s recruitment website.</p> |

## **Change and Programme Management**

### **1. Summary and Background**

- 1.1 The Change and Programme Management Division currently encompasses the ODI Team, the Corporate Portfolio Management Office which oversees and supports all projects and programmes, and the Partnership Executive Team in the Chief Executive's Office.
- 1.2 The Division will change as a result of the existing Strategic Support Services review which is one of the reviews within the ODI programme. This review includes all officers across the Council who have roles relating to policy work, research and intelligence, strategic planning and partnership support, performance management, equalities policy support, change and programme management. This includes Policy Officers within what was the Chief Executive's Unit as well as officers in similar policy, planning and performance roles within the old departmental structures.
- 1.3 The review is required to deliver a saving of £1m and is currently targeted to deliver £1.07m which is a 36% saving on the costs of the existing structures. The review will bring together all of this support into one consolidated structure and divert the focus of some of the resource into capacity to deliver the ODI work on an ongoing basis. The review has taken account of what is needed to deliver all of this type of work in a smaller Council overall in the future, with a streamlined Leicester Partnership structure that has now been agreed, and taking into account the changes in terms of support that might be needed for changed governance and management arrangements. The review is currently at the slotting in stage and is due to complete by the end of February, so that the majority of savings can be achieved from early in the new financial year.
- 1.4 Outside of the ODI review, the divisional budget savings relate to a reduction in the community cohesion fund. The fund directly supports the City's community cohesion strategy which in itself contributes to the One Leicester priority relating to creating thriving and safe communities. The Community Cohesion fund is allocated both to organisations such as the Race Equality Centre and Gujarat Hindu Association, and to specific projects and activities. The overall fund will be reduced by £64,300 in 2011/12, from a total of £241,200 in 2010/11 to £176,900.

### **2. Rationale for Savings**

- 2.1 The savings will still leave a sufficient level of funding to support key priorities relating to the community cohesion strategy.

### **3. Risk Assessment**

- 3.1 The principal risk is being able to deliver against the outcomes of the community cohesion strategy. The reduction in community cohesion funding for specific projects and activities will mean that there will need to be a robust and evidence based approach in terms of prioritising

which activities and projects to support. This will be based on evidence of need relating to the outcomes in the strategy.

#### **4. Equality Impact Assessment**

- 4.1 Impact assessments show that the reductions should not disproportionately impact any particular group.

**Miranda Cannon**  
**Director of Change and Programme Management**  
20 January 2011

**CHANGE & PROGRAMME MANAGEMENT**

**BUDGET PROPOSALS 2011/12**

| <b>Ref</b> |                                   | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|------------|-----------------------------------|-------------------------|-------------------------|-------------------------|
|            | <b>Proposed Savings</b>           |                         |                         |                         |
| CPM1       | Community Cohesion fund reduction | (64.3)                  | (64.3)                  | (64.3)                  |
|            | <b>Budget Proposals</b>           | <b>(64.3)</b>           | <b>(64.3)</b>           | <b>(64.3)</b>           |

**CHANGE & PROGRAMME MANAGEMENT DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                          |                           |                          |                          |
|--|--------------------------|---------------------------|--------------------------|--------------------------|
| <b>SERVICE AREA: Community Cohesion</b>  |                          | <b>Proposal No: CPM1</b>  |                          |                          |
| <b>Purpose of Service</b>  |                          |                           |                          |                          |
| <p>The purpose of the community cohesion fund is to support delivery of the Community Cohesion strategy for the city. Community Cohesion is about all communities. Through 'Community Cohesion' work we are aiming to achieve five improvements or 'outcomes' in Leicester:</p> <ul style="list-style-type: none"> <li>• Different communities get on well together - Bringing different communities together to build bridges, understanding and respect between them through meaningful engagement.</li> <li>• New communities bond together. - Helping new communities to grow and bond together to help them build self-help, identity and roots.</li> <li>• Everyone in Leicester feels they belong - Helping people in Leicester to feel at home and to see our diversity as strength to be enjoyed.</li> <li>• Young people understand and respect different communities, and adults and young people get on well together - Supporting children and young people to develop understanding and respect for different communities, and helping to build good relationships between young people and adults in the city.</li> <li>• There is freedom from tension - Addressing tensions and the causes of tension between and within communities in the city.</li> </ul> <p>These outcomes are set out in the Council's community cohesion strategy. Leicester is proud of its reputation for community cohesion. Much of this reputation has come about because of the work that many voluntary and community groups do in the city to bring different communities together, to build understanding, respect and enjoyment and help us become One Leicester.</p> |                          |                           |                          |                          |
| <b>Details of Proposed Reduction:</b>  |                          |                           |                          |                          |
| <p>The Community Cohesion fund is allocated both to organisations such as the Race Equality Centre, and Gujarat Hindu Association, and to specific projects and activities. Funding for the Race Equality Centre and Gujarat Hindu Association will remain at the contracted level in 2011/12 of £70,000 and £30,000 respectively. The overall fund will be reduced by £64,300 in 2011/12, from a total of £241,200 in 2010/11 to £176,900.</p>  |                          |                           |                          |                          |
| <b>Type of Reduction (delete as appropriate)</b>   |                          |                           |                          |                          |
| Other – reduced funding to commission specific projects and activities.  |                          |                           |                          |                          |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b>  |                          |                           |                          |                          |
| <p>The fund directly supports the City's community cohesion strategy which in itself contributes to the One Leicester priority relating to creating thriving and safe communities. The reduction in funding will mean that careful prioritisation will be required in relation to the types of projects and activities that are funded, for example to help mitigate against specific community tensions which are monitored via our joint tension monitoring with the Police, and to support specific communities and areas of the city informed by our overall needs analysis across the city.</p>   |                          |                           |                          |                          |
| <b>Date of earliest implication/ date of proposed implication</b>  |                          |                           |                          |                          |
| Date: 01/04/11   |                          |                           |                          |                          |
| <b>Financial Implications of Proposal</b>  | <b>2010-11<br/>£000s</b> | <b>2011-12<br/>£000s</b>  | <b>2012-13<br/>£000s</b> | <b>2013-14<br/>£000s</b> |
| <b>Effects of Changes on budget</b>  |                          |                           |                          |                          |
|  | <b>Existing Budget</b>   | <b>Proposed Reduction</b> |                          |                          |
| Staff  | n/a                      | n/a                       |                          |                          |
| Non Staff Costs  | 241.2                    | (64.3)                    | (64.3)                   | (64.3)                   |
| Income   |                          |                           |                          |                          |
| <b>Net Total</b>   | <b>241.2</b>             | <b>(64.3)</b>             | <b>(64.3)</b>            | <b>(64.3)</b>            |
| <b>Staffing Implications – no staffing implications</b>  |                          | <b>2011-12</b>            | <b>2012-13</b>           | <b>2013-14</b>           |
| Current service staffing (FTE)   |                          |                           |                          |                          |
| Post(s) deleted (FTE)  |                          |                           |                          |                          |
| Current vacancies (FTE)  |                          |                           |                          |                          |
| Individuals at risk (FTE)  |                          |                           |                          |                          |

# Budget Equality Impact Assessment

|                      |   |
|----------------------|---|
| <b>Race equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>  |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>Maintaining cohesive communities is important to Leicester. Community Cohesion is about all communities. It is not just about relationships between different ethnic groups. Segregation, misunderstanding and tension can occur between all sorts of communities, for example between young and old, or between different neighbourhoods. Through 'Community Cohesion' work we are aiming to achieve five improvements or 'outcomes' in Leicester:</p> <ul style="list-style-type: none"> <li>• Different communities get on well together - Bringing different communities together to build bridges, understanding and respect between them through meaningful engagement.</li> <li>• New communities bond together. - Helping new communities to grow and bond together to help them build self-help, identity and roots.</li> <li>• Everyone in Leicester feels they belong - Helping people in Leicester to feel at home and to see our diversity as strength to be enjoyed.</li> <li>• Young people understand and respect different communities, and adults and young people get on well together - Supporting children and young people to develop understanding and respect for different communities, and helping to build good relationships between young people and adults in the city.</li> <li>• There is freedom from tension - Addressing tensions and the causes of tension between and within communities in the city.</li> </ul> <p>The community cohesion fund has previously funded a wide range of projects and activities within and across different communities within the city. A reduction should not disproportionately impact on a specific racial group or other equality group.</p> |
|                      | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>The reduction in community cohesion funding for specific projects and activities will mean that there will need to be a robust and evidence based approach in terms of prioritising which activities and projects to support. This will be based on evidence of need relating to the outcomes set out above.</p>  |
|                      | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p><b>Your assessment of impact/risk:</b></p>   |

|                            |   |
|----------------------------|---|
|                            | <p>The reduction in community cohesion funding for specific projects and activities will mean that there will need to be a robust and evidence based approach in terms of prioritising which activities and projects to support. This will be based on evidence of need relating to the outcomes set out above.</p> |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk:</b></p> <p>As set out above</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As set out above</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>As set out above</p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As set out above</p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>  |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>As set out above</p>  |



## **Information and Support Services**

### **1. Summary and Background**

- 1.1 The Information and Support Services Division comprises Customer Services and ICT Services. ICT Services is part of the ODI Review of Support Services, and savings of £0.7m are planned in 2011/12 rising to £1.4 in 2012/13.
- 1.2 Customer Services comprises the NWC Customer Service Centre (CSC); four neighbourhood based CSCs and a corporate telephone call centre. The Customer Services savings of £156,000 from 2011/12 fall entirely in the corporate telephone call centre. The majority of Customer Services budget is staffing.

### **2. Rationale for Savings**

- 2.1 In response to customer feedback, Customer Services extended the operating hours of the corporate call centre to 8 am – 8pm Monday – Saturday during 2009. In practice call numbers after 6pm and on a Saturday have been relatively modest with 98% of all calls being received between 8am and 6pm Monday - Friday. It is proposed that the opening hours are reduced to 8am – 6pm Monday – Friday. Callers to the call centre outside of these core hours will be greeted with a recorded message encouraging them to refer to the council's web site where increasing numbers of council services are now available on-line.

### **3. Risk Assessment**

- 3.1 The principle risk is one of reduced customer satisfaction however the risk is considered to be low as the revised opening hours are still extended beyond a standard working day. Furthermore only 2% of current calls are received outside of these revised core hours.

### **4. Equality Impact Assessment**

- 4.1 The impact assessment shows that the reductions will not disproportionately impact any particular group.
- 4.2 No redundancies are anticipated as the service area has been carrying a number of vacancies in anticipation of cuts.

**Jill Craig**  
**Director Information and Support**  
19 January 2011

**INFORMATION AND SUPPORT SERVICES**

**BUDGET PROPOSALS 2011/12**

| <b>Ref</b> |                               | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|------------|-------------------------------|-------------------------|-------------------------|-------------------------|
|            | <b>Proposed Savings</b>       |                         |                         |                         |
| IS1        | Customer services call centre | (156.0)                 | (156.0)                 | (156.0)                 |
|            | <b>Budget Proposals</b>       | <b>(156.0)</b>          | <b>(156.0)</b>          | <b>(156.0)</b>          |

**INFORMATION AND SUPPORT SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA Customer Services</b>   |                        | <b>Proposal No: IS1</b>                      |  |  |  |
| <b><i>Purpose of Service</i></b>  |                        |  |  |  |  |
| Providing a single point of access to Leicester City Council's services. Resolving 95% of all inquiries in one contact.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| <ul style="list-style-type: none"> <li>- Reduce Customer Services Line operating hours to 8am – 6pm Mon – Fri (currently 8-8 Mon – Sat) (£156k)</li> </ul>  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| <p>We may see a fall in customer satisfaction as a result of a reduction in the opening hours of the Call Centre although 98% of calls to the centre are made between 8 am – 6pm Monday to Friday so the impact will be limited.</p> <p>When the Call Centre is closed callers are referred to the council's web site. As more services are moved on-line then an increasing percentage of enquiries will be resolved without the need for the customer to call or visit the council.</p> |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
| Date: CSL reduced hours : 1 <sup>st</sup> May 2011  |                        |  |  |  |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 1,956.5                | (156)  | (156)  | (156)  |  |
| Non Staff Costs   | 224.0                  |  |  |  |  |
| Income  | (61.5)                 |  |  |  |  |
| <b>Net Total</b>  | 2,119.0                | (156)  | (156)  | (156)  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 72   |  |  |  |
| Post(s) deleted (FTE)   |                        | 7  |  |  |  |
| Current vacancies (FTE)   |                        | 7  |  |  |  |
| Individuals at risk (FTE)   |                        | 0  |  |  |  |

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>No  |

## Financial Services

### 1. Summary and Background

- 1.1 Most of the Financial Services Division is part of the ODI Review of Support Services, and savings of £1.2m per annum are planned in 2011/12.
- 1.2 The divisional budget savings fall within areas of service not subject to ODI. The most significant of these is the Revenues and Benefits Service, with a total gross budget of £8.7m. The remaining divisions are small by comparison:
  - (a) Audit (£0.8m);
  - (b) Risk Management (£0.3m).

### 2. Rationale for Savings

- 2.1 The strategy has been to secure savings by efficiency wherever possible, and to enable the Revenues and Benefits Service to continue to deliver the performance expectations of the Revenues and Benefits Improvement Plan.
- 2.2 In the context of Revenues and Benefits, savings in 2011/12 are proposed in respect of management costs, reductions in overtime, and closure of the current facility for members of the public to pay rent/council tax in the city centre. The latter is consistent with the growth of Paypoint, whereby a large network of shops and other facilities exists to make payments. It is also consistent with proposals in the HRA budget to close in-house cash payment facilities. Savings in 2011/12 safeguard the aim of protecting improvement plan targets: now the service is largely up-to-date it is easier to stay that way.
- 2.3 Revenues and Benefits will be greatly affected by the proposed introduction of the universal tax credit. Savings have been proposed for 2012/13 which would require implementation planning in 2011/12, but these will be reviewed in the light of better information about the universal credit. The universal credit will also involve transfer of some responsibility to Central Government, and the localisation of the scheme of council tax benefit. The most significant element of the proposed 2012/13 savings is the use of postal returns to collect evidence of circumstances rather than visiting officers, in line with most authorities practices; and a reduction in customer liaison work.
- 2.4 In respect of Audit, the strategy has been to reduce externalisation of work and to make staffing reductions consistent with levels in the Support Services Review. Audit will become part of a joint Internal Audit Service with the County Council, and these efficiency savings will be achieved in advance of this.
- 2.5 Risk Management will make the most significant elements of its savings by bringing in-house claims handling work currently done externally.

### **3. Risk Assessment**

- 3.1 The principle risk is to the delivery of the Benefits Improvement Plan, particularly if caseloads start to increase significantly. For this reason, no reductions in operational staffing levels are proposed in either 2011/12 or 2012/13. It is not believed that the 2011/12 savings will impact the improvement plan. 2012/13 will be kept under review, but some reduction in service will start to be left if the proposed reductions are implemented.
- 3.2 There are risks in reducing audit staffing, in that reduced audit coverage could mean that problems go undetected for a longer period of time. The shared service is intended to give greater responsiveness to the internal audit service as a whole.

### **4. Equality Impact Assessment**

- 4.1 Impact assessments show that the reductions will not disproportionately impact any particular group.
- 4.2 Impact assessments in relation to staffing will be carried out as part of the necessary organisational reviews and redundancy selection procedures to give effect to these savings.

**Mark Noble**  
**Chief Finance Officer**  
4 February 2011

**FINANCIAL SERVICES**  
**BUDGET PROPOSALS 2011/12**

| Ref |                                       | 2011/12<br>£000 | 2012/13<br>£000 | 2013/14<br>£000 |
|-----|---------------------------------------|-----------------|-----------------|-----------------|
|     | <b>Budget Pressures:</b>              |                 |                 |                 |
| FS1 | HB & CT Admin grant reduction         | 250.0           | 250.0           | 250.0           |
|     | <b>Proposed Savings</b>               |                 |                 |                 |
| FS2 | Internal Audit shared service         | (80.0)          | (105.0)         | (105.0)         |
| FS3 | Risk Management claims administration | (126.0)         | (146.0)         | (146.0)         |
| FS4 | Revenues & Benefits service review    | (337.0)         | (671.0)         | (671.0)         |
|     | <b>Budget Proposals</b>               | <b>(293.0)</b>  | <b>(672.0)</b>  | <b>(672.0)</b>  |

**FINANCIAL SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |                          |  |  |
|--|--|--------------------------|--|--|
| <b>SERVICE AREA : REVENUES &amp; BENEFITS</b>  |  | <b>Proposal No: FS1</b>  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b><br/>         Following the CSR grant announcements in Oct '10 the service has seen a disproportionate reduction in its government administration grant by 14% in the first year. A reduction of this levy was not anticipated to this extent and cannot be met within the current budget provisions in addition to savings already identified for 2011/12.</p> |  |                          |  |  |
| <p><b><u>Type of Growth (delete as appropriate)</u></b></p> <p>Other</p>   |  |                          |  |  |
| <p><b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b></p> <div style="border: 1px solid black; height: 100px; width: 100%; margin-top: 10px;"></div>   |  |                          |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |                          |  | Date: <span style="border: 1px solid black; padding: 2px;">1/4/2011</span> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | 2011-12<br>£000s         | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>  |  |                          |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b> |  |  |
| Staff  |  |                          |  |  |
| Non Staff Costs  |  |                          |  |  |
| Income   |  | 250                      | 250  | 250  |
| <b>Net Total</b>   |  | 250                      | 250  | 250  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>           | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  |                          |  |  |
| Extra post(s) (FTE)  |  | 0                        |  |  |



**FINANCIAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>INTERNAL AUDIT</b>                        | <b>Proposal No: FS2</b>                      |  |  |
| <b><i>Purpose of Service</i></b><br>To ensure the Council's finances are effectively managed.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>Reduction of the internal Audit service. These savings will be made in advance of the creation of a shared internal audit service with the County Council.  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Decisions already taken, Efficiency, Service Reduction, Other   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| Reduced Audit Plan / coverage and reduced capacity to respond to commissioned and other reactive work. £10,000 of the reduction is a reduction in external work (contract audit) which will be carried out in-house. The balance primarily relates to staffing. The service has a further pressure in relation to the Government's recent cessation of the Financial Management Standard in schools which was previously met by the Schools' Forum. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: <input style="width: 100px; height: 20px;" type="text"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   | 758.2  | (60)   | (85)   | (85)   |
| Non Staff Costs   | 19.6   | (13)   | (13)   | (13)   |
| Income  | (103.2)                                      | (7)  | (7)  | (7)  |
| <b>Net Total</b>  |  | <b>(80)</b>                                  | <b>(105)</b>                                 | <b>(105)</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  | 21   |  |  |
| Post(s) deleted (FTE)   |  | 2.5  |  |  |
| Current vacancies (FTE)   |  | 1  |  |  |
| Individuals at risk (FTE)   |  | 1.5  |  |  |

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
| <b>Gender equality</b>     | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
| <b>Disability equality</b> | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>No  |

**FINANCIAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                                |                                |                                |                                |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA – Risk Management and Insurance Services</b>  |                                | <b>Proposal No: FS3</b>        |                                |                                |
| <p><i><b>Purpose of Service ; To provide a support function to all Officers and Members of the Council in relation to their responsibilities to identify and control risks to the Council's activities; to ensure Business Continuity through any interruptions to service; and to manage the Council's insurance requirements and portfolio.</b></i></p> |                                |                                |                                |                                |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>Bring in house the handling of Personal Injury claims saving an eventual £90K per annum in fees and a reduction in business continuity and risk management staff.</p>  |                                |                                |                                |                                |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                                |                                |                                |                                |
| Decisions already taken, Efficiency, Service Reduction, Other   |                                |                                |                                |                                |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                                |                                |                                |                                |
| <p>All future risk or business continuity support or guidance sought will be handled by one person until additional training can be delivered to the rest of the team (2012/13 earliest). It is not anticipated that the organisation will experience a diminution of service.</p>  |                                |                                |                                |                                |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                                |                                |                                | 1 <sup>st</sup> April 2011     |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
| <b>Effects of Changes on budget</b>   |                                |                                |                                |                                |
|   | <b>Existing Budget</b>         | <b>Proposed Reduction</b>      |                                |                                |
| Staff   | 324.6                          | (66)                           | (66)                           | (66)                           |
| Non Staff Costs   | 6.7                            | (60)                           | (80)                           | (80)                           |
| Income  | (309.6)                        | 0                              | 0                              | 0                              |
| <b>Net Total</b>  | <b>21.7</b>                    | <b>(126)</b>                   | <b>(146)</b>                   | <b>(146)</b>                   |
| <b>Staffing Implications</b>  |                                | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |
| Current service staffing (FTE)  |                                | 9.6                            | 9.6                            | 9.6                            |
| Post(s) deleted (FTE)   |                                | 1.6                            | 1.6                            | 1.6                            |
| Current vacancies (FTE)   |                                | 0                              | 0                              | 0                              |
| Individuals at risk (FTE)   |                                | 2                              | 2                              | 2                              |

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
| <b>Gender equality</b>     | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
| <b>Disability equality</b> | <b>Your assessment of impact/risk:</b><br>No  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>No  |

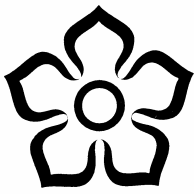
**FINANCIAL SERVICES DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |   |
|---|--|--|--|---|
| <b>SERVICE AREA Revenues &amp; Benefits</b>   | <b>Proposal No: FS4</b>                      |  |  |   |
| <p><b><i>Purpose of Service:</i></b><br/> Statutory provision. The collection of council tax for the authority and non-domestic rates on behalf of the Government. The administration of Housing and Council Tax benefit and the Discretionary Housing Payment fund on behalf of the Government. The service has successfully run an improvement programme during 09/10 and 10/11.</p>  |  |  |  |   |
| <p><b><u>Details of Proposed Reduction:</u></b><br/> The revenues and benefits service has a 2 year saving programme, as we need to start work in 11/12 to give effect to savings needed for 12/13. However, given the substantial changes expected in benefits and the introduction of universal credit, 12/13 proposals remain fluid and will be revisited. 11/12 proposals include:-<br/> - the closure of the current cashiering facility in the city centre for external payments. The public can now use PayPoint in shops across the city to pay rent and council tax. Housing payment facilities are also closing;<br/> - management reductions, deletion of vacant posts, savings in supplies &amp; services/overtime.<br/> The key indicative proposal in respect of 12/13 is to rely on using postal forms to collect evidence and reduce visiting officers, and a small dedicated liaison team is proposed to be disbanded but this is likely to require modification in light of national changes.</p> |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |   |
| Efficiency  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |   |
| <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> Collection rates are maintained and the administration of benefits continues to meet its improvement plan targets in 11/12. </div>   |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |   |
|   |  |  |  | Date: <input style="width: 100px;" type="text" value="01/05/11"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                      |
| <b>Effects of Changes on budget</b>   |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |
| Staff   | 6,683.1                                      | (337)  | (671)  | (671)   |
| Non Staff Costs   | 2,067.1                                      |  |  |   |
| Income  | (5,497.7)                                    |  |  |   |
| <b>Net Total</b>  | <b>3,252.7</b>                               | <b>(337)</b>                                 | <b>(671)</b>                                 | <b>(671)</b>  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>  |
| Current service staffing (FTE)  |  | 228  |  |   |
| Post(s) deleted (FTE)   |  | 9  | 10   |   |
| Current vacancies (FTE)   |  | 4  | 0  |   |
| Individuals at risk (FTE) *   |  | 5  | 10   |   |

\* there is a high level of constant staff churn in the Revenues & Benefits Service

## Budget Equality Impact Assessment

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br><b>A diverse and varied client group accesses the service provision affected by the budget reduction. No one group uses or does not use the facility. All parties will be affected proportionately.</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact? There are alternative methods of payment available for charge payers either pay on line through the internet or pay point. Pay point sites are spread across the city at post offices, co-op's etc with easy access and with extended opening hours beyond the current provision. Publicity promoting the pay point sites will be circulated at annual billing to alter as many users as possible to alternative payment methods.</b> |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk: No</b>   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | Your assessment of impact/risk: A diverse and varied client group accesses the service provision affected by the budget reduction. There is an even usage of the facility by gender it is therefore not envisaged to affect one gender group above another.   |
|                            | If there is a negative impact, what can be done to reduce or remove the negative impact?  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk. There are alternative methods of payment at local sites through pay point or through the internet where the usual DDA adjustments can be applied for ease of access..</b>  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk. No the provision is located centrally and is not fundamental to community cohesion and it is not anticipated it will exacerbate any of the underlying causes of community division in the city</b>   |



Leicester  
City Council

WARDS AFFECTED  
All

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:  
OSMB**

**15<sup>th</sup> February 2011**

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**Adult Social Care Transformation Programme**

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**Report of the Strategic Director Adults and Communities**

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| <b>Section 6</b> | <b>Appendix 5 - In House Residential Homes Cost Analysis</b>   | <b>Page 58</b>      |
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## **1. Purpose of Report**

- 1.1. To advise OSMB of the required programme of transformation in Adult Social Care (ASC) and its resulting budget implications for 2011/12 and beyond

## **2. Recommendations**

- 2.1. That OSMB note the national requirement for the transformation of ASC
- 2.2. That OSMB note the budget implications for 2011/12
- 2.3. That PVFM receive quarterly updates on the progress of the transformation programme and its improved outcomes for people in Leicester

## **3. Summary**

- 3.1. The transformation of ASC is designed to bring about fundamental change. It aims to facilitate a real shift of power from the state to people and communities. It aims to give people the freedom to choose the services that are right for them from a vibrant plural market. Central government is challenging councils to provide personal budgets, preferably as direct payments, to everyone eligible within the next two years.
- 3.2. The Council is a relatively low spending authority on ASC compared with other authorities in its audit family. ASC in Leicester has not developed and modernised as fast as the services in many other councils. What this means in practice is that what funding there is available is providing outmoded services of only adequate quality as it has not been able to disinvest and reinvest in modern, choice based quality services. This investment cycle is the key to securing better outcomes both now and in the future.
- 3.3. Consequently, if services in Leicester are not modernised, an additional £14 million of public funds will be required by 2025 just to stand still.
- 3.4. Our vision starts with securing the best outcomes for people. People, not service providers or systems, should hold the choice and control about their care. Personal budgets and direct payments are a powerful way to give people control. Care is a uniquely personal service. It supports people at their most vulnerable, and often covers the most intimate and private aspects of their lives. With choice and control, people's dignity and freedom is protected and their quality of life is enhanced. Our vision is to make sure everyone can get the personalised support they deserve.
- 3.5. Prevention is the first step of the transformation and the key to success. People tell us that they want to maintain independence and good health throughout their lives. National evidence and local experience shows that a considerable proportion of care needs can be avoided or significantly reduced if we intervene earlier. It is always far better to prevent or postpone dependency than deal with the consequences.
- 3.6. Securing good outcomes for disabled people also means bringing employment and housing services together to improve their well-being and meet emerging needs. 'Supporting People' provides housing related support to help individuals to live independently in their own home and avoid more costly interventions. These preventative services improve outcomes for individuals and return savings to other areas, such as housing, health, social care and the criminal justice system.



- 3.7. The last government, and the social care sector, recognised that radical action would be required if the impact of demography was to be managed. The population is getting older – by 2022 20% of people in England will be over 65. By 2027 there will be a 60% increase in the number of over 85. Offering customer and carers a personal budget with which they can plan and purchase their own services is expected to ensure that service costs can be better controlled, while at the same time offering increased choice and control to people. the Council is a trailblazer for Right to Control which pilots this approach.

#### **4. Report**

- 4.1. Adult Social Care has developed a three year service transformation programme to bring services in line with Department of Health requirements and local aspirations. This report focuses on the first year of the programme itemising the shifts in service provision and the consequential budget implications. The implementation plan can be found at appendix 1.
- 4.2. There has been, and remains, an over reliance on residential care and in-house care, where costs are expensive. Our in house services, particularly residential care, do not provide acceptable, modern environments for group living and require significant levels of capital funding which simply is not available. For example, none of our residential homes have en suite facilities and male and female residents have to share toilet and bathroom facilities. Many types of council have taken opportunities over the years to outsource services and make significant savings. As a result, people in Leicester requiring social care support lack the ability to exercise choice and control and to live a life that meets their aspirations.
- 4.3. Enhanced partnership working for ASC, Housing and NHS is critical to the delivery of this programme. The service redesign is dependent upon the realignment of assets to achieve the results we are seeking. Each part of the programme represents an interdependent, considered and timed move towards a modernised and empowering system of social care. Overall the programme is designed to improve quality, value for money and performance. Carrying it out successfully will raise the aspirations of our service users and contribute to improving their health and well being and life chances.
- 4.4. Users of services have a right to be consulted about proposals which affect them. Where there is a proposal to close homes both the Local Government and Public Involvement in Health Act 2007, Part 7 Section 138, and Human Rights Act 1998 must be considered. The budget proposals are clear in that they put forward a consultation on outline proposals and not a decision about services at this point. Details of the equality impact assessment for people currently receiving services are at appendix 2.
- 4.5. Intermediate care, reablement and enablement services are at a very early stage of development but the research from other parts of the country shows that these services have a critical role to play in helping people to regain and retain their coping capacities. A rapid expansion of these services, both building based and community based, next year for both older adults and younger adults will reduce demand for more expensive care packages and delay admission to high cost care placements. These services are being developed in partnership with the NHS and offer opportunities for management cost reduction. It is planned to expand the service from just over 100 people to 440 by the end of next year and continue to grow the service further in future years. The detail of this approach is at appendix 3.

- 4.6. Across these service areas there is a shift from residential care to various forms of more cost efficient assisted housing and extra care housing in particular. Within the assisted housing areas cost changes are being pursued to maximise efficiencies. Details of the plan for extra care development are detailed at appendix 4.

## 5. Individual Budgets

- 5.1.1 Where personalisation has taken root, it works and is popular with users and carers. A report from the Office of Fair Trading showed that direct payments made people happier with the service they receive. This is also the local experience as the case study below illustrates.

**James and Samantha met and married whilst living in a residential care home for people with physical disabilities. When the home closed they moved into independent accommodation and had services arranged for them by Social Services. Unhappy with the lack of control that they had over their services James started to research Direct Payments and eventually he and Samantha got a DP, pooled their budgets and ended up employing 4 Personal Assistants (PA's). The PA's were recruited from the local community and this gave James and Samantha a new network of friends. James and Samantha both have fluctuating health needs and they have planned their support to make sure that when they need additional support they have the finances to pay for it. Both James and Samantha have full and active social lives. James delivers training for staff working in the Council and volunteers his time supporting other people with disabilities; they both enjoy going to the theatre and trips to London.**

- 5.1.2 The time is now right to make personal budgets the norm for everyone who receives ongoing care and support – ideally as a direct cash payment, to give maximum flexibility and choice.
- 5.1.3 In order to bring the benefits of personalisation to all there are five groups of people who may need more support or appropriate help to manage a direct payment:
- Older people should be supported with information on quality of providers readily available and the 'hassle costs' of choice reduced as far as possible. For example, by ensuring they receive appropriate support and assurance through the process. Strengthening the voice, choice and control of older people with high support needs takes time and effort to achieve. A range of person-centred approaches exists to help plan and deliver better outcomes for people who need support, which can have benefits for older people, staff and families, and also contribute to ending age discrimination as outlined in the Equality Act 2010
  - People with learning disabilities, autism, disabled people and those with complex needs require person-centred planning to maximise choice and control, and appropriate help in cases where a direct payment is not chosen;
  - Despite evidence that use of personal budgets resulted in a significantly higher quality of life for people with mental health conditions take-up has so far been low;
  - People in residential care should have the same entitlement as anyone else to exercise choice and control over their care and how they live; and
  - People who lack the mental capacity to make some decisions should also be offered the same opportunities for choice and control as anyone else. The core principle of the Mental Capacity Act – that best interests and participation in decisions should be

enabled wherever possible – must guide the approach. Councils should work with the person and those close to them to find out their preferences and manage risk sensibly. This may involve placing control of a personal budget in the hands of another suitable person.

## 6. Implications for in house services

### 6.1. Residential care

6.1.1 We currently have 8 elderly persons homes and 1 intermediate care home that is not included within the proposals.

| Name of the Home                       | Address   | Ward   |
|--|---|--|
| Abbey House                            | Stokes Drive<br>Leicester<br>LE3 9BR                | <b>New Parks</b><br>Cllrs J Blackmore, Corral and Hall |
| Arbor House                            | High Street<br>Evington<br>LE5 6FH                  | <b>Evington</b><br>Cllrs Bajaj and Johnson             |
| Brookside Court<br>(Intermediate Care) | Cademan Close<br>Knighton<br>LE 2 3WT               | <b>Knighton</b><br>Cllrs Bayford, Grant and Hunt       |
| Cooper House                           | Pasley Road<br>Eyres Monsell<br>LE2 9BT             | <b>Eyres Monsell</b><br>Cllrs Cleaver and Palmer       |
| Elizabeth House                        | Perth Avenue<br>New Parks<br>LE3 6QR                | <b>New Parks</b><br>Cllrs J Blackmore, Corral and Hall |
| Herrick Lodge                          | 28 Orchardson Avenue<br>LE4 6DP                     | <b>Latimer</b><br>Cllrs Patel and Sood                 |
| Nuffield House                         | Barclay Street<br>West End<br>LE3 0JE               | <b>Western Park</b><br>Cllrs R Blackmore and Coley     |
| Preston Lodge                          | 20 Kingfisher Avenue<br>Humberstone Road<br>LE3 6QR | <b>Charnwood</b><br>Cllrs Newcombe and Osman           |
| Thurn Court                            | Thurncourt Road<br>Thurnby Lodge<br>LE5 2NG         | <b>Thurncourt</b><br>Cllrs Allen and Scuplak           |

6.1.2 Elizabeth House and Herrick Lodge have been identified as possibilities for year 1 closure.

Detail of this analysis is in appendix 5.

- 6.1.3 Herrick Lodge currently has only 13 (of a potential 40) occupied beds. Elizabeth House has 21 of 37 beds occupied.
- 6.1.4 Both are in a poorer physical state than the other units. Both are situated in areas that offer redevelopment potential, e.g. for supported housing or through the PFI scheme.
- 6.1.5 Two homes are proposed to change their use, to focus on short term provision. It is suggested that this be Preston Lodge and Abbey House, providing easily accessed units on both sides of the city, and retaining assets with more limited value for other purposes.
- 6.1.6 Preston Lodge currently has reduced client numbers as part of the building was utilised as a mental health respite unit until recently. It has 29 residents. It is well located next to the Merlyn Vaz centre, promoting joint work with health and social care professionals and ASC are developing short term services at Preston currently.
- 6.1.7 Abbey House is currently running at near full occupancy (33 beds). Part of the grounds have been used to develop a supported living scheme for people with learning disabilities.
- 6.1.8 The rationale for home selection for change / closure is as follows.
- Elizabeth House (Closure) – New Parks
- Poor condition
  - Low occupancy
  - High refurbishment costs
  - Limited community / health links
- Herrick Lodge (Closure) - Latimer
- Poor condition
  - Low occupancy
  - Linked to PFI site options
  - Identified as suitable (if not PFI) for supported housing redevelopment on site
- Preston Lodge (Retain and change) - Charnwood
- Lower permanent resident numbers
  - Utilisation as short term / interim in progress
  - Good geographic location for BME populations
  - Lower value site (reduced potential for receipt)
- Abbey House (Retain and change) – New Parks
- Provides preferred City West location to complement city east at Preston Lodge
  - Limited close community facilities so suitable supported housing redevelopment
  - Lower refurbishment costs for continued use
- 6.1.9 The phased closure of two further homes is proposed commence, with two in year 2 and the remaining 2 in year 3. This would be from Arbor House, Cooper House, Nuffield House and Thurn Court. The order of closure could reflect both the developing asset work and the consultation feedback.
- 6.1.10 Service users requiring residential care will still be able to access it in local areas as there is sufficient provision in the independent sector. This provision is well spread across the city so people will be able, where there is a need to be moved, to stay in their

chosen area. There are some service users who will be able to transfer to supported living if they so choose and this will be facilitated if that is what they request.

## **6.2 Day Care**

6.2.1 The council provides learning disability day services, older people's mental health day services and a physical disability day service. There is a small adult mental health service that already provides an enabling function which will continue to be developed.

### **6.2.2 Learning Disability Services**

6.2.3 Services provided are the Community Opportunities Services, which supports groups of individuals to meet in a variety of community venues, Layton Road 'Access All Areas' (Challenging Behaviour) and Hastings Road 'Profound and Multiple Learning Disabilities'.

6.2.4 The community opportunities service does not offer customer choice, is expensive in comparison to other provision and makes no contribution to the transformation of ASC. It is proposed that this is transformed in a phased approach, as individuals are reassessed and take up personal budgets in order to access community alternatives. This would commence in 2011/12, continuing over 2012 /1 3.

6.2.5 An in-house business case is scoping the potential to develop an enablement service for people with learning disabilities that would support people to engage with community options and move to supported living. This would reshape capacity from traditional day services to support the enablement agenda.

6.2.6 Hastings Road offers a service to people with profound and multiple learning disabilities. It is proposed that a specification is developed for this to be re-provided as a 24/7 resource hub in partnership with health.

6.2.7 Users from Access All Areas would be reassessed to identify alternative options within community based services or from a remodelled resource hub for those with the most complex needs.

## **6.3 Older Persons Mental Health (OPMH)**

6.3.1 There are three units currently providing a traditional day services located at Visamo, Nia and Martin House. Nia and Martin House are in the process of a merger.

6.3.2 OPMH services should phase their closure over 2 years, to allow for alternative community and voluntary support to develop. Individuals would be supported to access other community options. The needs of any individuals with complex needs that require specialist support will be considered through the redevelopment of in house provision via the Dementia Centres approach.

## **6.4 Physical disabilities**

6.4.1 LCC will support individuals at Douglas Bader to take up personal budgets and use these to access community based services. This could include working with groups of individuals to make and support user-led arrangements for peer meetings. This would enable the closure of the traditional service at Douglas Bader.

## 6.5 Mobile meals

6.5.1 There are currently around 853 people receiving mobile meals at a cost of £814k. The cost per meal is approximately £5.20 and the current charge is £2.95. This represents a significant subsidy for each service user and does not represent good value for money given the rigidity of the service and the lack of customer choice. It is planned to reduce and then close the service during next year yielding savings of £172k by 31st March 2012 and then £714k in the following year. It is planned to consult on decommissioning the service to give improved choice for people as well as yielding savings. There are many different options in this regard all of which should be explored. Additional details can be found at appendix 6.

## 7. Staffing implications

7.1 The potential implications of staff affected by the closure of residential care homes are detailed in table 1.

Table 1

| Home         | Permanent staffing (inc P/T) | Staffing required |
|--------------|------------------------------|-------------------|
| Abbey        | 38                           | 40                |
| Arbor        | 33                           | nil               |
| Cooper       | 30                           | nil               |
| Elizabeth    | 40                           | nil               |
| Herrick      | 32                           | nil               |
| Nuffield     | 34                           | nil               |
| Preston      | 44                           | 44                |
| Thurn        | 34                           | nil               |
| <b>TOTAL</b> | <b>285</b>                   | <b>84</b>         |

7.2.1 Therefore, the number of posts lost over 3 years is 201; the number of posts retained for change of use is 84. There is however an opportunity to redeploy approximately 60 staff to intermediate care / reablement services.

7.2.2 The number of staff displaced therefore is 141 but this does not factor in natural turnover in this sector of an average of 20% per year and the opportunities that are available to staff as detailed in appendix 7.

## 7.3 Day Services

7.3.1 The implications for staff affected by the closure of day services is detailed in table 2

Table 2

| Unit | Establishment staffing | Staffing required |
|------|------------------------|-------------------|
|------|------------------------|-------------------|

|                  |            |           |
|------------------|------------|-----------|
| COT / PMLD / AAA | 143        | 45        |
| OPMH             | 25         | nil       |
| DBC              | 18         | nil       |
| <b>TOTAL</b>     | <b>186</b> | <b>45</b> |

7.3.2 The number of posts displaced therefore is 141; the number of posts retained is 45.

7.3.3 There is however an opportunity to redeploy approximately 30 staff into reablement work. The number of staff displaced does not factor in natural turnover in this sector of approximately 20% per year and the opportunities that are available to staff as detailed in appendix 7.

## 8. Financial Implications

8.1 The financial implications for year 1 of the programme are detailed in the proformas attached at appendix 8.

## 9. Other implications

| OTHER IMPLICATIONS            | YES/<br>NO | Paragraph/References<br>Within the Report |
|-------------------------------|------------|---|
| Equal Opportunities           | Y          |   |
| Policy                        | Y          |   |
| Sustainable and Environmental | N          |   |
| Crime and Disorder            | Y          |   |
| Human Rights Act              | Y          |   |
| Elderly/People on Low Income  | Y          |   |
| Corporate Parenting           | N          |   |
| Health Inequalities Impact    | Y          |   |

## 10. Risk Assessment Matrix

| Risk   | Likelihood<br>L/M/H | Severity Impact<br>L/M/H | Control Actions<br>(if necessary/appropriate)   |
|--|---------------------|--------------------------|---|
| Reductions in grant funding have not yet been fully worked through | M                   | L                        | Phasing of the implementation plan will have to be adjusted if continued changes to grant funding are |

|   |   |   |  |
|---|---|---|--|
| so the impact is not yet known  |   |   | made.  |
| Significant savings are predicated on reducing the numbers of people receiving care packages through diversion to universal and lower cost community services | M | H | Significant work is taking place with staff to shift thinking to a personalized and reablement focused intervention. Market management strategy and CVS work is designed to deliver prevention |
| Savings are predicated on being able to reduce current provider costs in the voluntary and private sectors  | M | H | Success has already been seen through the use of the care funding calculator and this will continue  |
| Savings have been calculated on moving some people from residential care to lower cost forms of supported living.   | M | H | Supported living plan aims to address this and phases the numbers of people requiring service change   |
| In addition to the above the social care divisions are likely to carry forward a substantial inherent overspend of around £2m from the current year.          | H | H | Measures in place include a QA panel, rigorous application of FACS and financial target setting for teams. NHS monies will reimburse for spend incurred during the winter period               |

- 10.1 Overall, Adult Social Care is probably the council's greatest risk area from a financial perspective. It has implemented a series of work streams to help ensure progress is made towards making the required savings and thereby reduce the level of risk.
- 10.2 However, the significant risk of not making such changes are not only that people requiring care in the city are disadvantaged by an un modernised system but also that the council will encounter the most severe financial difficulties as a result of not making changes to ASC. As one of the biggest spending parts of the system, the inherent risk in not changing is equal to and probably greater than the risk of change.

## 11. Background Papers – Local Government Act 1972

- Putting people first: a shared vision and commitment to the transformation of adult social care (DH, Dec 2007)
- A Vision for Adult Social Care; Capable Communities and Active Citizens (DH, Nov 2008)



- Think Local, Act Personal: Next Steps for Transforming Adult Social Care (DH, Nov 2008)
- Choice and Competition in Public Services: A Guide for Policy Makers (Office of Fair Trading/Frontier Economics, 2010).
- The National Evaluation of the Individual Budgets Pilot Programme (Social Policy Research Unit, University of York, 2008).
- Individual Budgets: Impacts and Outcomes for Carers (Social Policy Research Unit, University of York, 2009)

## **12. Report Author**

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### Adult Social Care Transformation

#### High Level Programme Plan

##### 1. Introduction

The high level programme plan sets out the key workstreams and the activities, sequencing and dependencies between them.

Below the high level plan, the individual workstreams have more detailed action/project plans underpinning these. The plans are subject to adjustment, and consequently are more accurate and detailed in the short term, as some actions will involve scoping and detailing later actions.

##### 2. Workstreams

The work to deliver the broad ranging and complex activities with the Adult Social Care Transformation programme has been broken down into smaller, more manageable workstreams, which have been allocated to individuals to deliver.

The work streams are varied, some relate to the necessary infrastructure changes, some relate to activities to actually deliver the transformation and some relate to the delivery of specific tools or services which are required to make the changes.

The attached work stream list provides an overview of the work streams and their lead officers.

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### 3. Programme Plan

| No | Workstream         | Activity  | Start Date | Completed | Linked to  | Comments  |
|----|--------------------|---|------------|-----------|--|---|
| 1  | Fit for the Future | Establish high cost cases for negotiating with providers  | Completed  | Oct '10   |  | Each supported living, residential care and transport service package was examined and ranked in cost order.  |
| 2  |                    | Undertake full re-assessment of the high cost cases, in reverse cost order, to identify the actual current level of need  | Ongoing    | Jan '12   | 1  | Where multiple cases are using the same provider, these are grouped, re-assessed at the same time   |
| 3  |                    | Gather full information for a provider, and the people using the provider and negotiate directly to achieve cost benefits | Ongoing    | Feb '12   | 2<br>ASC-R1<br>ASC-R1A<br>ASC-R4D<br>ASC-R5B<br>ASC-R8 | Information used includes CQC reports, companies house reports and accounts, charity commission reports, safeguarding reports and the recently completed re-assessment and applying the Care Funding Calculator   |
| 4  |                    | Consult with staff, public and other stakeholders over changing the charging regime                                       | Feb '11    | May '11   |  | The changes are necessary as without them, the cost of administering personal budgets increases substantially   |
| 5  |                    | Implement new charging regime for all Personal Budget and other service users   | Jun '11    | Jun '11   | 4  |   |
| 6  |                    | Establish the Quality Assurance Panel to ensure all services requested are VFM, and required                              | Ongoing    | Apr '11   |  | The panel reviews cases where needs cannot be met within the RAS, where residential or supported living is required or where the package of care is high cost. The panel reviews whether FACS eligibility is met. |

|    |               |  |         |         |                    |  |
|----|---------------|--|---------|---------|--------------------|--|
| 7  |               | Establish assurance methods over FACS eligibility  | Apr '11 | Jun '11 |                    | Ensure the agreed eligibility criteria is applied consistently and accurately for all people assessed for adult social care.   |
| 8  | Care Pathways | Develop the outline care pathway for adult social care   | Nov '11 | Feb '11 |                    | Develop a modern, fit for purpose and efficient care pathway to ensure people receive timely, straight-forward and consistent access to adult social care that delivers Putting People First   |
| 9  |               | Develop the detailed systems, processes and working practices to deliver the new care pathway  | Feb '11 | Apr '11 | 8                  | Includes ensuring the SAQ and RAS work well, forms are updated, support planning, prevention and early intervention approaches, advice and information for people and computer systems are aligned and working well.   |
| 10 |               | Update the resource allocation system to implement from lessons learned  | Dec '11 | Mar '11 |                    | The RAS has been in use for 6+ months, and those issues encountered are to be addressed, as well as aligning the RAS to the care pathway in full.  |
| 11 |               | Undertake Organisational Review of Care Management (Social Workers)  | Mar '11 | Jun '11 | 8                  | Deliver an organisational structure in Care Management that delivers the care pathway effectively, and ensures resources are aligned to the need to ensure assessments are high quality and address eligible needs   |
| 12 |               | Establish the Single Point of Access for Adult Social Care, and the mainstreaming of Prevention and Early Intervention linked to multi disciplinary locality based working | Jun '11 | Sep '11 | 8, 9. 11<br>ASC G2 | Implementing the named services to drive the change of emphasis to align to using universal services, prevention and early intervention, helping people become or regain independence, and accurately identifying and supporting those people that need assistance in a short or long term basis |

|    |                                      |   |         |         |   |  |
|----|--------------------------------------|---|---------|---------|---|--|
| 13 |                                      | Reassessing all people currently receiving services   | Jun '11 | Apr '13 | 9, 10<br>ASC-R1, A,B,C,<br>D,E<br>ASC-R3, A,B,C<br>ASC-R4, A, B,C,<br>D<br>ASC-R5, A, B<br>ASC-R6 | Re-assessing all people receiving adult social care support to ensure they have a Personal Budget (as Putting People First and Dept of Health require)   |
| 14 |                                      | Establish and implement new arrangements for Support Planning and Brokerage   | Apr '11 | Sep '11 | 9, 10, 11   | Reviewing the current arrangements and develop new arrangements, including using the Voluntary Sector  |
| 15 | Personalisation of Adult Social Care | EMarketplace goes live  | Feb '11 | Feb '11 |   | Emarketplace is a system where service users and carers can browse for potential services they may wish to access to meet their care needs and identify what's available, how much for and to help them buy. Also usable by self funders or other public agencies in Leicester |
| 16 |                                      | 30% of eligible social care services users/carers using Personal Budgets  | Ongoing | Apr '11 |   | This is going to be achieved, and is a Putting People First target   |
| 17 |                                      | 70% of eligible social care services users/carers using Personal Budgets  | Ongoing | Apr '12 | 16, 13  | Stage target to ensure 18 can be achieved  |
| 18 |                                      | 100% of eligible social care services users/carers using Personal Budgets   | Ongoing | Apr '13 | 17, 13  | This is a Putting People First target and Dept of Health requirement   |
| 19 |                                      | Move all people from in-house services closing onto Personal Budgets and implement support plans that address their needs | Apr '11 | Sep '11 | 13<br>ASC-R6  | Providing true choice and control to service users and carers  |

|    |                   |  |         |         |              |   |
|----|-------------------|--|---------|---------|--------------|---|
| 20 |                   | Implement Personal Budgets across Employment, Care and Housing services for Older and Disabled People, implementing the Right to Control | Ongoing | Dec '12 |              | Leicester is a Right to Control trailblazer for Office of Disability Issues, with the LA the lead, working in partnership with DWP, Jobcentre Plus, LCIL, Access to Work, and Independent Living Fund |
| 21 | In House Services | Develop business cases for each of the in-house services, identifying options and costs  | Ongoing | Mar '11 |              |   |
| 22 |                   | Seek decisions on the options to be taken forward for each in-house service and mandate to proceed                                       | Apr '11 | Apr '11 | 21           |   |
| 23 |                   | Public and other consultation over the in-house services and options for the future  | Feb '11 | Jun '11 | 21, 22       | Consultation includes discussions about the options and on the decisions reached  |
| 24 |                   | Stop service users from starting long term in at risk in house services  | Mar '11 | Mar '11 | 21<br>ASC-R2 | Stopping new admissions into services that may close or change to reduce the impact in the event of changes/closures  |
| 25 |                   | Plan for and implement that changes to in-house services   | Jun '11 | Sep '11 | 22, 23       | Ensuring all clients are re-assessed and provided support in exercising their support into new services   |
| 26 |                   | Undertake an organisational review of in-house services  | Jun '11 | Sep '11 | 22, 23       | Ensuring the in-house services are resourced and aligned to the changing services, this includes changes to develop increased capacity and functionality for Reablement and Intermediate Care         |
|    |                   |  |         |         |              |   |

|    |                  |   |         |         |  |  |
|----|------------------|---|---------|---------|--|--|
| 27 |                  | Close/migrate/transform in-house services inc 2 residential care homes, and reducing day care, meals on wheels, and re-developing LD day services around Hastings Road    | Sep '11 | Sep '11 | 25, 26, 20<br>ASC G1,A,B,C,<br>D,E<br>ASC G3,A,B                                     | People accessing these services will be supported onto personal budgets under action 20  |
| 28 |                  | Repeat 22 to 27 with further adjustments to in-house services   | Nov '11 | Jun '12 | 21, 23, 27   | Closing 2 further residential care homes, meals on wheels, and closing non-LD day services   |
| 29 |                  | Repeat 22 to 27 with further adjustments to in-house services   | Nov '12 | Jun '13 | 21, 23, 27   | Closing 2 further residential care homes   |
| 30 |                  | Developing re-ablement and intermediate care to support the prevention and early-intervention approach, transforming 2 residential care homes and other in-house services | Mar '11 | Mar '12 | 21, 12<br>ASC-R3,B,C<br>ASC-R4,B,C<br>ASC-R6<br>ASC-G2<br>ASC-G4<br>ASC-G5<br>ASC-G6 | Putting People First has a strong emphasis on reducing costs through one off interventions and short term support to help people regain or become independent.<br>Includes use of Advice and Information, Community and One Off Equipment, Housing Related Support and Assistive Technology as well as other interventions, jointly planned and delivered with NHS |
| 31 | Asset manag'ment | Identify options and opportunities for developing new assisted or other housing options   | Ongoing | May '11 |  | Options for schemes are being identified in conjunction with internal and external resources.  |
| 32 |                  | Develop additional housing options to meet the targets and to provide choice and options for people   | May '11 | Onwards | 37   | providing other assisted housing options (inc supported, assisted and extra care housing), which support greater independence.   |



|    |               |   |         |         |   |  |
|----|---------------|---|---------|---------|---|--|
| 33 |               | Identify people, following re-assessment, who are both capable of and would be best suited by alternatives to residential care and working with them to utilise alternatives including personal budgets | Mar '11 | Onwards | 13<br>ASC-R1<br>ASC-R1B<br>ASC-R1C<br>ASC-R1D<br>ASC-R1E<br>ASC-R5<br>ASC-R5A | Mostly through avoiding new admissions and through re-assessing peoples needs. |
| 34 |               | Reduce the number of long term residential placements by 361, increasing the use of other housing options by 209  | Apr '11 | Apr '12 | 13, 20, 32, 33  |  |
| 35 |               | Further reductions in the number of long term residential placements and increased use of other housing options   | Apr '12 | Apr '13 | 13, 20, 32, 33  |  |
| 36 |               | Further reductions in the number of long term residential placements and increased use of other housing options   | Apr '13 | Apr '14 | 13, 20, 32, 33  |  |
| 37 | Commissioning | Development of Commissioning strategies and implementation Plans  | Ongoing | Jun '11 |   |  |
| 38 |               | Agreeing Learning Disability and Mental Health Implementation plans with partners   | Ongoing | Mar '11 |   | Agreement with LDPF, PCT, LPT and others                                       |

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|----|--|---------|---------|--|--|
| 39 | Write Dementia strategy with County and PCT, with LCC specific strategy aligned to this                          | Ongoing | Feb '11 |  | Sign off with PCT and LLR by the end of March  |
| 40 | Write joint Prevention and Early Intervention Strategy with partners, with LCC specific strategy aligned to this | Ongoing | Feb '11 | 30<br>ASC-R3,B,C<br>ASC-R4,B,C<br>ASC-R6<br>ASC-G4<br>ASC-G5<br>ASC-G6 | Sign off with PCT and other relevant partners by the end of March<br>Includes use of Advice and Information, Community and One Off Equipment, Housing Related Support and Assistive Technology |
| 41 | Write draft Transport strategy with partners   | Feb '11 | Mar '11 |  | Sign off by the end of April   |
| 42 | Write Older Peoples and Physically Disabled Strategies with partners, with LCC specific strategy aligned to this | Mar '11 | May '11 |  | Sign of by the end of May  |
| 43 | Implement the commissioning strategies   | Apr '11 | Apr '12 | 37 to 42   |  |
| 44 | Re-assess the needs of the population in Leicester, and the priorities for service delivery                      | Sep '11 | Jan '12 | 43   |  |
| 45 | Organisational Review to establish ongoing commissioning roles and staff to meet the expectations                | Feb '11 | May '11 |  | Joint commissioning with PCT, with links to corporate commissioning put in place.  |

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|----|-----------------------------|--|---------|---------|--|--|
| 46 |                             | Review and revise the commissioning strategies   | Apr '12 | Sep '12 | 43, 44   | Including developing and undertaking the implementation plans and revising the targets for asset management, in-house services, contracting and procurement and personalisation. |
| 47 |                             | Review and revise the commissioning strategies   | Apr '13 | Sep '13 | 46   |  |
| 48 | Contracting and Procurement | Simplifying the Direct Payments process  | Ongoing | Mar '11 | 9, 14  | Making the process much simpler for people to access direct payments and to make them quicker to set-up  |
| 49 |                             | Developing new personal budget options including Individual Service Funds and improving Managed Service Budgets                              | Ongoing | Mar '11 | 9, 14,   |  |
| 50 |                             | Review all existing contracts against the commissioning intentions and personal budgets  | Feb '11 | Mar '11 | 37   | Every contract to be assessed against the contribution to the personalisation and prevention/early intervention of services  |
| 51 |                             | Develop market to introduce new and changed providers to produce personalised services   | Feb '11 | Sep '11 |  |  |
| 52 |                             | Develop micro-market providers (very small) in the community   | Ongoing | Mar '11 | 51   | GOEM funded project, supports community development  |
| 53 |                             | Support the development of community, VCS and micro-market providers to develop to support personalisation and to provide choice and control | Feb '11 | Sep '11 | 51<br>ASC-R3,A,B,C<br>ASC-R4,A,B,C<br>ASC-G3,A,B | Includes providing small grants to such providers to assist in their development   |
|    |                             |  |         |         |  |  |

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|----|----------------|--|---------|---------|--|---|
| 54 |                | Develop a detailed procurement plan to de/re commission all existing contracts to support the commissioning strategies                             | Mar '11 | Apr '11 | 50<br>ASC-R3,A,B,C<br>ASC-R4,A,B,C     | Includes all VCS and independent sector and in-house services   |
| 55 |                | Implement of new procurement model to meet the plan  | Apr '11 | Ongoing | 54                                     | Includes Value for Money, and the introduction of personalised type services, travel training specialist advice etc   |
| 56 | Infrastructure | Develop new Information and advice services to support decision making by people under choice and control  | Jan '11 | Jun '11 | 40, 20<br>ASC-R3,A,B,C<br>ASC-R4,A,B,C | Includes developing universal services, linking to Right to Control, emarketplace and developing new options and approaches to providing information directly, through staff and through other agencies. Eg Disabled Go |
| 57 |                | Comms & Engagement: Developing an integrated approach to consulting, engaging and communicating across all stakeholders and across all workstreams | Feb '11 | Jun '11 |  | Links   |
| 58 |                | Technology: Undertake a pilot for mobile working with Social Workers   | Apr '11 | Sep '11 |  | To reduce the long term costs and increase efficiencies<br>Testing with 100 Social Workers  |
| 59 |                | Technology: Review the impact of mobile working  | Sep '11 | Dec '11 | 58                                     |   |
| 60 |                | Technology: Plan and implement mobile working for all social workers   | Jan '12 | Dec '13 | 59                                     | Includes looking at office accommodation, homeworking and hot desking   |
| 61 |                | CareFirst: Develop business case and specification for CareFirst   | Feb '11 | Aug '11 |  | Applies to both Childrens and Adults Social Care, required for legal purposes   |

|    |  |   |         |         |    |  |
|----|--|---|---------|---------|----|--|
| 62 |  | CareFirst: Carefirst replacement procurement exercise | Aug '11 | Jul '12 | 61 | OJEU procurement exercise  |
| 63 |  | CareFirst: CareFirst replacement Implementation       | Jul '12 | Mar '13 | 62 |  |
| 64 |  | Human Resources                                       | Jan '11 | Ongoing |    | HR are co-ordinating and supporting organisational reviews and workforce development throughout the transformation |

#### 2014 Strategy Transformation Workstreams for 2014

| Workstream                           | Lead                    | Key Activities   |
|--------------------------------------|-------------------------|--|
| Financial and Performance Management | Rod Pearson/Tracie Rees | To set financial and performance targets (financial, performance and activity related) and monitoring approaches to ensure the 2014 strategy implementation is on target |
| Pathways                             | Helen Coombes           | To develop care pathway and customer journey that delivers the strategic objectives in a safe and effective way  |

|                                   |                                      |  |
|-----------------------------------|--------------------------------------|--|
|                                   |                                      | (Replaces the New Customer Journey Project)  |
| Asset Management/Supported Living | Mary McCausland                      | To review all current ASC assets to assess and progress most efficient and cost effective options to contribute to achieving required ASC 2014 strategy outcomes                   |
| In-House Service                  | Ruth Lake                            | To develop an in-house business case that responds to the known commissioning intentions of key customers (notably LCC, NHS and individuals with personal budgets)                 |
| Human Resources                   | Michelle Gordon, HR Business Partner | To co-ordinate an HR and workforce development plan to deliver the overarching staffing changes required   |
| Commissioning                     | Tracie Rees                          | To provide assurance that commissioning strategies and contractual processes are delivering against the ASC transformation & redesign programme (Linked to Market Shaping Project) |
| Contracting and Procurement       | Tanya Sheehan/Nicola Hobbs           | To focus on matching contracting priorities and arrangements to meet the commissioning intentions  |
| Communications and Engagement     | Helen Coombes                        | To co-ordinate the communications and engagement activity undertaken and ensure that all stakeholders are properly engaged and only asked once                                     |

4.1 Further workstreams are required to support the implementation of the 2014 strategy through infrastructure or other enabling projects, necessary for the 2014 strategy to be delivered.

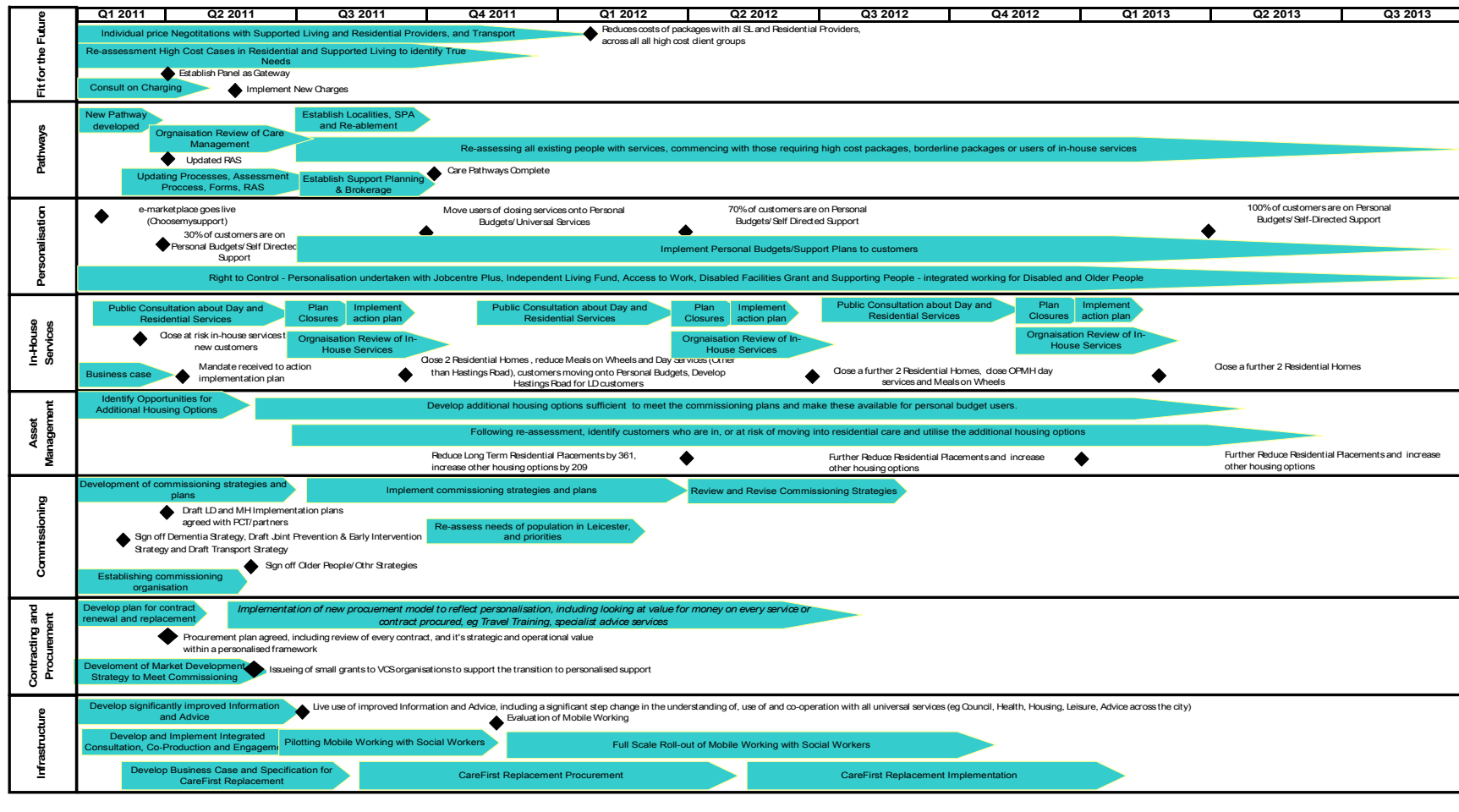
#### Other Transformation Workstreams for 2014

| Workstream         | Lead         | Key Activities  |
|--------------------|--------------|---|
| Fit for the Future | Jane Boulton | To deliver efficiencies through targeted activities on reviewing cases, reducing care |

|                              |                |  |
|------------------------------|----------------|--|
|                              |                | package sizes to that necessary and achieving better value for money through negotiation with providers (using the Care Funding Calculator)  |
| Right to Control             | Jonathan Hill  | To deliver integrated processes and working across the housing, employment and care agencies for disabled people. This project is a national trailblazer and must meet the requirements of the Office of Disability Issues by 12 <sup>th</sup> Dec 2012. |
| Carefirst System Replacement | TBC            | To develop the specification and develop the funding model for replacing the social care system to enable meeting the needs of ASC into the future   |
| Transport Review             | Justin Hammond | Review the expenditure and processes for transport and develop methods of reducing the spend on such services.   |
| Mobile Working               | Raj Adatia     | To develop pilots and then the role out of mobile working for adult social care workers  |
| eMarketplace                 | Raj Adatia     | To procure and implement an electronic marketplace system to enable people with personal budgets to identify and buy the services they require   |
| Micro-markets                | Ranjan Ravat   | To develop micro-markets (small community) providers to support the development of the personal budgets in Leicester.  |
| Performance Dashboard        | Janet Berry    | To develop and implement an electronic dashboard linked to the council's systems to enable a dashboard of performance to be available to managers in ASC, allowing the   |

|                             |                 |   |
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|                             |                 | drilling down to a detailed level.  |
| Accreditation               | Ranjan Ravat    | To develop an accreditation scheme to enable people with personal budgets to identify whether a provider is suitable to use. This is necessary to support the emarketplace and the rollout of personal budgets. |
| Programme Management Office | Sophia Chaudhry | To develop processes to monitor and track progress on the transformational workstreams, and to provide training and advice to enable workstreams to meet the requirements on them.                              |





**Budget Equality Impact Assessment  
Strategic Commissioning Adult Social Care  
Closure Proposal**

**Visamo Day Centre**

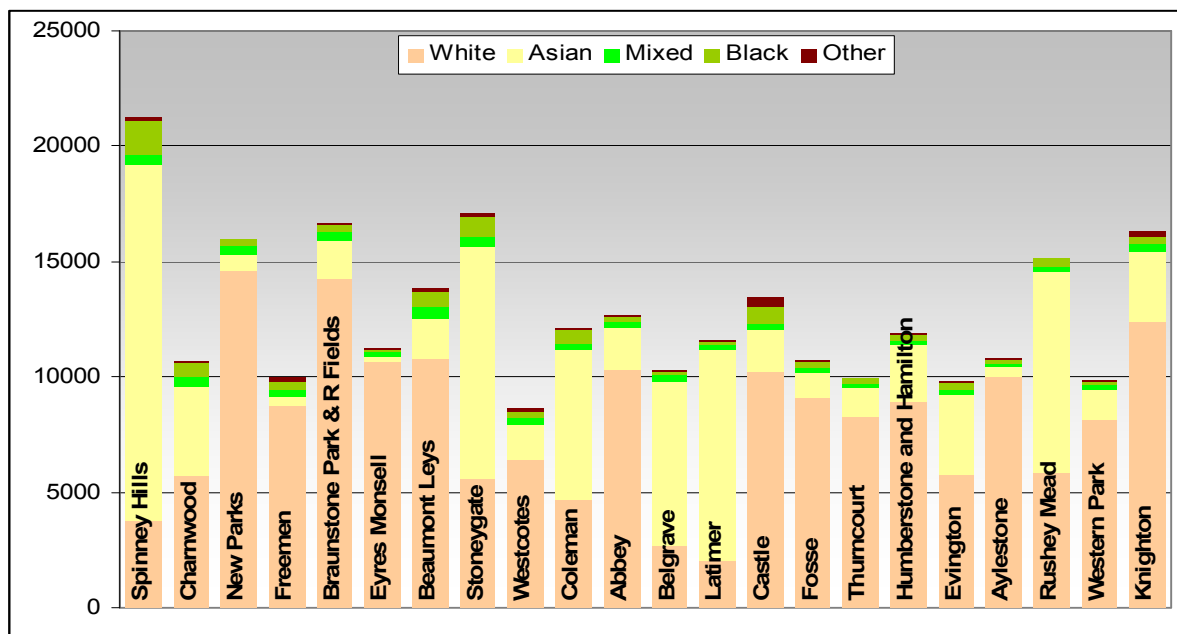
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|                      |   |
|----------------------|---|
| <b>Race equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>  |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>This service caters for Asian service users aged over 65 who are assessed as in either substantial or critical need, as defined by the FAQs criteria.</p> <p>Visamo is a day centre for older people with mental health issues. The service provides support to service users and their carers.</p>  |
|                      | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> </ul> <p>Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package</p> |

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|                                   | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p><b>Your assessment of impact/risk:</b></p> <p>Yes this service is located in a predominantly Asian community and serves this community.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as Adhar and the Alzheimer's Society for instance to determine the extent of this impact.</p>  |
| <p><b>Gender equality</b></p>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>This service is not a gender specific service. The service user group reflects the older population (more female than male service users) but otherwise there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>Identification of carer group and their specific needs to take place during transition.</p> |
| <p><b>Disability equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>Yes, all service users accessing this service have mental health issues. There is also a large proportion with physical disability/frailty.</p>  |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> </ul>   |

|                           |  |
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|                           | <ul style="list-style-type: none"> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> <li>• Links with carer support agencies to be formed.</li> <li>•</li> </ul> |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>   |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this would need to be explored further</p>   |

## Ethnic composition of the population by ward



### Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

#### Douglas Bader Day Centre

This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit were proposals to go ahead.

|                      |   |
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| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>Douglas Bader day centre has a service user group that are reflective of the local population so among the main group there is no specific impact identified although this will require further exploration.</p> <p>However, the Pukaar group are a group of Asian women who have met as a group facilitated by Douglas Bader staff. They have met at two venues in the city (St Albans and Belgrave Rd Neighbourhood Centre) until Dec 2010 when they moved back to Douglas Bader. This was part of a</p> |

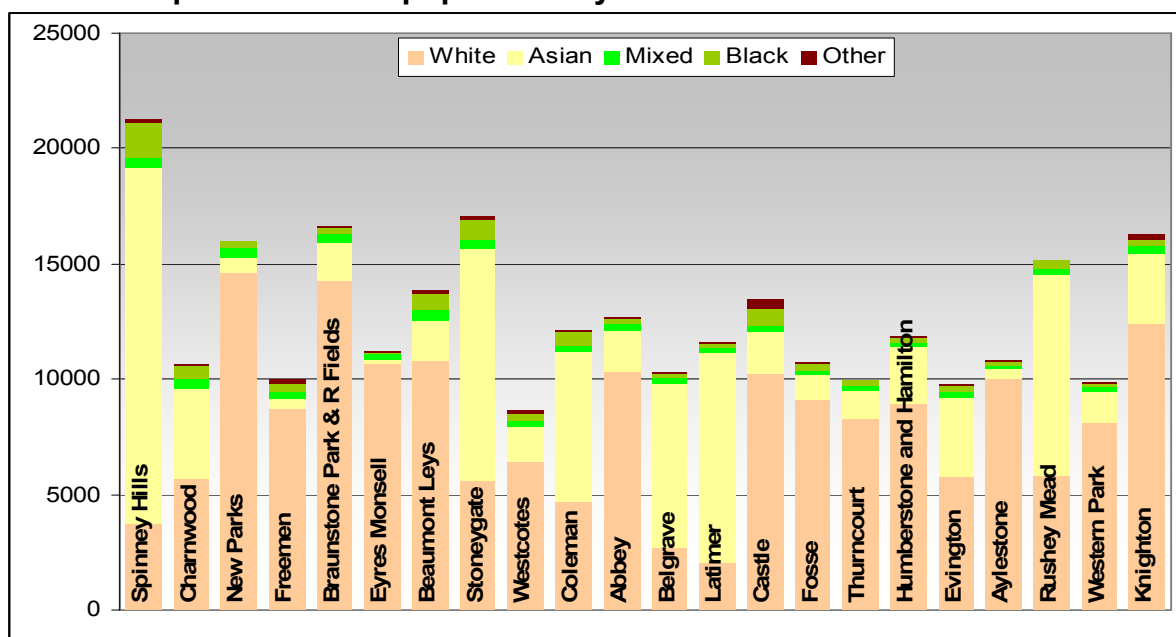
|                               |   |
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|                               | <p>planned review of the group's support needs that was to happen separately to the budget proposals.</p>   |
|                               | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> <li>• Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package</li> <li>• Specific consultation with the Pukaar group.</li> </ul> |
|                               | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>   |
|                               | <p><b>Your assessment of impact/risk:</b></p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>  |
| <p><b>Gender equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>This service is not a gender specific service. The service user group reflects the population, there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p><b>If there is a negative impact, what can be done to reduce</b></p>  |

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|                            | <p><b>or remove the negative impact?</b></p> <p>Identification of carer group and their specific needs to take place during transition.</p> <p>Links with carers support agencies to be formed.</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>This is a service that provides day care to people under age 65 (at point of referral) whose primary disability is either physical or sensory. In addition to this there are a number of service users (approx 1 in 9) who have mental health issues and approx 1 in 10 also have learning disability.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> <li>• Promote new market initiatives such as supported living or extra care</li> <li>• Work with specific agencies such as LCIL</li> </ul> |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>  |

|  |  |
|--|--|
|  |  |
|  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this would need to be explored further</p> |



## Ethnic composition of the population by ward



## Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

### Martin House/Nia Day Centre

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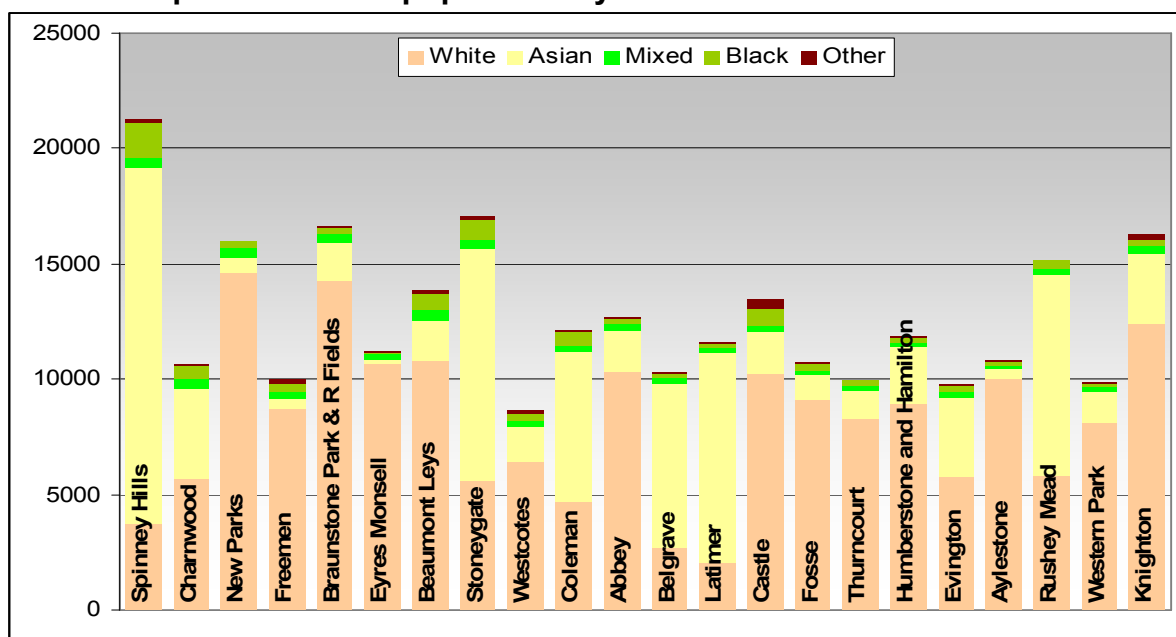
|                      |   |
|----------------------|---|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>This proposal will impact on White and African-Caribbean users.</p> <p>From March 1<sup>st</sup> 2011 Martin House and Nia day centres will be merged and run from Martin House. This merger has been planned over a long period of time and separately to the budget proposals.</p> <p>Martin House is a day care service for a predominantly White European service user group although more recently a small number of Asian and African-Caribbean service users have started attending Martin House.</p> |

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|                               | <p>Nia day centre has provided a service to African-Caribbean service users that has reduced in size due to a reduction in referrals. The remaining 9 service users have been gradually introduced to Martin House and have spent Thursdays there for a number of months.</p> <p>The staff group have worked across the centres to enable the transition to be smoother- this is a staff group that is reflective of the local community.</p> <p>This is a service that provides day care to older people with mental health issues.</p>  |
|                               | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> <li>• Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package</li> </ul> |
|                               | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>   |
|                               | <p><b>Your assessment of impact/risk:</b></p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>  |
| <p><b>Gender equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p>   |

|                            |  |
|----------------------------|--|
|                            | <p>This service is not a gender specific service. The service user group reflects the older population (more female than male service users) but otherwise there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>Identification of carer group and their specific needs to take place during consultation and planned for within the implementation.</p> <p>Links with carers support agencies to be formed.</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>Yes, all service users accessing this service have mental health issues. There is also a large proportion with physical disability/frailty.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can</li> </ul> |

|                           |   |
|---------------------------|---|
|                           | <p>respond to the needs presented</p> <ul style="list-style-type: none"> <li>• Work with appropriate organisations to support and advocate for clients and carers</li> </ul>  |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>  |
|                           | <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion. However this would need to be explored further as part of the planned consultation.</p>             |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this would need to be explored further and action taken if any negative implications are identified</p> |

## Ethnic composition of the population by ward



### Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

#### Learning Disability Day Services

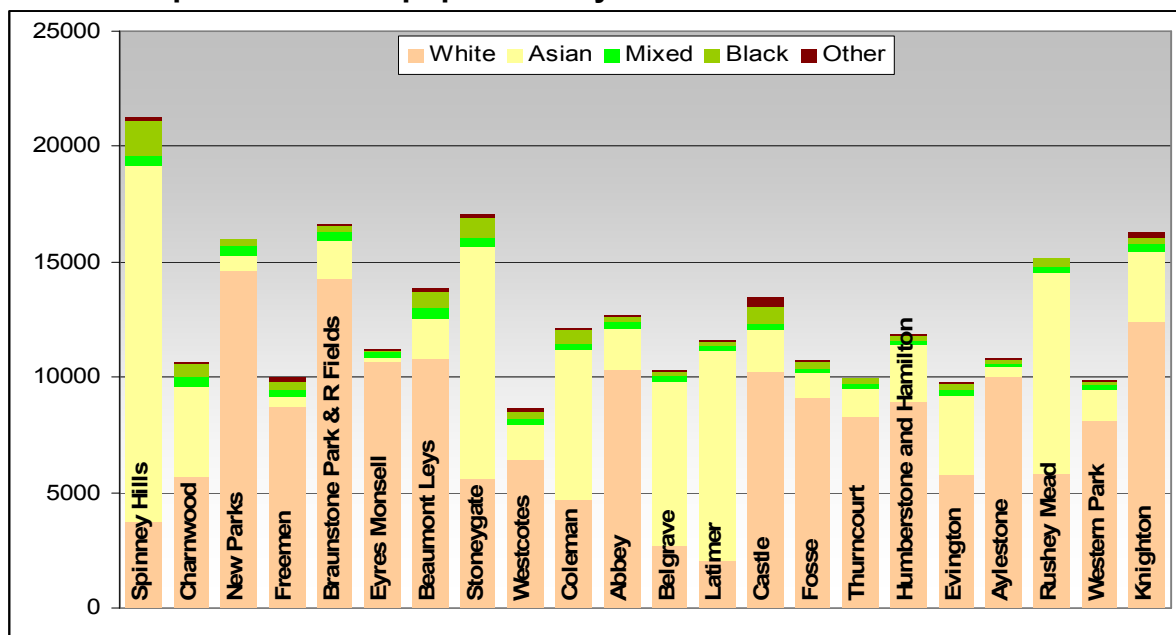
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|                      |   |
|----------------------|---|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                      | <b>Your assessment of impact/risk:</b><br><br>Learning Disability Day Services provide day services to all adults with learning disabilities where this need is identified following assessment under FACs criteria. There are no culturally specific services and the referrals reflect a broad range of white and BME communities. There is no specific impact identified but this will need further exploration as part of the planned consultation. |
|                      | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>At this stage, no race equality impact is identified , but should any specific impact be identified during consultation,   |

|                            |  |
|----------------------------|--|
|                            | <p>this will need to be addressed</p>  |
|                            | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b></p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>   |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b></p> <p>This service is not a gender specific service. The service user group reflects the population, there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p>   |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>Identification of carer group and their specific needs to take place during transition.</p> <p>Links with carers support agencies to be formed.</p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>This is a service that provides day care to people under the age of 65 whose primary need is learning disability. There are a number of service users who also have a physical disability or mental health issues.</p> <p>Hastings Road day Centre- caters for service users with profound and multiple disabilities. A large proportion of these service users have mobility and communication issues.</p> <p>Access All Areas- cater for service users whose behaviour</p> |

|                                  |  |
|----------------------------------|--|
|                                  | <p>presents challenges when in a group environment.</p> <p>Community Opportunities Team- have activity based groups in venues across the city and endeavour to link service users with learning disabilities with the wider community by using groups such as aerobics/sports at local community centres.</p>  |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further placements</li> <li>• Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented</li> <li>• Promote new market initiatives such as supported living or extra care which incorporate social support within their offer</li> <li>• Links to service user, carer and advocacy groups to be formed via the Learning Disability Partnership Board.</li> </ul> |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>   |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this would need to be explored further</p>   |

## Ethnic composition of the population by ward



### Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

#### Arbor, Cooper, Elizabeth, Nuffield, Thurncourt Residential homes

This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit were proposals to go ahead.

This EIA covers all the above units, which are broadly similar in nature and in their client groups.

|                      |   |
|----------------------|---|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                      | <b>Your assessment of impact/risk:</b><br><br>These services cater to white European, and people from a range of BME communities, people aged over 65 assessed as either substantial or critical need, as defined the FAQs criteria   |
|                      | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |

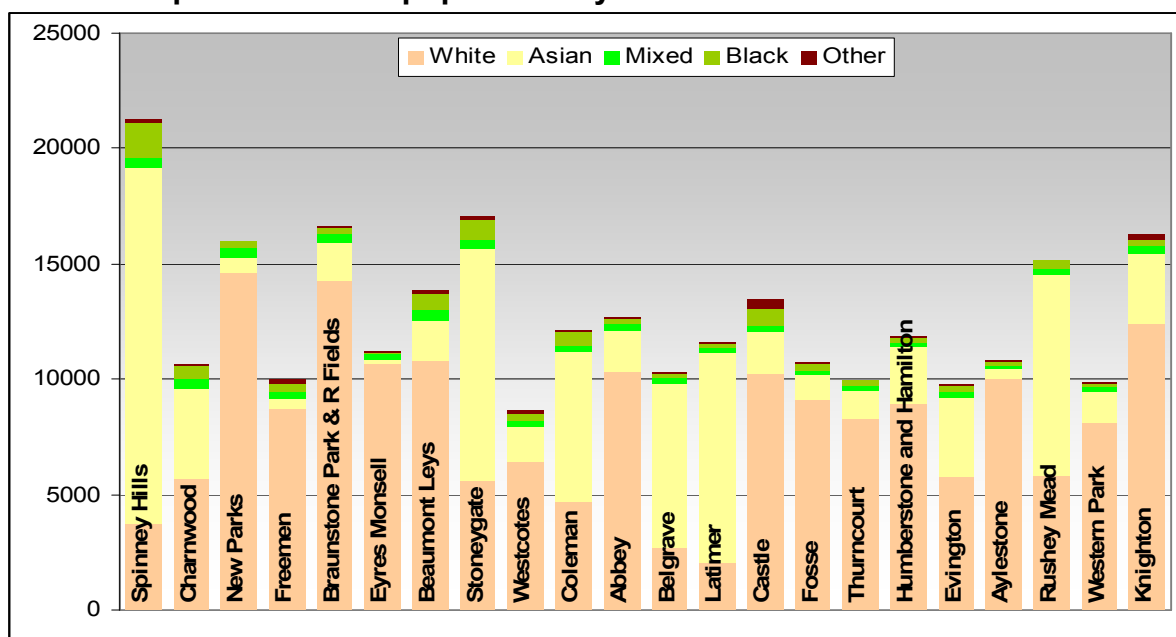


|                                   |  |
|-----------------------------------|--|
|                                   | <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further permanent admissions</li> <li>• Increase the use of direct payments to enable people to remain in their own home</li> <li>• Increase the use of individual budgets – as above</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent and commissioning colleagues to ensure the market can respond</li> <li>• Develop new market initiatives such as supported living or extra care</li> </ul> |
|                                   | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>  |
|                                   | <p><b>Your assessment of impact/risk:</b></p> <p>This has been identified as possible and will be explored further as part of the consultation. The services are spread across the city.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as the Alzheimer’s Society.</p>   |
| <p><b>Gender equality</b></p>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>These services are not gender specific and the split of male/female broadly reflects that in the population at this age group. At this stage no specific gender impact is identified. Any possible impact will be explored as part of the consultation.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>This will be explored if a negative impact is identified during consultation.</p>   |
| <p><b>Disability equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across</p>   |

|                                  |   |
|----------------------------------|---|
|                                  | <p>the range of impairments experienced by disabled people)?<br/>If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>This proposal would have an impact upon those who are disabled currently residing within these services. This will be explored further as part of the consultation. It is likely that for some the impact is positive, for example a move to a supported housing option. For some there may be a negative impact from the change process / move to another setting.</p>  |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further permanent admissions</li> <li>• Increase the use of direct payments to enable people to remain in their own home</li> <li>• Increase the use of individual budgets – as above</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent and commissioning colleagues to ensure the market can respond</li> <li>• Develop new market initiatives such as supported living or extra care</li> <li>• Establish contact with relevant support groups / advocacy groups who could assist the change process</li> </ul> |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion; however this would need to be explored further through the consultation process</p>  |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this will be explored further if any negative impact is identified through full consultation</p>  |

|  |  |
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## Ethnic composition of the population by ward



## Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

### Herrick Lodge

This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit were proposals to go ahead.

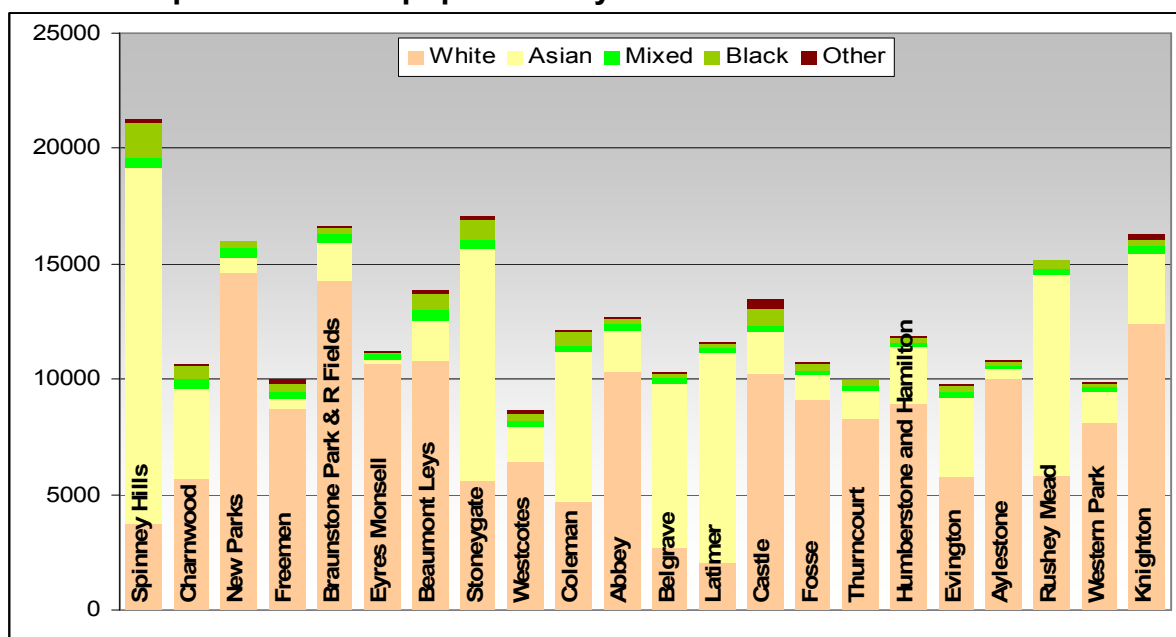
This EIA is completed separately to other EPH's given the specific nature of the client group.

|                      |  |
|----------------------|--|
| <b>Race equality</b> | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                      | <p><b>Your assessment of impact/risk:</b></p> <p>Yes as this service caters to predominantly Asian people aged over 65 assessed as in either substantial or critical need, as defined the FAQs criteria.</p> <p>There are 4 non-BME clients whose individual needs should not be overlooked in the focus on the BME equality impact.</p> <p>Herrick is a residential home for older people</p> |
|                      | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |

|                               |   |
|-------------------------------|---|
|                               | <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further permanent admissions</li> <li>• Increase the use of individual budgets to enable people to remain as independent as possible and in their own home</li> <li>• Increase the use of individual budgets – as above</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent and commissioning colleagues to ensure the market can respond to presented needs</li> <li>• Develop and promote new market initiatives such as supported living or extra care</li> </ul> |
|                               | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>   |
|                               | <p><b>Your assessment of impact/risk:</b></p> <p>Yes this service is located in a predominantly Asian community and serves this community although the number of individuals affected is low.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as Adhar and the Alzheimer’s Society for instance to determine the level of this impact.</p>  |
| <p><b>Gender equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>These services are not gender specific and the split of male/female broadly reflects that in the population at this age group. At this stage no specific gender impact is identified. Any possible impact will be explored as part of the consultation.</p> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>This will be explored if a negative impact is identified during consultation.</p>  |

|                                   |   |
|-----------------------------------|---|
| <p><b>Disability equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>This will be explored further as part of the consultation. It is likely that for some the impact is positive, for example a move to a supported housing option. For some there may be a negative impact from the change process / move to another setting.</p>   |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period</li> <li>• Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs</li> <li>• Effective management of referrals in the interim period to prevent further permanent admissions</li> <li>• Increase the use of direct payments to enable people to remain in their own home</li> <li>• Increase the use of individual budgets – as above</li> <li>• Increase awareness of the e-market</li> <li>• Build links with the independent and commissioning colleagues to ensure the market can respond</li> <li>• Develop new market initiatives such as supported living or extra care</li> <li>• Establish contact with appropriate agencies who could offer support and advocacy</li> </ul> |
| <p><b>Community Cohesion</b></p>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>It is not felt that this decision would impact upon community cohesion; however this would need to be explored further through the consultation process</p>  |
|                                   | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>As above, this will be explored further if any negative impact is identified through full consultation</p>  |

## Ethnic composition of the population by ward



## Budget Equality Impact Assessment Strategic Commissioning Adult Social Care

### Meals on Wheels service

|                             |   |
|-----------------------------|---|
| <p><b>Race equality</b></p> | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>  |
|                             | <p><b>Your assessment of impact/risk:</b></p> <p>The Meals on Wheels service is accessible to all communities within the City.</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> <li>• Reduce social inclusion</li> <li>• Increased risk of malnutrition</li> <li>• Increase risk of obesity</li> <li>• Increased risk of associated health conditions requiring health service intervention</li> <li>• Increase in non-notifiable safe guarding issues</li> <li>• Increase in risk of food hygiene safety</li> <li>• Limitations on choice of meal types</li> <li>• Reduce accessibility to cultural service</li> <li>• Lack of service provision due to lack of market engagement related to geographical location</li> </ul> |
|                             | <p><b>If there is a negative impact, what can be done to reduce</b></p>   |

|                            |  |
|----------------------------|--|
|                            | <p><b>or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Increase the use of direct payments</li> <li>• Increase the use of individual budgets</li> <li>• Increase awareness of the e-market</li> <li>• Develop existing markets</li> <li>• Develop new market initiatives</li> </ul> <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p><b>Your assessment of impact/risk:</b></p> <p>Yes, dependent upon the geographical location of new service provision and the communities it will serve.</p>  |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk:</b></p> <p>The Meals on Wheels service is accessible to all regardless of gender within the City</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> <li>• Reduce social inclusion</li> <li>• Increased risk of malnutrition</li> <li>• Increase risk of obesity</li> <li>• Increased risk of associated health conditions requiring health service intervention</li> <li>• Increase in non-notifiable safe guarding issues</li> <li>• Increase in risk of food hygiene safety</li> <li>• Limitations on choice of meal types</li> <li>• Reduce accessibility to cultural service</li> <li>• Lack of service provision due to lack of market engagement related to geographical location</li> </ul> <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Increase the use of direct payments</li> <li>• Increase the use of individual budgets</li> <li>• Increase awareness of the e-market</li> <li>• Develop existing markets</li> <li>• Develop new market initiatives</li> </ul> |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)?</p>   |

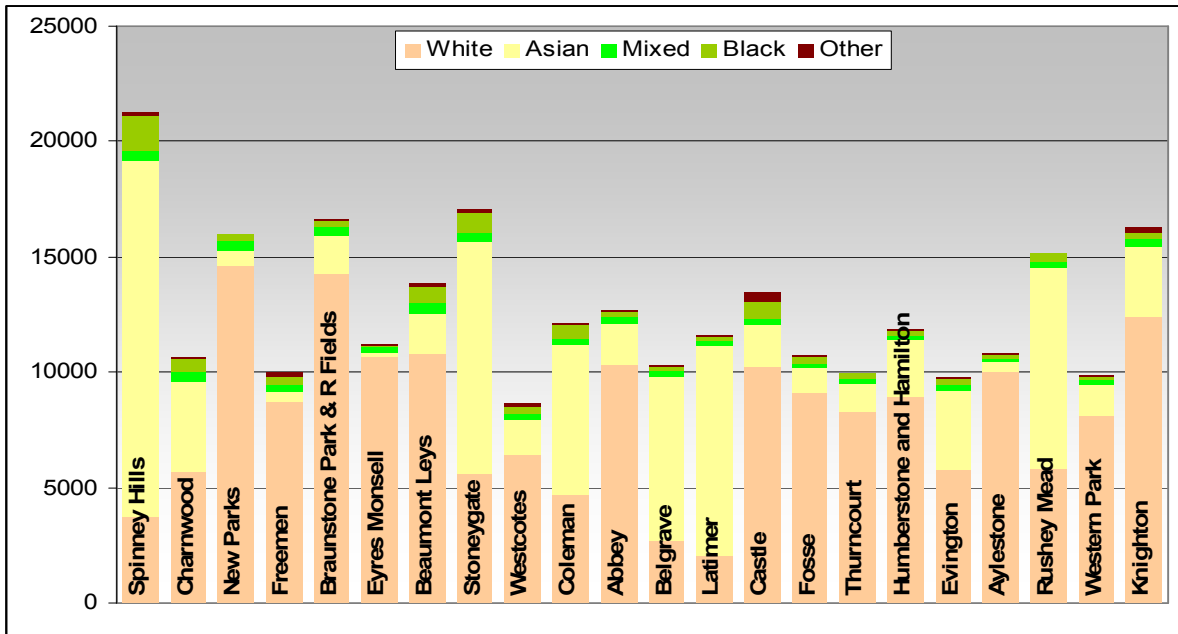


|                                  |   |
|----------------------------------|---|
|                                  | <p>If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk</b></p> <p>The Meals on Wheels service is accessible to all communities within the City.</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> <li>• Reduce social inclusion</li> <li>• Increased risk of malnutrition</li> <li>• Increase risk of obesity</li> <li>• Increased risk of associated health conditions requiring health service intervention</li> <li>• Increase in non-notifiable safe guarding issues</li> <li>• Increase in risk of food hygiene safety</li> <li>• Limitations on choice of meal types</li> <li>• Reduce accessibility to cultural service</li> <li>• Lack of service provision due to lack of market engagement related to geographical location</li> </ul> |
|                                  | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <ul style="list-style-type: none"> <li>• Increase the use of direct payments</li> <li>• Increase the use of individual budgets</li> <li>• Increase awareness of the e-market</li> <li>• Develop existing markets</li> <li>• Develop new market initiatives</li> </ul>  |
| <p><b>Community Cohesion</b></p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk</b></p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> <li>• Reduce social inclusion</li> <li>• Increased risk of malnutrition</li> <li>• Increase risk of obesity</li> <li>• Increased risk of associated health conditions requiring health service intervention</li> <li>• Increase in non-notifiable safe guarding issues</li> <li>• Increase in risk of food hygiene safety</li> <li>• Limitations on choice of meal types</li> <li>• Reduce accessibility to cultural service</li> <li>• Lack of service provision due to lack of market engagement related to geographical location</li> </ul>          |
|                                  | <p><b>If there is a negative impact, what can be done to reduce</b></p>   |

|  |  |
|--|--|
|  | <p><b>or remove the negative impact?</b></p> <ul style="list-style-type: none"><li>• Increase the use of direct payments</li><li>• Increase the use of individual budgets</li><li>• Increase awareness of the e-market</li><li>• Develop existing markets</li><li>• Develop new market initiatives</li></ul> |
|--|--|

- Increase the use of direct payments
- Increase the use of individual budgets
- Increase awareness of the e-market
- Develop existing markets
- Develop new market initiatives

## Ethnic composition of the population by ward



## Appendix 3

### Intermediate Care/reablement

#### 1. Purpose

To provide an overview of the strategy and plans to integrate with health and expand intermediate care and reablement services in the city which will support the delivery of ASC redesign and budget reductions

#### 2. Background

Intermediate Care can be defined as a short term intervention aimed at supporting timely discharge and preventing unnecessary admission to hospital with intervention normally limited to 6 weeks. ASC currently provides intermediate care beds at Brookside Court.

Reablement is a specific approach in home care, focused on developing confidence and (re) learning self-care skills, thereby increasing independence and reducing longer term support needs. Providing equipment, such as rails or special cutlery, to use at home is an important part of reablement. ASC has already shifted the majority of its traditional home care services into a reablement model and provides a service to the three main hospital sites to facilitate early discharge.

The NHS separately provides bed based intermediate care services in the City but is still having to use county community hospitals to cope with demand. Its community health services also have a limited rapid response service for people living in the city.

#### 3. Leicester City Approach

In autumn, additional funding was announced in the NHS Operating Framework for the NHS to work with local councils and agree joint plans to expand intermediate care and reablement services over the next 3 years. ASC has worked closely with the primary care trust and other NHS providers locally to analyse data, consider best practice and review the current financial investment across the city. This has identified that for both the primary care trust and ASC there is an urgent need to expand and integrate the various elements of intermediate care and reablement services currently available. This will include an increase in building based intermediate care and expanding reablement to community service users, preventing avoidable hospital admissions and responding to crisis with a joint health and social care rapid response team that operates on a 24hour basis.

The additional funding to develop these services is received through the NHS and local areas are required to put in place formal joint governance and performance management arrangements to monitor spend and delivery. The primary care trust and ASC have agreed the establishment of an Integrated Intermediate Care and Reablement Strategy Group, reporting into the respective senior decision making boards in each organisation. This group will deliver and have received approval for implementation the following

- Integrated Intermediate Care and reablement commissioning strategy across health and social care
- Specification for each element of the strategy, supported by a financial model
- Implementation plan with phasing from 1<sup>st</sup> April 2011
- Engagement of key stakeholders and identification of interfaces with other programme such as the frail older people pathway

#### **4. Implications for ASC**

The outline of the strategy which is currently been developed has two main elements that need progressing urgently, an increase in intermediate care beds and expansion of the existing reablement service to take referrals from community service users to prevent admission to hospital and reduce costs of care packages. The specification of each element will set out exact numbers of beds required in the city, and the number of community users anticipated to require reablement.

Over the next year ASC will start to look at re training existing staff to work in intermediate care and reablement services. The use of in house bed vacancies for short term/respite in specific homes will help prepare staff for a shift to intermediate care. Other in house staff in residential and day care will be actively offered opportunities to undertake training and work experience in the current reablement and intermediate care services.

#### **5. Conclusion**

The integration of intermediate care and reablement services with health into a single pathway and the expansion into community services is a critical element of ASC and NHS efficiency and improved outcomes strategy. Additional funding available through the NHS offers an opportunity to redesign our current service, improve it and use our current investment more effectively. The completion of the strategy and specification by the 31<sup>st</sup> March 2011, supported by an agreed joint financial model and implementation plan will enable ASC to identify exactly how many existing staff will be with additional training undertake new roles within the in house division.

## Appendix 4

### Extra Care Housing

#### 1. Purpose

To provide an overview of the availability of Extra Care Housing to support the delivery of the ASC budget reductions.

#### 2. Background

The majority of people do not want to move into residential care, and want to remain independent in their own homes. In the past people have been moved prematurely into residential care, rather than into supported housing living options or Extra Care Housing schemes.

Whilst, building based Extra Care Housing schemes have proved popular in the past, the model is under national review, by the Homes & Communities Agency (HCA) due to the high unit costs of such buildings and issues around affordable rents.

However, it is possible to adopt the ethos of Extra Care, which is about providing care and support so people can live independently, within the Council's and Registered Social Landlords (RSL's) housing stock. With the greater use of assistive technology, domiciliary care and telecare, it is possible to support people in their own homes or in other building based options such as Sheltered Housing schemes, which may have not been possible previously.

#### 3. Availability of Building Based Extra Care Schemes in Leicester

There is one Extra Care Scheme in Leicester (Danbury Gardens – 58 units) and a second due for completion in March 2011 (Wolsey Building– 63 units).

Leicester City Council has 100% nomination rights, which means people needing Adult Social Care services, can be nominated for these units.

#### 4. Number of units required to support ASC savings

In order to achieve the target savings relating to the number of people prevented from needing residential, the Council would need to move 52 clients eligible for adult social care support into this type of accommodation by 31.3.2012. With the availability of the Wolsey Building from March 2011, and nomination rights to all 63 units, the target will be achieved 12 months ahead of schedule.

With the reduction in capital monies and uncertainties around future funding from the HCA, it is unlikely that more building based Extra Care Housing schemes will developed in the City within the next 3 years. To achieve the Target of 272 units, this would mean a further 162 units being built.

However, as previously explained the traditional model is under review, due to the expense of developing such buildings and issues around affordability for the occupants.

| As is 31/03/2010 | To be 31/03/2012<br>Accumulative | To be 31/03/2014<br>Accumulative |
|------------------|----------------------------------|----------------------------------|
|------------------|----------------------------------|----------------------------------|

|           |            |             |
|-----------|------------|-------------|
| 42 client | 94 clients | 272 clients |
|-----------|------------|-------------|

## **5. Current Actions**

Adult Social Care staff are working with Housing colleagues, RSL's and private providers to develop proposals for the four year local investment programme, which is looking at specific housing needs for the City.

The Council's allocations policy is also in the process of being re-aligned to ensure that it reflects the needs of Adult Social Care clients in terms of the provision of more supported accommodation.

## **6. Conclusion**

Despite the potential lack of building based Extra Care Housing units to achieve the target savings for 2013/14, there are other means of achieving extra care living in the City. Therefore, the savings linked to preventing people from entering residential care prematurely, will be achieved.

## Appendix 5

### In House Residential Homes Cost Analysis

This gives a breakdown of the current costs of operating 2 in house residential homes and the expected saving from their closure, excluding redundancy costs:

Herrick Lodge  
Elizabeth House

#### Current Cost Structure - Projected Costs for 2010/11

##### Herrick Lodge

|           |                |
|-----------|----------------|
| Employees | 696,000        |
| Running   | 136,000        |
| Income    | (207,000)      |
| Net Cost  | <u>625,000</u> |

##### Elizabeth House

|           |                |
|-----------|----------------|
| Employees | 743,000        |
| Running   | 120,000        |
| Income    | (234,000)      |
| Net Cost  | <u>629,000</u> |

Total Current Net Cost **1,254,000**

#### Costs During Closure Period (2011/12)

|  |                         |
|--|-------------------------|
| Net Running Costs (85% of current net costs)   | 1,066,000               |
| Double Running Costs   | 689,000                 |
| Savings from reduced reliance on independent sector for respite & short term support | (55,000)                |
| Security / Fire Alarms etc (4 months)  | 8,000                   |
| Disconnections, Skips, Padlocks etc  | 13,000                  |
| Total Costs  | <u><b>1,721,000</b></u> |

#### Costs Following Closure

|                                |                       |
|--------------------------------|-----------------------|
| Net In House Cost              | 0                     |
| Net Cost of External Provision | 885,000               |
|                                | <u><b>885,000</b></u> |

**On-Going Saving** **369,000**



## Appendix 6

### Mobile Meals Briefing Note

#### 1. Purpose

To provide members with an overview of the issue relating to the provision of Mobile Meals and the rationale for reducing the service during the next financial year (2011/12) and then closing the service by 31<sup>st</sup> March 2013.

However, during the next 12 months it is proposed that a full service review be undertaken to look at suitable alternative options for clients needing this type of service.

#### 2. Background

Currently, all meals are purchased from an external provider. The European and Punjabi meals are regenerated and reheated up and delivered by council staff. Whereas the Gujarati and Caribbean food is freshly daily cooked and then delivered by council staff. All meals are delivered between 12.00noon and 2pm.

Due to the differences in specification and quality of meals, there have been ongoing complaints about the standard of the regenerated food, because people want freshly prepared food. Also the portion size and meal components differ significantly, which requires different transport arrangements to ensure that the food is delivered at the correct temperature, thus avoiding any health and safety issues. However, this will require greater investment in the type of delivery vans, which ultimately adds to the cost of the service.

#### 3. Current usage of the service

Overall less people are choosing to have mobile meals, especially since the people are able to use their personal budget to choose different options. The majority choose to buy fresh ready meals, from local super markets and re-heat them at home at a time when it suits them. The delivery times have also been raised as an issue by some clients, because they do not always want to eat their main meal at midday.

The decline in the numbers has been evident for some time, with 1197 clients using the service in 2009 to 853 clients using the service in 2011.

It should also be noted that a lot of clients do not have meals delivered at the weekend, which suggest that for many there are alternative options, rather than the current mobile meals service.

#### 4. Cost of providing the service

The total service cost for 2010/11 is £814,000 with each meal costing approximately £5.20.

However, clients are only charged £2.95, which means that every meal is subsidised by £2.25. Based on the cost of the service and the high level of subsidy, the only way to reduce costs would be to charge clients the full cost of £5.20.

## **5. The review process**

A full review of the service is proposed to identify other models, such as an alternative retail options or community opportunities. The review process would fully explore the reasons why people are choosing not to use the mobile meals service and to provide a range of costed options for consideration.

Part of the process would also include consultation with existing clients to ensure their views are incorporated into the process.

## Appendix 7

### Employment Options for Staff

#### 2. Purpose

To provide an overview of the employment opportunities for staff currently working within in house services

#### 2. Background

Staff numbers working within residential care homes and day services will need to reduce over the duration of the implementation plan, to reflect the shift towards intermediate care and enablement services and away from care homes and building based day centres.

Previous service changes, for example when home care moved towards a re-ablement model, have identified that staff have transferrable skills that can be enhanced and refocused to new ways of working. The changes can be positive for staff and for the service – both re-ablement and the intermediate care service are excellent rated with high levels of staff satisfaction

There has been considerable staff engagement over the past three years, since Putting People First was published. Staff understand that the patterns of care will change over time, and that their roles will need to adapt.

#### 3. Opportunities for New Roles

The reablement service needs to grow, to provide all new clients with a proactive response at the point of contact. This will include additional capacity for community support, beds for those unable to be supported at home for their reablement episode and a social enablement approach for those whose needs are centred on developing and maintaining community networks, peer contact as well as training, education or work.

This will create a number of additional posts within the existing in house service. At present, these are estimated as 60 for intermediate care / reablement (typically supporting older, physically frail people) and 30 for social enablement (supporting people with LD, mental health / physical disability). However, further work is in progress with the PCT to agree a new specification for rapid response, reablement and intermediate care, which will give more clarity on staffing requirements and phasing. This will be taken into account in developing the in house implementation plan and staffing requirements for the future.

It is also anticipated that a number of staff will be well placed to take up opportunities for employment as personal assistants, either for individuals or through group approaches. This is particularly the case for those staff working within day services, where clients will have opportunities to use personal budgets flexibly, including to pool resources to facilitate supported group sessions. It is known that the clients at some day centres would choose to meet together and to maintain their current staff team; this will be explored through a co-production approach supported by LCIL and may give rise to alternative models of service provision, for example staff managed social enterprise.

Dementia care is known to be a growth area, across services such as extra care housing, community services both mainstream and targeted and domiciliary / PA based support. In anticipation of this, staff within in house services have been supported to undergo dementia training.

## 7. **Known Staffing Changes**

Turnover of staff is relatively high in direct care services. This will continue during the transformation process and may accelerate if staff actively seek employment elsewhere. Turnover rates in average 20% across all grades, slightly higher at care staff level than office / support (domestic / kitchen).

The staff group is older, with an average of 45% of staff aged over 50 years. This is consistent across the management and care grades. 2 managers are over retirement age. Previous experience would indicate that when staffing reviews are conducted, older members of staff are more likely to take up opportunities for retirement or voluntary departure.

## 8. **Current Actions**

The need for change has been known for some time and the service has been able to plan for this in terms of staffing impacts.

Training and development in key areas is ongoing. Selected senior staff across residential and day services have undertaken Leadership in Dementia training and dementia mapping work, which promotes person centred approaches with this client group. All care staff are accessing and refreshing their dementia care training at a practice level.

Retraining of staff to deliver assessment care and reablement approaches within EPHs has commenced, to support the delivery of increased capacity in this year. This has involved staff exchanges with the current intermediate care home and dedicated support from Workforce Development.

This up-skilling will support staff in taking on new opportunities as they arise internally or externally.

Staff vacancy management is on going to reduce any future impact on permanent postholders. This has been in tandem with work to reduce agency staffing, and in finding a balance between stability of staffing and managing for future changes. However a number of posts are held on temporary contracts.

As part of the work to develop the in house business case, scoping of different models of provision is taking place, for example social enterprise and cooperative organisations.

In brief, social enterprises are businesses driven by a social purpose in which any profits are re-invested to meet that objective. The former Labour Government and the current Coalition Government was/is keen to see these develop as part of its agenda to encourage citizens take more control of their own lives, and the way communities or neighbourhoods help each other out.

It is a model being explored by other authorities and by health services. For example, in June 2010, [Blackburn with Darwen Council put forward plans to transfer remaining in-](#)

[house services to a new social enterprise that would provide services under contract from the council](#). The council argued that such an enterprise could cut costs by making savings on overheads, while driving innovation so that services better met users' needs. There has been resistance from the local UNISON branch, which expressed concerns over potential redundancies, and the plan is now on hold pending consultations.

#### Perceived advantages

- Based on long history of mutualism/co-operation – as witnessed by building societies, NHS Foundation Trusts, Co-operative Society, Sure Start, and Co-operative Trust Schools etc
- Usually lower unit cost per service delivered
- Specific financial benefits in contracting services in this way include service efficiencies, financial savings through council tax relief and/or VAT savings
- Greater flexibility in employing and/or contracting staff
- Can be organised by groups/communities of adults receiving social care using their direct payments to fund it, and thus take advantage of the personalisation agenda (e.g. see Collaborative Self Managed Care Report by Co-operatives UK Nov 2009 with pilots at Caring Support based in Croydon)
- Ownership and leadership from users of services and the neighbourhood/community
- Locally accountable; highly responsive to local wants and needs through membership. Membership could include all staff, people who use services, their carers and communities, and the council
- Cheaper than in-house provision as it has lower overheads and is free
- The professional service cooperative will be outcome focussed, enterprising and businesslike. It offers a real alternative to other external service providers who are driven by the need to serve shareholders, or wider organisational goals, or meet contractual terms that are not easily amended
- There is a new relationship between professional service providers and those using social care. Professional practitioners are responsible for their own practice but accountable to those receiving care and other stakeholders
- It provides space to innovate and is free of unnecessary bureaucratic constraints
- Profit/surpluses stay local - do not drain away outside, they are ploughed back into the business, or given as a bonus to staff, or else lower cost services to customers

#### Perceived disadvantages

- It would take time to set up and is not an immediate solution to cost pressures, rather a longer term option
- May need a “dowry” of current buildings and equipment. These would have to be held via a legal asset lock to stop them, or the realised money, from draining away from the area
- It will need support whilst developing and require a strong working relationship with council members and officers
- TUPE and pensions issues require careful handling with both individual staff and unions, though potential mutual reward may help offset any changes
- The mutual idea is not a magic answer to the huge challenges facing providers of adult social care services. It does provide a means of focussing thinking and developing a hopeful vision for the future. It also provides a way for service using adults themselves to play a key leadership role in creating and providing services.

The in house business case work stream is currently scoping new models, where there may be demand for services but our traditional organisational form of delivery inhibits the Council from being competitive. Opportunities will be picked up at either a micro level, for example the formation of a small enterprise of PAs to meet the specific needs of a group of users, to the macro level in considering the future organisational form of the retained in house provision at large. Options will be presented for further consideration as part of the wider transformation programme for in house provider services.

This is a developing area and managers are making links with other authorities to explore the options jointly, sharing knowledge and reducing duplication by taking learning from other areas, such as the complex legal, financial and employment implications of various models.

## **6. Conclusion**

It is inevitable that there will be an impact on staff as services change or reduce, and others grow. The phasing of the work over the next three years will seek to ensure that staff are supported to take up new opportunities internally, to support them with developing skills that are in demand externally and to take advantage of natural staffing changes.

A full impact assessment for staffing will be completed as part of any organisational review process.

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH & REDUCTION PROPOSALS 2010-11**

| <b><u>GROWTHS</u></b> |  | £000         |
|-----------------------|--|--------------|
| <b>G1</b>             | From In-house Residential Care               |              |
| G1a                   | Move to Independent Sector                   | 26           |
| G1b                   | Move to Supported Living                     | 210          |
| G1c                   | Move to Extra Care                           | 187          |
| G1d                   | Move to Assisted Accommodation               | 57           |
| G1e                   | Move to Personal Budgets, Universal Services | 210          |
|                       | <b>Total</b>                                 | <b>690</b>   |
| <b>G2</b>             | Loss of Income - Reablement Service          | <b>496</b>   |
| <b>G3</b>             | From In-house Day Care                       |              |
| G3a                   | Move to Personal Budgets, Universal Services | 101          |
| G3b                   | Move to Voluntary Sector                     | 59           |
|                       | <b>Total</b>                                 | <b>160</b>   |
| <b>G4</b>             | Equipment / Assistive Technology             | <b>113</b>   |
| <b>G5</b>             | Intermediate Care                            | <b>263</b>   |
| <b>G6</b>             | Reablement / Enablement                      | <b>96</b>    |
|                       | <b>TOTAL GROWTH</b>                          | <b>1,818</b> |

| <b><u>REDUCTIONS</u></b> |  |                |
|--------------------------|--|----------------|
| <b>R1</b>                | Residential/Nursing Care Reduction           |                |
| R1a                      | Reduced cost Residential/Nursing             | (92)           |
| R1b                      | Move to Supported Living                     | (173)          |
| R1c                      | Move to Extra Care                           | (68)           |
| R1d                      | Move to Assisted Accommodation               | (512)          |
| R1e                      | Move to Personal Budgets, Universal Services | (348)          |
|                          | <b>Total</b>                                 | <b>(1,193)</b> |
| <b>R2</b>                | Short Term Residential/Respite Care          | <b>(55)</b>    |
| <b>R3</b>                | From Private Sector Home Care                |                |
| R3a                      | To Personal Budgets                          | (333)          |
| R3b                      | To Voluntary Sector                          | (380)          |
| R3c                      | To Universal Services                        | (861)          |
|                          | <b>Total</b>                                 | <b>(1,574)</b> |
| <b>R4</b>                | From Private Sector Day Care                 |                |
| R4a                      | To Direct Payments/Personal Budgets          | (21)           |
| R4b                      | To Voluntary Sector                          | (49)           |
| R4c                      | To Universal Services                        | (26)           |
|                          | <b>Total</b>                                 | <b>(96)</b>    |

|            |                                    |                |
|------------|------------------------------------|----------------|
| <b>R5</b>  | From Extra Care                    |                |
| R5a        | To Assisted Accommodation          | (11)           |
| R5b        | Reduced Cost Extra Care            | (6)            |
|            | <b>Total</b>                       | <b>(17)</b>    |
| <b>R6</b>  | From Meals to Universal Services   | <b>(172)</b>   |
| <b>R7</b>  | Direct Payments/Personal Budgets   | <b>(342)</b>   |
| <b>R8</b>  | Supported Living Reduced Packages  | <b>(1,126)</b> |
| <b>R9</b>  | Voluntary Sector Contracts         | (200)          |
| <b>R10</b> | Transport                          | (200)          |
| <b>R11</b> | Increased Income                   | (500)          |
| <b>R12</b> | Continuing Health Care             | (100)          |
| <b>R13</b> | Reduced Cost In House Day Services | (85)           |
|            | <b>TOTAL REDUCTIONS</b>            | <b>(5,660)</b> |
|            | <b>TOTAL NET REDUCTION</b>         | <b>(3,842)</b> |



**ADULT SOCIAL CARE  
BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care Summary  
Sheet**

**Proposal No: ASC - G1**

**Details of Proposed Project(s) Growth:**

**SUMMARY SHEET FOR PROFORMAS G1a – G1e**

The proposal is to close 2 residential homes at the end of the 2011/12 financial year. The calculation for this has been based on 91 bed spaces.

The growth shown here represents the double-running costs of keeping open 2 residential homes with lower occupancy rates in preparation for their closure. The extent of the double running costs is very much dependent on consultation timetables.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Combining the cost of lower occupancy and the costs of commissioning alternative residential care in the Independent Sector creates a double running cost in 11/12 which is represented by the growth item.

All existing service users are required to have an annual review, the review/reassessment of service users in these homes will take place concurrently with the formal consultation process on the proposals to close these residential homes. Service users and their families will be involved in the assessment process, and where appropriate supported by independent advocacy and offered a personal budget to provide independent and voluntary community and residential placements. Their financial contribution if applicable will not be affected by a move to a different provider.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Effects of Changes on budget</b>              |                                |                                |                                |                                |
|  | <b>Existing Budget</b>         | <b>Proposed Addition</b>       |                                |                                |
| Staff  | 5,081                          |                                |                                |                                |
| Non Staff Costs                                  | 675                            |                                |                                |                                |
| Income   | (1,829)                        |                                |                                |                                |
| <b>Net Total</b>                                 | <b>3,927</b>                   | <b>690</b>                     |                                |                                |
| <b>Staffing Implications</b>                     |                                | <b><u>2011-12</u></b>          | <b><u>2012-13</u></b>          | <b><u>2013-14</u></b>          |
| Current service staffing (FTE)                   |                                |                                |                                |                                |
| Extra post(s) (FTE)                              |                                |                                |                                |                                |

**NB Full staffing implications for the closure of in-house residential homes are shown at section 7 of the main report.**

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care to Independent Sector**

**Proposal No: ASC - G1a**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in long term in-house residential care by 8, and for these clients to be placed in independent sector residential care. This will be achieved by diverting new service users to alternative residential and community provision and reassessment of existing service users offering them alternative residential or community placements.

It is projected that there will be a need for 3 months of support for these people at an average net cost of £251 per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. However existing service users will require reassessment and an alternative care package commissioned from the Independent sector.

This proposal is linked to reducing the spend in independent sector respite and short term care and supporting preparations for the expanded and integrated Intermediate Care and Reablement service.

The shift from long term care and greater provision of intermediate care and respite beds reduces income and will reduce occupancy rates, in addition to a short term requirement for double running costs due to the need to commission placements from the independent sector.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |  |  |
|------------------|-------------------------------|---------------------------------|--|--|
| Staff            | 5,081                         |                                 |  |  |
| Non Staff Costs  | 675                           |                                 |  |  |
| Income           | (1,829)                       |                                 |  |  |
| <b>Net Total</b> | <b>3,927</b>                  | <b>26</b>                       |  |  |

| <b><u>Staffing Implications</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE)      |                       |                       |                       |
| Extra post(s) (FTE)                 |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care  
Supported Living**

**Proposal No: ASC - G1b**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in in-house residential care by 23, and for these clients to be placed in supported living arrangements. This will be achieved by reassessment of existing service users and diversion of new service users into supported living and additional community support.

It is projected that there will be a need for 30 weeks of support for these people at an average net cost of £304 per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However existing service users will require reassessment and an alternative care package commissioned from the Independent sector. New service users will be assessed, and provided with a personal budget and enabled to access supported living arrangements and extra care facilities.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Addition</b> |  |  |
|------------------|------------------------|--------------------------|--|--|
| Staff            | 5,081                  |                          |  |  |
| Non Staff Costs  | 675                    |                          |  |  |
| Income           | (1,829)                |                          |  |  |
| <b>Net Total</b> | <b>3,927</b>           | <b>210</b>               |  |  |

| <b>Staffing Implications</b>   | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
|--------------------------------|----------------|----------------|----------------|
| Current service staffing (FTE) |                |                |                |
| Extra post(s) (FTE)            |                |                |                |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care – Extra Care**      **Proposal No: ASC - G1c**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in in-house residential care by 16, and for these clients to receive extra care support. This will be achieved by reassessment of existing service users and diversion of new service users into extra care and with additional community support

It is projected that there will be a need for 10 months of support for these people at an average net cost of £271 per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access building based extra care facilities and flexible support in their own homes.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |  |  |
|------------------|-------------------------------|---------------------------------|--|--|
| Staff            | 5,081                         |                                 |  |  |
| Non Staff Costs  | 675                           |                                 |  |  |
| Income           | (1,829)                       |                                 |  |  |
| <b>Net Total</b> | <b>3,927</b>                  | <b>187</b>                      |  |  |

| <b><u>Staffing Implications</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE)      |                       |                       |                       |
| Extra post(s) (FTE)                 |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care – Assisted Accommodation** **Proposal No: ASC - G1d**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in in-house residential care by 13, and for these clients to receive assisted accommodation.

It is projected that on average there will be a need for 22 weeks of support for these people at an average net cost of £213 per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However the remaining existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access building based assisted accommodation facilities and flexible support in their own homes.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Effects of Changes on budget</b>              |                                |                                |                                |                                |
|  | <b>Existing Budget</b>         | <b>Proposed Addition</b>       |                                |                                |
| Staff  | 5,081                          |                                |                                |                                |
| Non Staff Costs                                  | 675                            |                                |                                |                                |
| Income   | (1,829)                        |                                |                                |                                |
| <b>Net Total</b>                                 | <b>3,927</b>                   | <b>57</b>                      |                                |                                |
| <b>Staffing Implications</b>                     |                                | <b><u>2011-12</u></b>          | <b><u>2012-13</u></b>          | <b><u>2013-14</u></b>          |
| Current service staffing (FTE)                   |                                |                                |                                |                                |
| Extra post(s) (FTE)                              |                                |                                |                                |                                |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**Individual Pro-formas for growth and reduction proposals**

**SERVICE AREA : In House Residential Care – Personal Budgets** **Proposal No: ASC - G1e**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in in-house residential care by 31, and for these clients to receive support through a community based support package through a personal budget.

It is projected that on average there will be a need for around 9 months of support for these people at an average net cost of £173 per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However the remaining existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access flexible community support in their own homes.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |  |  |
|------------------|-------------------------------|---------------------------------|--|--|
| Staff            | 5,081                         |                                 |  |  |
| Non Staff Costs  | 675                           |                                 |  |  |
| Income           | (1,829)                       |                                 |  |  |
| <b>Net Total</b> | <b>3,927</b>                  | <b>210</b>                      |  |  |

| <b><u>Staffing Implications</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE)      |                       |                       |                       |
| Extra post(s) (FTE)                 |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

|  |                               |                                 |                                |                                |                                |
|--|-------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA : In House Home Care</b>   |                               | <b>Proposal No: ASC - G2</b>    |                                |                                |                                |
| <b><u>Details of Proposed Project(s) Growth:</u></b><br>By converting all of our current in house home care provision into a reablement service, our underlying cost of the in-house service remains the same. However, clients cannot be charged during their period of reablement, so this growth represents the loss of home care income from doing this.   |                               |                                 |                                |                                |                                |
| <b><u>Type of Growth (delete as appropriate)</u></b><br>Other  |                               |                                 |                                |                                |                                |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>The provision of integrated health and social care intermediate care, reablement and rapid response is seen as a central element of managing an aging population and subsequent increased demand by the NHS and social care. The provision of social care reablement which is nationally defined and includes the achievement of specific outcomes through the provision of therapy is critical to maintaining independence and service users remaining in their own homes. It is also critical to reducing hospital admissions and readmissions across all service user groups.<br><br>During the 6 week reablement period which is to be rolled out to all at risk service user groups as part of prevention and early intervention service users can not be charged resulting in a loss of income. In the medium and longer term this strategy will reduce overall care management commissioning budgets. |                               |                                 |                                |                                |                                |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:  |                               |                                 |                                |                                |                                |
| <b><u>Financial Implications of Proposal</u></b>   |                               | <b><u>2010-11</u></b><br>£000s  | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
| <b><u>Effects of Changes on budget</u></b>   |                               |                                 |                                |                                |                                |
|  | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |                                |                                |                                |
| Staff  | 3,897                         |                                 |                                |                                |                                |
| Non Staff Costs  | 230                           |                                 |                                |                                |                                |
| Income   | (260)                         |                                 |                                |                                |                                |
| <b>Net Total</b>   | <b>3,867</b>                  | <b>496</b>                      |                                |                                |                                |
| <b><u>Staffing Implications</u></b>  |                               | <b><u>2011-12</u></b>           | <b><u>2012-13</u></b>          | <b><u>2013-14</u></b>          |                                |
| Current service staffing (FTE)   |                               |                                 |                                |                                |                                |
| Extra post(s) (FTE)  |                               |                                 |                                |                                |                                |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Day Care Summary Sheet      Proposal No: ASC - G3**

**Details of Proposed Project(s) Growth:**

**SUMMARY SHEET FOR PROFORMAS G3a – G3b**

As more service users receive a personal budget increasingly they are choosing to purchase more flexible community based services to meet social inclusion needs and reduce social isolation. This proposal reflects this trend and the reduction in demand for existing traditional in-house provided day services.

As clients move onto these alternative arrangements and before the in-house day centres are closed, there will be spare capacity and a corresponding double running cost. This growth represents the temporary double running cost for the care packages that will be commissioned whilst the services remain open

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services.

Existing in house day services will not be affordable for service users due to the high unit cost which includes over heads and management costs which are higher than those in the voluntary and independent sector

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
|--------------------------------|------------------------|--------------------------|-----------------------|-----------------------|
| Staff                          | 1,207                  |                          |                       |                       |
| Non Staff Costs                | 215                    |                          |                       |                       |
| Income                         | (169)                  |                          |                       |                       |
| <b>Net Total</b>               | <b>1,253</b>           | <b>160</b>               |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) |                        |                          |                       |                       |
| Extra post(s) (FTE)            |                        |                          |                       |                       |



**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Day Care – Personal Budgets/Universal Services**

**Proposal No: ASC - G3a**

**Details of Proposed Project(s) Growth:**

The proposal is to reduce the number of people in in-house day services by 231, and for these clients to receive support through a community based support package through a personal budget. Those who do not have substantial and critical needs and therefore not eligible for ASC services will be given advice and guidance to access mainstream community services not funded by ASC.

This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget.

It is projected that there will be a need to support these clients for between 2 and 6 months while the current arrangements are phased out. This will cost an average of £47 per person per week.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of individual budgets can provide a new income generation stream for services such as leisure centres.

Existing in house day services will not be affordable for service users due to the high unit cost which includes over heads and management costs which are higher than those in the voluntary and independent sector.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |  |  |
|------------------|-------------------------------|---------------------------------|--|--|
| Staff            | 1,207                         |                                 |  |  |
| Non Staff Costs  | 215                           |                                 |  |  |
| Income           | (169)                         |                                 |  |  |
| <b>Net Total</b> | 1,253                         | 101                             |  |  |

**Staffing Implications**

|                                | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) |                       |                       |                       |
| Extra post(s) (FTE)            |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Day Care – Voluntary Sector**

**Proposal No: ASC - G3b**

**Details of Proposed Project(s) Growth:**

The proposal is for 202 clients to receive support from voluntary sector organisations instead of receiving their support from the existing in house day services.

The current average net weekly cost for these clients is £49 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for between 2 and 6 months is £59,000.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering.

Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider 'Ansaar' which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically have struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower overhead costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

**2010-11**  
£000s

**2011-12**  
£000s

**2012-13**  
£000s

**2013-14**  
£000s

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Addition</b> |                       |                       |
|--------------------------------|------------------------|--------------------------|-----------------------|-----------------------|
| Staff                          | 1,207                  |                          |                       |                       |
| Non Staff Costs                | 215                    |                          |                       |                       |
| Income                         | (169)                  |                          |                       |                       |
| <b>Net Total</b>               | 1,253                  | 59                       |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>    | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) |                        |                          |                       |                       |
| Extra post(s) (FTE)            |                        |                          |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : Equipment / Assistive Technology      Proposal No: ASC - G4**

**Details of Proposed Project(s) Growth:**

Increased investment in Assistive Technology and low level equipment will support the achievement of other budget reductions and implementation of the prevention and early intervention strategy enabling people to remain independent for longer in their own homes and reduce the cost of care packages.

This growth should allow an additional 295 people to benefit from equipment and assistive technology.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

This growth proposal is necessary in order to achieve the necessary budget reductions. In particular, this investment of monies would be used to support people to live independently without support from the local authority. It would also assist people to move to support in a community-based setting rather than in residential care. This growth should allow an additional 295 people to benefit from equipment and assistive technology.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Addition</b> |  |  |
|------------------|------------------------|--------------------------|--|--|
| Staff            | 0                      |                          |  |  |
| Non Staff Costs  | 926                    |                          |  |  |
| Income           | (463)                  |                          |  |  |
| <b>Net Total</b> | 463                    | 113                      |  |  |

| <b><u>Staffing Implications</u></b> |  | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|-------------------------------------|--|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE)      |  |                       |                       |                       |
| Extra post(s) (FTE)                 |  |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**Proposal No: ASC - G5**

**SERVICE AREA : Intermediate Care**

**Details of Proposed Project(s) Growth:**

Increase investment and capacity in intermediate care

It is anticipated that this money would be sufficient to support 110 people through these means.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

In line with health and social care policy (e.g A vision for Social Care – Creating Capable communities, Liberating the NHS, Dementia Strategy) locally a strategy and implementation plan is been developed with the NHS to develop an integrated health and social care intermediate care and reablement pathway for all service user groups. This is anticipated to reduce hospital admissions and readmissions, retain independence and enable people to live at home longer, support carers better and provide rapid response in local communities to crisis.

Numerous large scale studies have found that the provision of reablement and intermediate care in buildings and in people's own homes though relatively high cost for a short period of time offers a longer term overall reduction in costs of care packages. Studies of service user and carers experience have also reported high levels of satisfaction, with increased confidence and independence.

Over the next 3 years the expansion of these services will see the development of a social care directly provided building-based and community-based intermediate care and reablement service. This investment is critical to developing this strategy with NHS partners and reducing longer term capacity and demand. Many of the existing workforce in residential care and home care will be retrained to provide this service.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Addition</b> |  |  |
|------------------|------------------------|--------------------------|--|--|
| Staff            | 1,576                  |                          |  |  |
| Non Staff Costs  | 224                    |                          |  |  |
| Income           | (331)                  |                          |  |  |
| <b>Net Total</b> | <b>1,469</b>           | <b>263</b>               |  |  |

| <b>Staffing Implications</b>   | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) |                       |                       |                       |
| Extra post(s) (FTE)            |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : Reablement / Enablement**

**Proposal No: ASC - G6**

**Details of Proposed Project(s) Growth:**

Increase capacity in reablement and support a shift to prevention of admission rather than the current model of facilitating hospital discharge

This money would be sufficient to support a further 105 people through a course of reablement.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

In line with health and social care policy ( e.g A vision for Social Care – Creating Capable communities, Liberating the NHS, Dementia Strategy) locally a strategy and implementation plan is been developed with the NHS to develop an integrated health and social care intermediate care and reablement pathway for all service user groups. This is anticipated to reduce hospital admissions and readmissions, retain independent and enable people to live at home longer, support carers better and provide rapid response in local communities to crisis.

Numerous large scale studies have found that the provision of reablement and intermediate care in buildings and in people own homes though relatively high cost for a short period of time offers a longer term overall reduction in costs of care packages. Studies of service user and carers experience have also reported high levels of satisfaction, with increased confidence and independence.

Over the next 3 years the expansion of these services will see the development of a social care directly provided building based and community based intermediate care and reablement service. This investment is critical to developing this strategy with NHS partners and reducing longer term capacity and demand. Many of the existing workforce in residential care and home care will be retrained to provide this service.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

**2010-11**  
£000s

**2011-12**  
£000s

**2012-13**  
£000s

**2013-14**  
£000s

**Effects of Changes on budget**

|                                     | <b><u>Existing Budget</u></b> | <b><u>Proposed Addition</u></b> |                       |                       |
|-------------------------------------|-------------------------------|---------------------------------|-----------------------|-----------------------|
| Staff                               | 3,897                         |                                 |                       |                       |
| Non Staff Costs                     | 230                           |                                 |                       |                       |
| Income                              | (260)                         |                                 |                       |                       |
| <b>Net Total</b>                    | <b>3,867</b>                  | <b>96</b>                       |                       |                       |
| <b><u>Staffing Implications</u></b> |                               | <b><u>2011-12</u></b>           | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)      |                               |                                 |                       |                       |
| Extra post(s) (FTE)                 |                               |                                 |                       |                       |

**ADULT SOCIAL CARE  
BASE BUDGET REDUCTION PROPOSAL 2010-11 SUMMARY SHEET**

**SERVICE AREA : Residential & Nursing Care Reduction of Care Management Commissioning Budget** **Proposal No: ASC – R1**

**Purpose of Service:**

Commissioning and contracting of residential and nursing home placements for ASC service users who have substantial and critical social care needs.

**Details of Proposed Reduction:**  
**SUMMARY SHEET FOR PROFORMA R1a to R1e**

**To reduce service user placements in residential and nursing care and increase range of flexible community support including people's existing homes**

To reduce service users placed in residential and nursing care and support more people in the community. Target Group : All service user groups

To provide service users with more suitable and cost effective alternatives to long term residential care.

To continue the roll out of the national 'Care Funding Calculator tool' (CFC) as the basis for negotiating with independent providers for high cost residential and nursing home placements to achieve reduced costs on existing placements. This is currently being focused on residential care packages with a weekly cost of over £750 and is primarily related to Learning Disability, Mental Health and Physical Disability client groups. All existing and new care packages over £750 will have been through the CFC by the end of 2011.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Use of Residential care has declined over a number of years as service users choose to stay in their own homes with community services support. As community services particularly reablement and intermediate care services expand and integrate with health, service users will have increased choice about how they are supported. Evidence has shown that high needs can be met in the community at a lower price and with improved outcomes. Service users will have a personal budget based on assessed need and risks produced using the Resource Allocation System to purchase flexible community care services. Those who can not be supported at home and/or with complex needs will still access residential or nursing home care.

Use of the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country, with other councils already reporting high success rates in reducing provider price reductions particularly with large national providers. Leicester City ASC started the roll out of use in 10/11, and has had similar success, as more workers are trained on its application which requires a full reassessment to be done, it will be used across all existing and new high cost residential and nursing home placements to produce further savings.

**Date of earliest implication/ date of proposed implication**

**Date: 1st April 2011**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|------------------------|---------------------------|-----------------------|-----------------------|
| <b>Effects of Changes on budget</b>              |                        |                           |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff  | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                                  | 34,632                 | 0                         | 0                     | 0                     |
| Income   | (8,737)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>                                 | <b>25,895</b>          | <b>(1,193)</b>            |                       |                       |
| <b>Staffing Implications</b>                     |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)                   | N/A                    | 0                         | 0                     | 0                     |

|                           |     |   |   |   |
|---------------------------|-----|---|---|---|
| Post(s) deleted (FTE)     | N/A | 0 | 0 | 0 |
| Current vacancies (FTE)   | N/A | 0 | 0 | 0 |
| Individuals at risk (FTE) | N/A | 0 | 0 | 0 |
|                           |     |   |   |   |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC – R1a  
of Care Management Care Commissioning Budget**

**Purpose of Service:**

Commissioning and contracting of residential and nursing home placements for ASC service users who have substantial and critical social care needs. **Reduction in Provider Price**

**Details of Proposed Reduction:**

**From Residential/Nursing to Reduced Cost Residential/Nursing**

To reduce the cost of 11 existing residential placements through a reassessment and new care plan and negotiate new cost with the provider.

Target Group : Learning Disability (2) Older People(4), Older Persons MH(3), Physical Disability(2)

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

These service users are likely following reassessment to have continued substantial and critical needs, however since admission to residential care their needs have changed, they have adjusted and settled into their environment and through reassessment reduced needs will be identified and the cost of the care package reduced.

The current average net weekly cost of these people's support is £602 per week. This will reduce down to £283 per week. It is assumed that the impact of these changes will be seen for 6 months of the year (i.e. on average, these clients will change packages half way through the year).

**Date of earliest implication/ date of proposed implication**

**Date: September 2011**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 34,632                 | 0                         | 0                     | 0                     |
| Income                         | (8,737)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | <b>25,895</b>          | <b>(92)</b>               |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | 0                      | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | 0                      | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | 0                      | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | 0                      | 0                         | 0                     | 0                     |



**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1b of Care Management Commissioning Budget**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Supported Living**

**Details of Proposed Reduction:**

**From Residential/Nursing Care move to Supported Living.**

To increase life chances and opportunities for existing service users with a Learning Disability and young people who are coming through/transitioning from Childrens services offering more choice and control through reducing number placed, and offering community packages for existing service users in residential care. Total number of service users affected 26. Target group : Learning Disability

The current average net weekly cost of these people's support is £575 per week. This is projected to reduce to £319 per week. It is assumed that the impact of these changes will be seen for 6 months of the year (i.e. on average, these clients will change packages half way through the year).

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The proposal is to move existing learning disability clients out of a residential setting into community-based supported living arrangements and enabling them to have greater access to mainstream community facilities including employment and leisure opportunities. This will also involve a greater focus in directing learning disability clients who transition from Children's services into supported living rather than into residential placements.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |   |   |
|------------------|------------------------|---------------------------|---|---|
| Staff            | 0                      | 0                         | 0 | 0 |
| Non Staff Costs  | 34,632                 | 0                         | 0 | 0 |
| Income           | (8,737)                | 0                         | 0 | 0 |
| <b>Net Total</b> | <b>25,895</b>          | <b>(173)</b>              |   |   |

| <b>Staffing Implications</b>   |   | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|---|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) | 0 | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)          | 0 | 0                     | 0                     | 0                     |
| Current vacancies (FTE)        | 0 | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)      | 0 | 0                     | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1c  
of Care Management Care Commissioning Budget**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria ( **Extra Care**)

**Details of Proposed Reduction:**

**From Residential/Nursing Care move to Extra Care**

To reduce service users placed in residential and nursing care and divert to Extra Care. Target Group : Learning Disabilities (2), Older People (33)

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Based on average death rates, diverting new clients into Extra Care facilities and increasing availability of community services 35 clients will receive community based support rather than a residential placement. A small number of existing residential home service users who have been placed due to lack of availability of suitable housing and community support will be reassessed and offered a community package. A new Extra Care facility ' Wolsley' comes on line in April 2011 which provides additional capacity for some of this group. In addition the use of community support, equipment and other forms of Assistive Technology (AT) will be provided in service users own homes and in existing Sheltered Accommodation to provide non buildings based 'Extra Care'.

The current average net cost for these clients is £283 per week, and this is expected to fall to £232 per week. It is anticipated that an extra care facility will be available at the beginning of 2011/12 and additional AT and community support to accommodate these clients, so the expectation is that the savings for 31 clients will be for a full 12 months, with 6 months savings for the remaining 4 clients.

**Date of earliest implication/ date of proposed implication**

**Date: April 1<sup>st</sup> 2011**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 34,632                 | 0                         | 0                     | 0                     |
| Income                         | (8,737)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | <b>25,895</b>          | <b>(68)</b>               |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | 0                      | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | 0                      | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | 0                      | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | 0                      | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1d of Care Management Commissioning Budget**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Assisted Accommodation Existing Service Users**

**Details of Proposed Reduction:**

**From Residential/Nursing Care move to Assisted Accommodation**

To reduce reliance on residential care and reduce cost of community care packages This will affect 152 clients. The average current net cost for these clients is £318 per week. Under assisted accommodation arrangements this is expected to reduce to £188 per week. Target Group : Adult Mental Health( 68), Learning Disability (32), Older Persons Mental Health (35), Older People (15), Physical Disability (2)

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Use of Residential care has declined over a number of years as service users choose to stay in their own homes with community services support. As community services particularly reablement and intermediate care services expand and integrate with health, service users will have increased choice and higher levels of need can be supported at home at a lower price. Leicester City has an East Midlands Joint improvement programme funded project for adult mental health as we are one of the highest spend areas in residential care in our LA comparator family.

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages. It is expected that on average these changes will take place half way through the year. Through reassessment and use of the Resource Allocation system (RAS) based on assessed needs and risks all existing service users and new service users will receive an individual budget which they can use to purchase their own care and support, or the local authority can broker the support package on their behalf with community providers.

**Date of earliest implication/ date of proposed implication**

Date: April 1<sup>st</sup> 2011

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 34,632                 | 0                         | 0                     | 0                     |
| Income                         | (8,737)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | <b>25,895</b>          | <b>(512)</b>              |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) |                        | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          |                        | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        |                        | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      |                        | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1e of Care Management Commissioning Budget**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Direct Payments/Personal Budgets**

**Details of Proposed Reduction:**

**From Residential/Nursing Care move to Personal Budgets/Direct Payments**

To reduce reliance on residential care and reduce cost of community care packages Target Group : Older people(18),Older Persons Mental Health (27), Physical Disability (1)

The current net cost of supporting these residents is £254 per week. It is projected that this will fall to an average of £105 per week, and that this saving will be seen for 12 months.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Based on average death rates, converting existing service users from traditional care packages through reassessment on to personal budgets and diverting new service users, together with increased availability of community services savings will be achieved and outcomes improved.

**Date of earliest implication/ date of proposed implication**

**Date: 1<sup>st</sup> April 2011**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 34,632                 | 0                         | 0                     | 0                     |
| Income                         | (8,737)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | <b>25,895</b>          | <b>(348)</b>              |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                        |                              |                       |                       |
|--|------------------------|------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Reduction of Care Management<br/>Commissioning Budget - Short Term residential Care<br/>and residential respite Care</b>   |                        | <b>Proposal No: ASC - R2</b> |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria <b>Respite and Short Term Care</b>   |                        |                              |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |                              |                       |                       |
| <b>Short term Residential/Respite Care</b>   |                        |                              |                       |                       |
| Shift commissioning of building based residential respite and short term care from the independent sector to in house residential care. Target Group; <b>Short Term</b> Older People ( 20), Older People Mental Health (14), <b>Respite</b> Older People (6), Older People Mental Health (9).  |                        |                              |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                        |                              |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Older people respite and residential care commissioning is primarily driven by pressure on hospital discharges (Delayed Discharge Act), carer illness and lack of intermediate care/reablement bed based and community capacity in the NHS and social care provision. This pressure has increased significantly in 10/11 and resulted in increased use of the independent sector short term respite and short term care. Service users have said that they prefer to be supported to stay at home as long as possible and if they require respite/short term care that they have a choice about how this is provided including increasing support into their own homes. During 11/12 and 12/13 the expansion of integrated intermediate care/reablement beds and community services and the move to all service users receiving a personal budget will offer great choice and reduce commissioning from the Independent residential sector.<br>However during the transition to increased community services, service users requiring short term/respite care will be offered a placement at in house provision, with a specific focus on those vacant beds in homes identified as future intermediate care/reablement hubs. This will also have the effect alongside reducing commissioning costs of Independent sector placements of increasing the efficiency of those units with vacant beds and support the workforce development of staff in those units in preparation for delivering intermediate care/reablement. |                        |                              |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:  |                        |                              |                       |                       |
|  |                        |                              |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>        | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b>Effects of Changes on budget</b>  |                        |                              |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>    |                       |                       |
| Staff  | 0                      | 0                            | 0                     | 0                     |
| Non Staff Costs  | 2,911                  | 0                            | 0                     | 0                     |
| Income   | (85)                   | 0                            | 0                     | 0                     |
| <b>Net Total</b>   | 2,826                  | (55)                         |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>        | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)   | N/A                    | 0                            | 0                     | 0                     |
| Post(s) deleted (FTE)  | N/A                    | 0                            | 0                     | 0                     |
| Current vacancies (FTE)  | N/A                    | 0                            | 0                     | 0                     |
| Individuals at risk (FTE)  | N/A                    | 0                            | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                       |                              |                       |                       |
|--|-----------------------|------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Reduction of Care Management</b>   |                       | <b>Proposal No: ASC - R3</b> |                       |                       |
| <b>Commissioning Budget – Implementation of Individual Budgets/Independent Home Care Sector and Eligibility</b>  |                       |                              |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria  |                       |                              |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b><br><b>SUMMARY SHEET FOR PROFORMAS R3a TO R3c</b><br><b>Target group : All service user groups</b>   |                       |                              |                       |                       |
| <b>Move from Private Sector Home Care</b>  |                       |                              |                       |                       |
| Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System ( RAS) and increased use of voluntary sector providers  |                       |                              |                       |                       |
| Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package  |                       |                              |                       |                       |
| Reassessment of existing clients who do not have substantial and critical needs and diversion to community based provision not commissioned by ASC   |                       |                              |                       |                       |
| These proposals are expected to affect 857 service users which includes a proportion of existing service users and new service users that may have previously received expected to receive a service due to inconsistent application of the eligibilitiy criteria.   |                       |                              |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                       |                              |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                       |                              |                       |                       |
| Implementation of the new assessment process in line with Putting People First is now completed with all new service users assessed using self assessment, community care assessment and the Resource Allocation System and then offered a Personal Budget. They then can broker their own care package or use ASC to support plan and broker a package. During 10/11 partial implementation has seen an increased use of voluntary sector and independent providers including Personal Assistants and family members which has reduced costs of individual care packages. The impact of all new service users going through this system will further reduce individual care package costs in 11/12. |                       |                              |                       |                       |
| Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers due to lower overheads and not having the requirement to produce a surplus for shareholders.. An example of this shift is a Learning Disability voluntary sector provider ‘ Ansaar’ which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service.   |                       |                              |                       |                       |
| Implementation of the new care management care pathway with a Single Point of Access (SPA), supported by a full implementation of the new assessment process will ensure that the existing substantial and critical needs eligibility is applied consistently and that service users are clear about the financial contribution (based on assessed need) they will need to make to care packages at an early point.  |                       |                              |                       |                       |
| All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.   |                       |                              |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                       |                              |                       |                       |
| <b>Date:</b>   |                       |                              |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b> | <b><u>2011-12</u></b>        | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |

| <b>Effects of Changes on budget</b> |                        |                           |                       |                       |
|-------------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
|                                     | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff                               | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                     | 9,827                  | 0                         | 0                     | 0                     |
| Income                              | (1,911)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>                    | 7,916                  | (1,574)                   |                       |                       |
| <b>Staffing Implications</b>        |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)      | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)               | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)             | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)           | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                        |                               |                       |                       |
|--|------------------------|-------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Reduction of Care Management</b>   |                        | <b>Proposal No: ASC - R3a</b> |                       |                       |
| <b>Commissioning Budget – Implementation of Personal Budgets/Independent Home Care Sector</b>  |                        |                               |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria <b>Independent Sector Home Care/Existing Service Users</b>   |                        |                               |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |                               |                       |                       |
| <b>Move from Private Sector Home Care to Personal Budgets</b>  |                        |                               |                       |                       |
| Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System ( RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and moved onto a Personal Budget. Target Group : Adult Mental Health (6), Learning Disabilities (20), Older People (211), Older Persons Mental Health (110),Physical Disabilities(103).   |                        |                               |                       |                       |
| The proposal is for an additional 450 clients to arrange their support in this way. The current average net weekly cost for these people is £96 per week. It is anticipated that this will reduce to £77 per week. It is assumed that these savings will be seen for 9 months of the year.   |                        |                               |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                        |                               |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>The current commissioning of home care through the traditional model of assessed needs and placing of a contract with provider reduces flexibility, choice and control for the service user. Through a Personal budget allocation, service users will have an allocated amount of money with which they can either broker their own support, such as employing a Personal Assistant, pooling a budgets with other service users or employing a family member. Alternatively they can ask ASC to broker a package on their behalf. The Transformation team in ASC is actively working with the wider market to respond to the increasing use of personal budgets, developing an accreditation process for small providers and increased flexibility and reduced costs are being delivered as the market responds. |                        |                               |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:  |                        |                               |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |                        |                               |                       |                       |
|  | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b>Effects of Changes on budget</b>  |                        |                               |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>     |                       |                       |
| Staff  | 0                      | 0                             | 0                     | 0                     |
| Non Staff Costs  | 9,827                  | 0                             | 0                     | 0                     |
| Income   | (1,911)                | 0                             | 0                     | 0                     |
| <b>Net Total</b>   | 7,916                  | (333)                         |                       |                       |
| <b>Staffing Implications</b>   |                        |                               |                       |                       |
|  |                        | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)   | N/A                    | 0                             | 0                     | 0                     |
| Post(s) deleted (FTE)  | N/A                    | 0                             | 0                     | 0                     |
| Current vacancies (FTE)  | N/A                    | 0                             | 0                     | 0                     |
| Individuals at risk (FTE)  | N/A                    | 0                             | 0                     | 0                     |



**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                       |                               |                       |                       |
|--|-----------------------|-------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Reduction of Care Management</b>   |                       | <b>Proposal No: ASC - R3b</b> |                       |                       |
| <b>Commissioning Budget – Implementation of Individual Budgets/ Voluntary Sector</b>   |                       |                               |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria <b>Voluntary Sector Providers</b>  |                       |                               |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b>   |                       |                               |                       |                       |
| <b>Move from Private Sector Home Care to Voluntary Sector</b>  |                       |                               |                       |                       |
| Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). Through ASC support planning and brokerage and ASC Transformation market management and development, increase use of voluntary sector organisations. Target Group : Adult Mental Health (22), Learning Disabilities (9), Older People (105), Older Peoples Mental Health (15), Physical Disabilites (12).  |                       |                               |                       |                       |
| The proposal is for 163 clients to receive support from voluntary sector organisations. The current average net weekly cost for these clients is £87 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for 9 months is £171,000.   |                       |                               |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                       |                               |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Implementation of the new assessment process in line with Putting People First is now completed with all new service users assessed using self assessment, community care assessment and the Resource Allocation System and then offered a Personal Budget. They then can broker their own care package or use ASC to support plan and broker a package. During 10/11 partial implementation has seen an increased use of voluntary sector and independent providers including Personal Assistants and family members which has reduced costs of individual care packages. The impact of all new service users going through this system will further reduce individual care package costs in 11/12. During 11/12 as existing service users receive their annual review they will be moved onto the new resource allocation/ personal budget process. Specific cases have been identified where the maximum improvement in outcomes and budget reduction has been identified and they will be prioritised. It will take more than 1 year to review/reassess all existing service users onto a personal budget and this will continue in the following year.<br><br>Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider ‘ Ansaar’ which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically has struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower over head costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years. |                       |                               |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><p style="text-align: right;"><b>Date: 1<sup>st</sup> April 2011</b></p>   |                       |                               |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b> | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b>Effects of Changes on budget</b>  |                       |                               |                       |                       |
|  | <b>Existing</b>       | <b>Proposed Reduction</b>     |                       |                       |

|                                | <b>Budget</b> |                |                |                |
|--------------------------------|---------------|----------------|----------------|----------------|
| Staff                          | 0             | 0              | 0              | 0              |
| Non Staff Costs                | 9,827         | 0              | 0              | 0              |
| Income                         | (1,911)       | 0              | 0              | 0              |
| <b>Net Total</b>               | 7,916         | (380)          |                |                |
| <b>Staffing Implications</b>   |               | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE) | N/A           | 0              | 0              | 0              |
| Post(s) deleted (FTE)          | N/A           | 0              | 0              | 0              |
| Current vacancies (FTE)        | N/A           | 0              | 0              | 0              |
| Individuals at risk (FTE)      | N/A           | 0              | 0              | 0              |
|                                |               |                |                |                |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget – Increased use of Assistive  
Technology/Eligibility**

**Proposal No: ASC - R3c**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Universal Services**

**Details of Proposed Reduction:**

**Move from Private Sector Home Care to Universal Services**

Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package Target Group : Adult Mental Health (1), Learning disabilities (3), Older People (212), Older Peoples Mental Health (22), Physical Disabilities(6)

Reassessment of existing clients who do not have substantial and critical needs, provision of Assistive Technology ( AT) and diversion to community based provision not commissioned by ASC

It is anticipated that 244 clients will no longer rely on the long term support of the authority. The current net cost of meeting their needs is £90 per week. It is assumed that these savings can be made for 9 months in 2011/12.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Following a needs assessment and allocation of a Personal Budget, service users receive a financial assessment and dependent on income and savings make a contribution towards the cost of their care package. For a small proportion of service users provision of Assistive Technology and/or housing changes would enable them to have their needs met without an ongoing care package and reduce cost to ASC and also result in them not having to make a financial contribution. These service users will be reassessed and AT and/or small equipment purchased.

All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.

**Date of earliest implication/ date of proposed implication**

**Date: 1<sup>st</sup> April 2011**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |   |   |
|------------------|------------------------|---------------------------|---|---|
| Staff            | 0                      | 0                         | 0 | 0 |
| Non Staff Costs  | 9,827                  | 0                         | 0 | 0 |
| Income           | (1,911)                | 0                         | 0 | 0 |
| <b>Net Total</b> | <b>7,916</b>           | <b>(861)</b>              |   |   |

| <b>Staffing Implications</b>   |     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) | N/A | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A | 0                     | 0                     | 0                     |
| Current vacancies (FTE)        | N/A | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A | 0                     | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management** **Proposal No: ASC - R4**  
**Commissioning Budget – Independent Sector Day Care**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria. **Independent Sector Day Services**

**Details of Proposed Reduction:**

**SUMMARY SHEET FOR PROFORMAS R4a – R4c**

**Target group : All service user groups**

**Move from Private Sector Day Care**

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System ( RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget.

It is calculated that 235 service users who currently access independent sector day services and the provision of a personal budget and reducing over commissioning where residential care is also commissioned will deliver this budget reduction

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Some existing service users in residential care also access independent sector day care services resulting in over commissioning. Reassessment of these service users, alongside contract negotiation with independent sector providers will reduce the cost of these care packages but retain the requirement for providers to support service users to access a range of social inclusion activities including those available in the wider community.

In addition through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of personal budgets can provide a new income generation stream for services such as leisure centres.

**Date of earliest implication/ date of proposed implication**

**Date: 1<sup>st</sup> April 2011**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|------------------------|---------------------------|-----------------------|-----------------------|
| <b>Effects of Changes on budget</b>              |                        |                           |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff  | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                                  | 571                    | 0                         | 0                     | 0                     |
| Income   | 0                      | 0                         | 0                     | 0                     |
| <b>Net Total</b>                                 | 571                    | (96)                      |                       |                       |
| <b>Staffing Implications</b>                     |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)                   | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)                            | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)                          | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)                        | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management** **Proposal No: ASC - R4a**  
**Commissioning Budget – Independent Sector Day Care**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services**

**Details of Proposed Reduction:**

**Move from Private Sector Day Care to Direct Payments/Personal Budgets**

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System ( RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget. Target Group: Learning Disabilities (14), Older People (87), Older Persons Mental Health (19), Physical disabilities (14).

The proposal is for an additional 131 clients to arrange their support in this way. The current average net weekly cost for these people is £53 per week. It is anticipated that this will reduce to £47 per week. It is assumed that these savings will be seen for 6 months of the year.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of individual budgets can provide a new income generation stream for services such as leisure centres.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |   |   |
|------------------|------------------------|---------------------------|---|---|
| Staff            | 0                      | 0                         | 0 | 0 |
| Non Staff Costs  | 571                    | 0                         | 0 | 0 |
| Income           | 0                      | 0                         | 0 | 0 |
| <b>Net Total</b> | 571                    | (21)                      |   |   |

| <b>Staffing Implications</b>   |     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) | N/A | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A | 0                     | 0                     | 0                     |
| Current vacancies (FTE)        | N/A | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A | 0                     | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management** **Proposal No: ASC - R4b**  
**Commissioning Budget – Independent Sector Day Care**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services**

**Details of Proposed Reduction:**

**Move from Private Sector Day Care to Voluntary Sector**

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System ( RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget. Target Group : Adult Mental Health (3), Learning Disability (3), Older People (69), Older People Mental Health (5), Physical Disability (5)

The proposal is for 85 clients to receive support from voluntary sector organisations instead of receiving their support from the Independent sector. The current average net weekly cost for these clients is £49 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for 6 months is £49,000.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering.

Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider ' Ansaar' which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically has struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower overhead costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years.

**Date of earliest implication/ date of proposed implication**

Date:

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|------------------------|---------------------------|-----------------------|-----------------------|
| <b>Effects of Changes on budget</b>              |                        |                           |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff  | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                                  | 571                    | 0                         | 0                     | 0                     |
| Income   | 0                      | 0                         | 0                     | 0                     |
| <b>Net Total</b>                                 | 571                    | (49)                      |                       |                       |
| <b>Staffing Implications</b>                     |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |

|                                |     |   |   |   |
|--------------------------------|-----|---|---|---|
| Current service staffing (FTE) | N/A | 0 | 0 | 0 |
| Post(s) deleted (FTE)          | N/A | 0 | 0 | 0 |
| Current vacancies (FTE)        | N/A | 0 | 0 | 0 |
| Individuals at risk (FTE)      | N/A | 0 | 0 | 0 |
|                                |     |   |   |   |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget – Increased use of Assistive  
Technology/Reduced use of Independent Sector Day  
Care**

**Proposal No: ASC - R4c**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services to universal services**

**Details of Proposed Reduction:**

**Move from Private Sector Day Care to Universal Services**

Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package. Target Group :Learning Disabilities (1), Older People (17), Older Persons Mental Health (1).

Reassessment of existing clients who do not have substantial and critical needs and diversion to community based provision not commissioned by ASC Reassessment of existing clients who do not have substantial and critical needs, provision of Assistive Technology (AT) and diversion to community based provision not commissioned by ASC.

It is anticipated that 20 clients will no longer rely on the long term support of the authority through these means. The current net cost of meeting their needs is £50 per week. It is assumed that these savings can be made for 6 months in 2011/12.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Implementation of the new care management care pathway with a Single Point of Access (SPA), supported by a full implementation of the new assessment process will ensure that the existing substantial and critical needs eligibility is applied consistently and that service users are clear about the financial contribution (based on assessed need) they will need to make to care packages at an early point.

All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.

Following a needs assessment and allocation of a Personal Budget, service users receive a financial assessment and dependent on income and savings make a contribution towards the cost of their care package. For a small proportion of service users provision of Assistive Technology and/or housing changes would enable them to have their needs met without an ongoing care package at reduced cost to ASC and also result in them not having to make a financial contribution. These service users will be reassessed and AT and/or small equipment purchased.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|------------------------|---------------------------|-----------------------|-----------------------|
| <b>Effects of Changes on budget</b>              |                        |                           |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
| Staff  | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                                  | 571                    | 0                         | 0                     | 0                     |
| Income   | 0                      | 0                         | 0                     | 0                     |
| <b>Net Total</b>                                 | <b>571</b>             | <b>(26)</b>               |                       |                       |



| <b>Staffing Implications</b>   |     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) | N/A | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A | 0                     | 0                     | 0                     |
| Current vacancies (FTE)        | N/A | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A | 0                     | 0                     | 0                     |
|                                |     |                       |                       |                       |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management**  
**Commissioning Budget - Extra Care**

**Proposal No: ASC - R5**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Extra Care**

**Details of Proposed Reduction:**

**SUMMARY SHEET FOR PROFORMAS R5a – R5b**

**Target Group : Adults and Older people Mental Health**

**Move from Extra Care**

Allocation of specifically designed housing and increased use of Assistive Technology and equipment to provide 'Extra Care' housing support within their existing home reducing the cost of care packages.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages.. It is expected that on average these changes will take place half way through the year. Increased use of Telecare by the NHS will also support a reduction of cost of care packages.

Through reassessment and use of the Resource Allocation system (RAS) based on assessed needs and risks all existing service users and new service users will receive an individual budget which they can use to purchase their own care and support, or the local authority can broker the support package on their behalf with community providers.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | n/a                    | 0                         | 0                     | 0                     |
| Income                         | n/a                    | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | n/a                    | (17)                      |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget - Extra Care**

**Proposal No: ASC - R5a**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

**Details of Proposed Reduction:**

**Move from Extra Care to Assisted Accommodation**

It is proposed that by moving 3 clients from existing Extra Care facilities (or by redirecting those clients who would otherwise have received such services) towards assisted accommodation arrangements. Target Group : Adult Mental Health (3).

The current net cost of these clients is £268 per week, and this could fall to £127 per week. These savings are expected to be made for 6 months in 2011/12.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages. It is expected that on average these changes will take place half way through the year. Increased use of Telecare by the NHS will also support a reduction of cost of care packages.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |   |   |
|------------------|------------------------|---------------------------|---|---|
| Staff            | 0                      | 0                         | 0 | 0 |
| Non Staff Costs  | n/a                    | 0                         | 0 | 0 |
| Income           | n/a                    | 0                         | 0 | 0 |
| <b>Net Total</b> | n/a                    | (11)                      |   |   |

| <b><u>Staffing Implications</u></b> |  | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|-------------------------------------|--|-----------------------|-----------------------|-----------------------|
|-------------------------------------|--|-----------------------|-----------------------|-----------------------|

|                                |     |   |   |   |
|--------------------------------|-----|---|---|---|
| Current service staffing (FTE) | N/A | 0 | 0 | 0 |
| Post(s) deleted (FTE)          | N/A | 0 | 0 | 0 |
| Current vacancies (FTE)        | N/A | 0 | 0 | 0 |
| Individuals at risk (FTE)      | N/A | 0 | 0 | 0 |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : : Reduction of Care Management  
 Commissioning Budget - Extra Care**

**Proposal No: ASC - R5b**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

**Details of Proposed Reduction:**

**Move from Extra Care to reduced cost Extra Care**

It is proposed that a general reduction be made to the total amount of money being currently spent on clients in receipt of extra care services, and that this be 5% in 2011/12. Target Group : Older persons Mental Health (12) This would be achieved through a process of targeted reviews, increased use of Assistive Technology and negotiation with current providers of those higher cost packages of care.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Using the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country and in the East Midlands is used by other councils to reduce prices effectively particularly with large national providers. It has already had significant success with providers in 10/11 and as more workers are trained on its application and will be using it for all existing and new high cost care packages including day care and Supported Living to deliver these savings.

A reassessment and application of the Resource Allocation System producing a Personal Budget will drive down the costs charged by providers

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |   |   |
|------------------|------------------------|---------------------------|---|---|
| Staff            | 0                      | 0                         | 0 | 0 |
| Non Staff Costs  | n/a                    | 0                         | 0 | 0 |
| Income           | n/a                    | 0                         | 0 | 0 |
| <b>Net Total</b> | n/a                    | (6)                       |   |   |

| <b>Staffing Implications</b>   |     | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--------------------------------|-----|-----------------------|-----------------------|-----------------------|
| Current service staffing (FTE) | N/A | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A | 0                     | 0                     | 0                     |
| Current vacancies (FTE)        | N/A | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A | 0                     | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget - Meals**

**Proposal No: ASC - R6**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

**Details of Proposed Reduction:**

**From Meals to Universal Services**

As all existing service users and new service users are assessed using the resource allocation system and provided with personal budget the existing directly provided service will become unaffordable within their allocated budget. Target Group : Adult Mental Health (46), Learning Disabilities (6), Older People (471), Older Persons Mental Health (149), Physical disabilities (75)

Service users in 10/11 have increasingly chosen to use their personal budget to purchase meals from alternative community based services or from family members. In response to an anticipated increase of service users choosing alternative provision it has been calculated that by the end of 2011/12 it is expected that client numbers will fall from around 850 to around 100. The average current cost in subsidy is around £2.25 per meal.

**Type of Reduction (delete as appropriate)**

Efficiency Cash releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

In 11/12 all existing service users will be reassessed and new service users assessed using the new Resource Allocation System and provided with a Personal Budget. The assessment will still take into account service users needs in relation to nutrition and social isolation and the allocated amount will reflect needs and risks identified. Service users will have choice and control over where they purchase their meals from and how these are provided, and how much of their personal budget they spend on this as part of their overall care package.

Increasingly local community based providers are offering a meals service at a lower cost than that provided by the current directly provided service. As less people choose to use this service the individual cost will need to go up as the flexibility to cross subsidise will not be available with all service users on individual budgets.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                     | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|-------------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                               | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                     | 994                    | 0                         | 0                     | 0                     |
| Income                              | (465)                  | 0                         | 0                     | 0                     |
| <b>Net Total</b>                    | <b>529</b>             | <b>(172)</b>              |                       |                       |
| <b>Staffing Implications in ASC</b> |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)      | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)               | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)             | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)           | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget -Direct Payments**

**Proposal No: ASC - R7**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

**Details of Proposed Reduction:**

**Direct Payments/Personal Budgets**

Reduce cost of existing personal budget allocations that are administered as a Direct Payments by 7% in 11/12. Target Group : Adult Mental Health (41), Learning Disability (130), Older People (110), Older Persons Mental Health (22), Physical disability (190)

This could affect up to 493 people, which is approximately the current number of people in receipt of a direct payment.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

This will be delivered by a combination of reassessment of existing service users using the refined Resource Allocation System, application of the Care Funding Calculator and negotiation with providers, maximising the potential to pool funding streams offered by the 'Right to Control' pilot and more creative support planning and brokerage. The LA will also retain any surplus amount allocated in a personal budget which is not used by the package developed through the support planning and brokerage process.

**Date of earliest implication/ date of proposed implication**

**Date:**

| <b><u>Financial Implications of Proposal</u></b> | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------|

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 3,824                  | 0                         | 0                     | 0                     |
| Income                         | 0                      | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | <b>3,823</b>           | <b>(342)</b>              |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

**SERVICE AREA : Reduction of Care Management  
Commissioning Budget -Supported Living**

**Proposal No: ASC - R8**

**Purpose of Service:**

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

**Details of Proposed Reduction:**

**Supported Living Reduced Packages**

To expand to Supported Living providers the roll out of the national 'Care Funding Calculator tool' (CFC) as the basis for negotiating with independent providers for high cost residential and nursing home placements to achieve reduced costs on existing placements. Target Group : Adult Mental Health (18), Learning Disabilities (194), Physical Disability (18).

This is currently been focused on residential care packages with a weekly cost of over £750 and is primarily related to Learning Disability, Mental Health and Physical Disability client groups. All existing and new Supported Living care packages over £750 will have been through the CFC by the end of 2011.

230 existing Supported Living care packages have been identified as requiring the CFC as part of reassessment, with a target of an overall 15% reduction in cost. These level of savings have been successfully achieved through application of the CFC in residential care, they do not change the level or quality of support but the cost of the package.

**Type of Reduction (delete as appropriate)**

Efficiency Cash Releasing

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

Using the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country and in the East Midlands is used by other councils to reduce prices effectively particularly with large national providers. It has already had significant success with providers in 10/11 and as more workers are trained on its application and will be using it for all existing and new high cost residential and nursing home packages will produce further savings.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

**2010-11**

**2011-12**

**2012-13**

**2013-14**

**Effects of Changes on budget**

|                                | <b>Existing Budget</b> | <b>Proposed Reduction</b> |                       |                       |
|--------------------------------|------------------------|---------------------------|-----------------------|-----------------------|
| Staff                          | 0                      | 0                         | 0                     | 0                     |
| Non Staff Costs                | 8,196                  | 0                         | 0                     | 0                     |
| Income                         | (3,151)                | 0                         | 0                     | 0                     |
| <b>Net Total</b>               | 5,045                  | (1,126)                   |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>     | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE) | N/A                    | 0                         | 0                     | 0                     |
| Post(s) deleted (FTE)          | N/A                    | 0                         | 0                     | 0                     |
| Current vacancies (FTE)        | N/A                    | 0                         | 0                     | 0                     |
| Individuals at risk (FTE)      | N/A                    | 0                         | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                        |                              |                       |                       |
|--|------------------------|------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Voluntary Sector Contracts</b>   |                        | <b>Proposal No: ASC – R9</b> |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Provision of a range of services to ASC Service Users   |                        |                              |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |                              |                       |                       |
| <b>Voluntary Sector Contracts</b><br>There will be a complete review of voluntary sector contracts to ensure a focus on prevention and reablement. This proforma shows a reduction of £200k but overall there will be an overall increase in investment in the voluntary sector in 2011/12 of £89k.<br>There will be a significant change in the relationship between the council and the voluntary sector over the next few years as the council will move away from directly commissioned services. This will be replaced by personal budgets provided to service users who will decide what services to buy including those on offer from the voluntary sector. |                        |                              |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                        |                              |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |                              |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:  |                        |                              |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |                        |                              |                       |                       |
|  | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>        | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b>Effects of Changes on budget</b>  |                        |                              |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>    |                       |                       |
| Staff  | 0                      | 0                            | 0                     | 0                     |
| Non Staff Costs  | 6,302                  | 0                            | 0                     | 0                     |
| Income   | (431)                  | 0                            | 0                     | 0                     |
| <b>Net Total</b>   | <b>5,871</b>           | <b>(200)</b>                 |                       |                       |
| <b>Staffing Implications</b>   |                        |                              |                       |                       |
|  |                        | <b><u>2011-12</u></b>        | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)   | N/A                    | 0                            | 0                     | 0                     |
| Post(s) deleted (FTE)  | N/A                    | 0                            | 0                     | 0                     |
| Current vacancies (FTE)  | N/A                    | 0                            | 0                     | 0                     |
| Individuals at risk (FTE)  | N/A                    | 0                            | 0                     | 0                     |



**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                               |                                  |                       |                       |
|--|-------------------------------|----------------------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Transport</b>  | <b>Proposal No: ASC – R10</b> |                                  |                       |                       |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria  |                               |                                  |                       |                       |
| <b><u>Details of Proposed Reduction:</u></b><br><br><b>Transport</b><br><br>Transport to access services is currently commissioned on an individual basis. ASC is currently undertaking a transport review in conjunction with other divisions to improve the current arrangements for procurement of transport including use of in house services and taxis. In addition current taxis journeys commissioned for complex cases are being individually reviewed and lower process negotiated with taxi companies. Alongside this ASC is developing a model for delivering training for young people and people with disabilities to support them to use public transport. Target group : All service user groups |                               |                                  |                       |                       |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing   |                               |                                  |                       |                       |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Improved Procurement .This will be delivered by targeting high cost transport journeys and through the annual review/reassessment process negotiating with taxi companies reduced costs and through the new framework contract coordinated by Regeneration and Culture   |                               |                                  |                       |                       |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br><p style="text-align: right;">Date:</p>  |                               |                                  |                       |                       |
| <b><u>Financial Implications of Proposal</u></b>   |                               |                                  |                       |                       |
|  | <b><u>2010-11</u></b>         | <b><u>2011-12</u></b>            | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b><u>Effects of Changes on budget</u></b>   |                               |                                  |                       |                       |
|  | <b><u>Existing Budget</u></b> | <b><u>Proposed Reduction</u></b> |                       |                       |
| Staff  | 0                             | 0                                | 0                     | 0                     |
| Non Staff Costs  | 2,726                         | 0                                | 0                     | 0                     |
| Income   | 0                             | 0                                | 0                     | 0                     |
| <b>Net Total</b>   | 2,726                         | (200)                            |                       |                       |
| <b><u>Staffing Implications</u></b>  |                               |                                  |                       |                       |
|  |                               | <b><u>2011-12</u></b>            | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| Current service staffing (FTE)   | N/A                           | 0                                | 0                     | 0                     |
| Post(s) deleted (FTE)  | N/A                           | 0                                | 0                     | 0                     |
| Current vacancies (FTE)  | N/A                           | 0                                | 0                     | 0                     |
| Individuals at risk (FTE)  | N/A                           | 0                                | 0                     | 0                     |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|   |                               |                                  |                       |                       |  |
|---|-------------------------------|----------------------------------|-----------------------|-----------------------|--|
| <b>SERVICE AREA : Increased Income</b>  |                               | <b>Proposal No: ASC – R11</b>    |                       |                       |  |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria which are chargeable following financial assessment   |                               |                                  |                       |                       |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                               |                                  |                       |                       |  |
| <b>Increased Income</b>   |                               |                                  |                       |                       |  |
| The council currently provides some services 'free' and charges for others. This is incompatible with the introduction of personal budgets as it results in some service users subsidising others. In future all services will be charged at cost. This will increase income which will subsequently be put back into the monies available for distribution to all service users. |                               |                                  |                       |                       |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing  |                               |                                  |                       |                       |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                               |                                  |                       |                       |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:   |                               |                                  |                       |                       |  |
| <b><u>Financial Implications of Proposal</u></b>  |                               |                                  |                       |                       |  |
|   | <b><u>2010-11</u></b>         | <b><u>2011-12</u></b>            | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |  |
| <b><u>Effects of Changes on budget</u></b>  |                               |                                  |                       |                       |  |
|   | <b><u>Existing Budget</u></b> | <b><u>Proposed Reduction</u></b> |                       |                       |  |
| Staff   | 0                             | 0                                | 0                     | 0                     |  |
| Non Staff Costs   | 0                             | 0                                | 0                     | 0                     |  |
| Income  | (2,377)                       | 0                                | 0                     | 0                     |  |
| <b>Net Total</b>  | <b>(2,377)</b>                | <b>(500)</b>                     |                       |                       |  |
| <b><u>Staffing Implications</u></b>   |                               |                                  |                       |                       |  |
|   |                               | <b><u>2011-12</u></b>            | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |  |
| Current service staffing (FTE)  | N/A                           | 0                                | 0                     | 0                     |  |
| Post(s) deleted (FTE)   | N/A                           | 0                                | 0                     | 0                     |  |
| Current vacancies (FTE)   | N/A                           | 0                                | 0                     | 0                     |  |
| Individuals at risk (FTE)   | N/A                           | 0                                | 0                     | 0                     |  |

**ADULT SOCIAL CARE**  
**BASE BUDGET REDUCTION PROPOSAL 2010-11**

|   |                        |                               |                       |                       |  |
|---|------------------------|-------------------------------|-----------------------|-----------------------|--|
| <b>SERVICE AREA : Continuing Health Care</b>  |                        | <b>Proposal No: ASC – R12</b> |                       |                       |  |
| <b><u>Purpose of Service:</u></b><br>Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria which are chargeable following financial assessment   |                        |                               |                       |                       |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br><b>Continuing Health Care</b><br><br>Reduction in care packages where service users needs have increased and are now eligible for CHC funding which are funded by the NHS and free at the point of contact. Target Group : All service user groups  |                        |                               |                       |                       |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br>Efficiency Cash Releasing  |                        |                               |                       |                       |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br>Revised CHC guidance and supporting business processes for all care management teams and finance teams have been issued to ensure that those whose needs have increased, are prioritised for review and transferred to CHC funding responsibility |                        |                               |                       |                       |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b><br>Date:   |                        |                               |                       |                       |  |
| Date:   |                        |                               |                       |                       |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        |                               |                       |                       |  |
|   | <b><u>2010-11</u></b>  | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |  |
| <b>Effects of Changes on budget</b>   |                        |                               |                       |                       |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>     |                       |                       |  |
| Staff   | 0                      | 0                             | 0                     | 0                     |  |
| Non Staff Costs   | 0                      | 0                             | 0                     | 0                     |  |
| Income  | (2,675)                | 0                             | 0                     | 0                     |  |
| <b>Net Total</b>  | <b>(2,675)</b>         | <b>(100)</b>                  |                       |                       |  |
| <b><u>Staffing Implications</u></b>   |                        |                               |                       |                       |  |
|   |                        | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |  |
| Current service staffing (FTE)  | N/A                    | 0                             | 0                     | 0                     |  |
| Post(s) deleted (FTE)   | N/A                    | 0                             | 0                     | 0                     |  |
| Current vacancies (FTE)   | N/A                    | 0                             | 0                     | 0                     |  |
| Individuals at risk (FTE)   | N/A                    | 0                             | 0                     | 0                     |  |

**ADULT SOCIAL CARE  
BASE BUDGET REDUCTION PROPOSAL 2010-11**

|  |                        |                               |                       |                       |                       |
|--|------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|
| <b>SERVICE AREA : Operating Cost Reduction - Day Services</b>  |                        | <b>Proposal No: ASC – R13</b> |                       |                       |                       |
| <b>Purpose of Service:</b><br>In House - directly provided day services operating and management costs   |                        |                               |                       |                       |                       |
| <b>Details of Proposed Reduction:</b><br><br><b>Reduced cost – In House Day Services</b><br><br>Reduction in operating costs including management costs for directly provided day services   |                        |                               |                       |                       |                       |
| <b>Type of Reduction (delete as appropriate)</b><br>Efficiency Cash Releasing  |                        |                               |                       |                       |                       |
| <b>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</b><br>Improved efficiency of staffing costs, management staffing reduction due to vacancy control and reduction of other non service user costs |                        |                               |                       |                       |                       |
| <b>Date of earliest implication/ date of proposed implication</b><br>Date:   |                        |                               |                       |                       |                       |
| <b>Financial Implications of Proposal</b>  |                        | <b><u>2010-11</u></b>         | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
| <b>Effects of Changes on budget</b>  |                        |                               |                       |                       |                       |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>     |                       |                       |                       |
| Staff  | 1,207                  | 0                             | 0                     | 0                     | 0                     |
| Non Staff Costs  | 215                    | 0                             | 0                     | 0                     | 0                     |
| Income   | (169)                  | 0                             | 0                     | 0                     | 0                     |
| <b>Net Total</b>   | 1,253                  | (85)                          |                       |                       |                       |
| <b>Staffing Implications</b>   |                        | <b><u>2011-12</u></b>         | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |                       |
| Current service staffing (FTE)   | N/A                    | 0                             | 0                     | 0                     | 0                     |
| Post(s) deleted (FTE)  | N/A                    | 0                             | 0                     | 0                     | 0                     |
| Current vacancies (FTE)  | N/A                    | 0                             | 0                     | 0                     | 0                     |
| Individuals at risk (FTE)  | N/A                    | 0                             | 0                     | 0                     | 0                     |

## **TRANSFORMING THE LEARNING ENVIRONMENT DIVISION**

The TLE Division has recently been merged together with the Strategic Asset Management Division to form a new 'Property' Division. This is part of the ODI Transformation Programme. The TLE Division was divided into 4 Service Areas with a small Administration Section. Certain functions (e.g. Schools Admissions) have transferred to the Planning and Commissioning Division. For 2011/12 budget planning purposes, TLE has been treated as a separate division before the merger.

The Service Areas are:

- 0-11 Programme
- 11-19 Programme (including BSF)
- Admissions, School Organisation and Assets
- TLE Strategy
- Administration

### **The Broad Approach to Savings and Growth**

The overwhelming majority of TLE services are funded through BSF client side budgets, which are time limited budgets and funding contributions to deliver the BSF programme. The exception to this is the School Admissions, Schools Organisation and Assets Service funded through General Fund and Dedicated Schools Grant. The pressure on the Admissions Service has increased significantly over the last 18 months. At this stage it is responding to the increase in demand for school places and is not in a position to release efficiencies.

The budget for management and maintenance of Vacant Premises is experiencing significant overspends, due the number of premises and sites held vacant pending sale or confirmation of future use. The Riverside school site will become vacant in the summer which will increase the pressure on the budget intended to fund repairs and maintenance of vacant properties. This has resulted in the identified budget pressure and growth proposal of £200k.

### **Risk Assessment and Equality Impact Assessment**

No budget reductions are proposed, therefore no risks or impacts have been identified.

**Budget 2011/12**  
**Transforming the Learning Environment**  
**Councillor Dempster**

|        | <b>2011/12</b>                  | <b>2012/13</b> | <b>2013/14</b> |            |
|--------|---------------------------------|----------------|----------------|------------|
|        | <b>£000</b>                     | <b>£000</b>    | <b>£000</b>    |            |
|        | <b>Budget Pressures:</b>        |                |                |            |
| TLE G1 | Maintenance of empty properties | 200            | 200            | 200        |
|        | <b>Net Growth</b>               | <b>200</b>     | <b>200</b>     | <b>200</b> |

**TRANSFORMING THE LEARNING ENVIRONMENT DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA Property</b>   | <b>Proposal No: TLE G1</b>                   |  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>A budget increase is proposed to reflect the costs incurred by the number of former education and children's services premises and sites currently held vacant pending sale or confirmation of future use. The budget funds costs such as security, insurance, utilities, servicing and repairs and maintenance of vacant properties.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |  |
| Other  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| <p>The budget would provide for the anticipated costs in 2011/12.</p>  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  | 45.6   | 200  | 200  | 200  |
| Income   |  |  |  |  |
| <b>Net Total</b>   | <b>45.6</b>                                  | <b>200</b>                                   | <b>200</b>                                   | <b>200</b>   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  | n/a  |  |  |
| Extra post(s) (FTE)  |  | n/a  |  |  |

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**Budget 2011/12**  
**Transforming the Learning Environment**

|  | <b>2011/12</b>           | <b>2012/13</b> | <b>2013/14</b> |
|--|--------------------------|----------------|----------------|
|  | <b>£000</b>              | <b>£000</b>    | <b>£000</b>    |
|  | <b>Budget Pressures:</b> |                |                |
| TLE G1 Maintenance of empty properties | 200                      | 200            | 200            |
|  | <b>200</b>               | <b>200</b>     | <b>200</b>     |

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## **ACCESS, INCLUSION & PARTICIPATION DIVISION** **BUDGET 2011/12**

The AIP Division provides services for children and young people aged 0-19 in relation to early intervention and targeted work with children and young people with additional needs. The Division also provides a strategic lead for the participation of children and young people and parenting work. There are four service areas in AIP:

- Early Prevention
- Behaviour and Attendance
- Youth Support
- Change for Children.

### **The broad approach to savings and rationale**

The total AIP savings proposed for 2011/12 are £3.851m and £5.017m on a full year ongoing basis. This will involve incrementally increasing the level of service targeted at vulnerable children and young people and reducing infrastructure support. There will be less management and back office functions and reduced support to private and voluntary sector providers (reflecting the reduction in national grants such as the early intervention grant). The strategy will be supported through the implementation of an Integrated Youth Support Service for 13-19 services including relevant Early Intervention Services from Youth Offending Service and Social Care and Safeguarding. The development of the Integrated Youth Support strategy is an opportunity to review the way in which services for young people are delivered and managed at a locality level. It will bring together specifically services such as the Youth support service, Youth Offending Service, Education Welfare Service, Behaviour support and the Change for Children team. None of these proposals are specific to any individual ward, and they aim to enhance co-ordination of services at locality level. There will be further opportunity for elected member involvement in shaping service delivery at a local level through the Neighbourhood Advisory Boards.

The proposed approach to achieving these savings involves refocusing services on delivering a redefined core offer that distinguishes between specific services for those in greatest need and a city wide service for all children and young people aged 0-19 years. The model has integrated the management and support functions to deliver efficiency savings through infrastructure costs and reducing overall manager costs across the Division. The strategy will support wider Council developments to promote locality based neighbourhood working to support future commissioning at a local level. The reductions in grants from central government reflected in the early intervention grant disproportionately impacts on the funding for the AIP division. A co-ordinated approach is therefore planned to minimise impact on front line services.

In summary, this approach will result in:

- Integrated management and services 0-19
- Integrated infrastructure support.
- Staff to develop wider skill set.

- Remodelling level of support to third sector.
- Re-commissioning services defined by a new core offer that is targeted to those who need them the most so as to narrow the gap.

### **Risk Assessment**

The loss of management and specialist staffing capacity will be managed through a Service review process to minimise impact. This will include re-focusing management to key priorities and increasing the skills of staff in specialist work areas.

### **Equality Impact Assessment**

Impact assessments show that generally the budget cuts will impact on all local communities with no specific groups being disproportionately affected.



**ACCESS, PARTICIPATION AND INCLUSION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |                            |
|--|----------------------------|
| <b>SERVICE AREA Young People's Support</b> | <b>Proposal No: AIP G1</b> |
|--|----------------------------|

**Details of Proposed Project(s) Growth:**

To provide additional youth support services to young people including targeted youth support activities in school holidays, on Friday nights and at weekends.

**Type of Growth (delete as appropriate)**

Service Improvement

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

This additional funding will support One Leicester priorities of Investing in our Children to narrow the gap, improving young people's educational aspiration and attainment. Additional youth activities will also be targeted at vulnerable groups of young people to increase their engagement in positive activities as part of a universal and targeted citywide Youth Offer. The investment will be in both directly provided youth services and locally commissioned services and activities provided through the voluntary youth sector.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

| <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u> |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Addition</b> |            |            |
|------------------|------------------------|--------------------------|------------|------------|
| Staff            | 2,273                  | 103                      | 206        | 206        |
| Non Staff Costs  | 1,111                  | 44                       | 88         | 88         |
| Income           | (136)                  |                          |            |            |
| <b>Net Total</b> | <b>3,248</b>           | <b>147</b>               | <b>294</b> | <b>294</b> |

**Staffing Implications**

|                                | <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
|--------------------------------|----------------|----------------|----------------|
| Current service staffing (FTE) | 80.75          | 80.75          | 80.75          |
| Extra post(s) (FTE)            | TBC            | TBC            | TBC            |

**ACCESS, PARTICIPATION AND INCLUSION DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   |  | <b>Proposal No: AIP G2</b>                   |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>A number of funding streams within the Area Based Grant have not continued into 2011/12, and there is an overall reduction of some 23% in the funds moving into the new Early Intervention Grant. A number of the proposed savings largely reflect the cessation of the specific aspects of the funding.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Service Improvement   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| <p>This growth would enable services to be maintained, except where they are the subject of specific savings proposals.</p>   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: April 2011                             |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   | 579  | 579  | 579  | 579  |
| Non Staff Costs   | 4,523  | 4,523  | 4,523  | 4,523  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>5,102</b>                                 | <b>5,102</b>                                 | <b>5,102</b>                                 | <b>5,102</b>                                 |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |   |  |
|---|------------------------|--|--|---|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R1                   |  |   |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |   |  |
| To provide quality improvement support to childminders  |                        |  |  |   |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |   |  |
| It is proposed to delete four specialist Child Minding Development Officers.  |                        |  |  |   |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |   |  |
| Efficiency  |                        |  |  |   |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |   |  |
| We currently provide quality improvement support to childminders. We propose to delete four specialist posts and ask the children centre senior childcare and early learning officers to be responsible for providing quality improvement support at a reduced level (1x term time briefing sessions, encourage use of children centre services such as stay and play and staff development opportunities). |                        |  |  |   |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |   |  |
|   |                        |  |  | Date: <input type="text" value="April 2011"/> |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b>  | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |   |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |   |  |
| Staff   | 80                     | (53)   | (80)   | (80)  |  |
| Non Staff Costs   |                        |  |  |   |  |
| Income  |                        |  |  |   |  |
| <b>Net Total</b>  | 80                     | (53)   | (80)   | (80)  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |  |
| Current service staffing (FTE)  |                        | 4  | 4  | 4   |  |
| Post(s) deleted (FTE)   |                        | 4  | 4  | 4   |  |
| Current vacancies (FTE)   |                        | 0  | 0  | 0   |  |
| Individuals at risk (FTE)   |                        | 4  | 4  | 4   |  |



## Budget Equality Impact Assessment

### AIP R1 - Delete Child Minding Development Officers and transfer role to senior Children Centres Early Learning Officers

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal will have a negative impact on a female team who provide support to childminders who are in the main female therefore there is a risk of redundancy for the team and a reduction in service for the childminders                 |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>The service will continue to be delivered by a different team but at a lower level. The service will try to redeploy team into other related areas of work.</b>               |
| <b>Disability</b>      | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment  |

|                           |   |
|---------------------------|---|
| <b>equality</b>           | across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                           | <b>Your assessment of impact/risk</b><br>At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people |
|                           | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?                               |
|                           | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b>                  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R2                   |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To provide sustainability and sufficiency support and revenue grants to the early years childcare sector.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to cease providing sustainability and sufficiency support and revenue grants to the early years childcare sector.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| We have a legal responsibility to support childcare providers by managing the childcare market (how we do this is not specified in law). We currently give grants to the childcare providers to help them set up provision in areas where it is needed or to keep provision running where it is at risk of closure. We would cease that activity and only provide advice and guidance on issues such as cash flow and marketing from remaining staff. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | Date: April 2011                             |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 38                     | (38)   | (38)   | (38)   |  |
| Non Staff Costs   | 112                    | (112)  | (112)  | (112)  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | 150                    | (150)  | (150)  | (150)  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 1  | 1  | 1  |  |
| Post(s) deleted (FTE)   |                        | 1  | 1  | 1  |  |
| Current vacancies (FTE)   |                        | 1  | 1  | 1  |  |
| Individuals at risk (FTE)   |                        | 0  | 0  | 0  |  |

## Budget Equality Impact Assessment

### AIP R2 - Cease providing sustainability and sufficiency revenue grants to the private and voluntary childcare sector

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal may have a negative impact on a predominately female workforce who provide childcare in the city and may have an impact on women who still in the main are the primary customers of childcare services. It may mean that the childcare becomes increasingly unstable with provision closing more frequently than is currently the case . This could be disruptive to families in general and woman in particular. |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>A service will continue to be delivered by a different team at a significantly reduced level that will not</b>   |

|                            |   |
|----------------------------|---|
|                            | <b>include providing financial support.</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk</b><br>At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b>  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R3                   |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To support Extended Services in schools.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to reduce by half the support to schools for Extended Services Co-ordination.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| We currently fund an extended services co-ordinator for each neighbourhood who is responsible for ensuring that play and holiday activity providers work together with schools to ensure that children receive additional support for learning and social development outside of the classroom and school day. This proposal links to the DfE decision to transfer the Extended Services Standards Fund grant into mainstream Dedicated Schools Grant for inclusion in schools' delegated budgets and it is expected that Schools will fund these activities as required. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 149                    | (149)  | (149)  | (149)  |  |
| Non Staff Costs   |                        |  |  |  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | 149                    | (149)  | (149)  | (149)  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 4  | 4  | 4  |  |
| Post(s) deleted (FTE)   |                        | 4  | 4  | 4  |  |
| Current vacancies (FTE)   |                        | 4  | 4  | 4  |  |
| Individuals at risk (FTE)   |                        | 0  | 0  | 0  |  |

## Budget Equality Impact Assessment

### AIP R3 - Reduce support to schools for Extended Services Co-ordination.

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b>   |

|                           |  |
|---------------------------|--|
|                           | At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people   |
|                           | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                           | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion however he future strategy for how schools provide extended provision may .</b> |



**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R4                   |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To provide support to childcare providers so they can enhance the quality of their provision.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to remodel quality improvement support to a neighbourhood model and reduced expenditure.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| We currently provide support to childcare providers so they can enhance the quality of their provision. We would change the way we provide this support from a citywide to a neighbourhood model. We would ask existing children centre leaders to manage a small budget for quality improvement and workforce development so they can procure additional support for inadequate and satisfactory rated settings only in partnership with Learning Services. We would retain 1 full time equivalent quality improvement manager for 2 years to manage transition. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 462                    | (269)  | (427)  | (462)  |  |
| Non Staff Costs   | 538                    | (314)  | (573)  | (538)  |  |
| Income  | 0                      | 0  | 0  | 0  |  |
| <b>Net Total</b>  | <b>1,000</b>           | <b>(583)</b>                                 | <b>(1,000)</b>                               | <b>(1,000)</b>                               |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 13.2   | 13.2   | 13.2   |  |
| Post(s) deleted (FTE)   |                        | 12.2   | 12.2   | 13.2   |  |
| Current vacancies (FTE)   |                        | 0.0  | 0.0  | 0.0  |  |
| Individuals at risk (FTE)   |                        | 12.2   | 12.2   | 13.2   |  |

## Budget Equality Impact Assessment

### AIP R4 - Re-model Quality Improvement Support to a neighbourhood model and reduce expenditure.

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will have a negative impact on one /some racial groups   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?<br>The proposal may have a negative impact on a predominately female workforce who provide childcare in the city . The impact will be on the training and development opportunities for the workforce which in turn could have an impact on household income levels. The proposal may have an impact on mothers who still in the main are the primary customers of childcare services in that the training and qualifications of the workforce caring for there children may reduce which in turn could see a decline in the quality of the provision. |
|                        | <b>Your assessment of impact/risk:</b><br>As above  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |

|                            |   |
|----------------------------|---|
|                            | <b>A service will continue to be delivered by a different team at a significantly reduced level</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk</b><br>At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b>  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R5                   |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To provide additional specialist home teaching support, through the Special Needs Teaching Service in the Learning Services Division.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to cease additional specialist home teaching support.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| The Surestart grant funded additional teachers who provided home teaching support for children with additional needs. This responsibility will move to the children centre teachers and childcare staff team. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 252                    | (147)  | (252)  | (252)  |  |
| Non Staff Costs   | 15                     | (9)  | (15)   | (15)   |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | <b>267</b>             | <b>(156)</b>                                 | <b>(267)</b>                                 | <b>(267)</b>                                 |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 8.4  | 8.4  | 8.4  |  |
| Post(s) deleted (FTE)   |                        | 8.4  | 8.4  | 8.4  |  |
| Current vacancies (FTE)   |                        | 1.5  | 1.5  | 1.5  |  |
| Individuals at risk (FTE)   |                        | 6.9  | 6.9  | 6.9  |  |

## Budget Equality Impact Assessment

### AIP R5 - Cease additional specialist home teaching support.

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will have a negative impact on one /some racial groups as the additional support will continue to be provided but by different staff using different methodology. Staff capacity will be created by re-prioritising universal provision. An further eia will be completed at an appropriate time                     |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisages that the proposal will have a negative impact on one gender as the additional support will continue to be provided but by different staff using different methodology. Staff capacity will be created by re-prioritising universal provision. An further eia will be completed at an appropriate time regarding the universal provision |

|                            |  |
|----------------------------|--|
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p><b>As above</b></p>  |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>The proposal relates to a service provided to disabled children. At this stage it is not envisaged that this proposal will have a negative impact as the additional support for learning will continue to be provided but by different staff using different methodology. Staff capacity will be created by re-prioritising universal provision. An further eia will be completed at an appropriate time regarding the universal provision</p> |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p><b>As above</b></p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                            | <p><b>Your assessment of impact/risk</b></p> <p><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p>  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |  | <b>Proposal No:</b> AIP R6                   |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To provide support for ensuring safe and healthy homes.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| It is proposed to cease the safe and healthy homes scheme and replace with a nationally funded scheme.                    |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Efficiency  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>                  |  |  |  |  |
| The funding is now provided as part of a national programme so families will still receive support on home safety issues. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> April 2011                      |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 91   | (91)   | (91)   | (91)   |
| Income  |  |  |  |  |
| <b>Net Total</b>  | 91   | (91)   | (91)   | (91)   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | 0  | 0  | 0  |
| Post(s) deleted (FTE)   |  | 0  | 0  | 0  |
| Current vacancies (FTE)   |  | 0  | 0  | 0  |
| Individuals at risk (FTE)   |  | 0  | 0  | 0  |

## Budget Equality Impact Assessment

### AIP R6 - Cease Safe and Healthy Homes schemes and replace with the alternative ROSPA *Safe at Home* scheme.

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisages that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | <b>A service will continue to be delivered by a different team at a significantly reduced level that will not include providing financial support.</b>  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |



|                           |  |
|---------------------------|--|
|                           | <p><b>Your assessment of impact/risk</b><br/> At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people</p> |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p>   |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>                                 |
|                           | <p><b>Your assessment of impact/risk</b><br/> <b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p>                  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention   |                        | <b>Proposal No:</b> AIP R7                   |  |  |  |
| <b><u>Purpose of Service</u></b>   |                        |  |  |  |  |
| To provide additional support for Early Support Programme.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |  |  |  |  |
| It is proposed to cease additional support for Early Support Programme.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |  |  |  |  |
| Efficiency   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |  |  |  |  |
| Early support is a service co-ordination programme for disabled children. The existing children's centre staff already deliver the programme, supported by an external provider who acts as a single point of referral and provides training and quality assurance. It is envisaged that the external role will be managed in-house. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |  |  |  |  |
|  |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  |                        |  |  |  |  |
| Non Staff Costs  | 80                     | (67)   | (80)   | (80)   |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | 80                     | (67)   | (80)   | (80)   |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        | 0  | 0  | 0  |  |
| Post(s) deleted (FTE)  |                        | 0  | 0  | 0  |  |
| Current vacancies (FTE)  |                        | 0  | 0  | 0  |  |
| Individuals at risk (FTE)  |                        | 0  | 0  | 0  |  |

## Budget Equality Impact Assessment

**AIP R7 - Cease central support for Early Support programme and move central responsibility for referrals to local children centres with quality assurance moving to service improvement team.**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisages that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |

|                           |   |
|---------------------------|---|
|                           | <p><b>Your assessment of impact/risk</b><br/> The service is provided for disabled children but at this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people as the changes are to the management not the delivery of the programme</p> |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p>  |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>  |
|                           | <p><b>Your assessment of impact/risk</b><br/> <b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p>   |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |                                |                                |                                |                                |
|--|------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA</b> Early Prevention   |                        | <b>Proposal No:</b> AIP R8     |                                |                                |                                |
| <b><u>Purpose of Service</u></b>   |                        |                                |                                |                                |                                |
| To provide expert support to our cooks and childcare staff who provide Cook and Eat programmes for parents.  |                        |                                |                                |                                |                                |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |                                |                                |                                |                                |
| It is proposed to cease provision of additional Nutritionist support for Cook and Eat programmes.  |                        |                                |                                |                                |                                |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |                                |                                |                                |                                |
| Efficiency   |                        |                                |                                |                                |                                |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |                                |                                |                                |                                |
| The service provides expert support to our cooks and childcare staff who provide Cook and Eat programmes for parents. We will continue to provide the programmes but without expert support. |                        |                                |                                |                                |                                |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |                                |                                |                                |                                |
|  |                        |                                |                                | <b>Date:</b> April 2011        |                                |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
| <b>Effects of Changes on budget</b>  |                        |                                |                                |                                |                                |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |                                |                                |
| Staff  |                        |                                |                                |                                |                                |
| Non Staff Costs  | 117                    | (98)                           | (117)                          | (117)                          |                                |
| Income   |                        |                                |                                |                                |                                |
| <b>Net Total</b>   | 117                    | (98)                           | (117)                          | (117)                          |                                |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |                                |
| Current service staffing (FTE)   |                        | 0                              | 0                              | 0                              |                                |
| Post(s) deleted (FTE)  |                        | 0                              | 0                              | 0                              |                                |
| Current vacancies (FTE)  |                        | 0                              | 0                              | 0                              |                                |
| Individuals at risk (FTE)  |                        | 0                              | 0                              | 0                              |                                |

## Budget Equality Impact Assessment

### AIP R8 - Cease provision of additional Nutritionist support for Cook and Eat programmes

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that the proposal will have a negative impact on one gender. the support for good healthy diets will remain but will be provided in a different way   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |

|                           |  |
|---------------------------|--|
|                           | <p><b>Your assessment of impact/risk</b><br/>At this stage it is not envisaged that the proposal will have a negative impact</p>                             |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p>   |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>               |
|                           | <p><b>Your assessment of impact/risk</b><br/><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p> |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |                                |                                |                                |                                |
|---|------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R9     |                                |                                |                                |
| <b><u>Purpose of Service</u></b>  |                        |                                |                                |                                |                                |
| To provide midwifery / ante-natal services in children's centres.   |                        |                                |                                |                                |                                |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |                                |                                |                                |                                |
| It is proposed to cease provision of funding to support the relocation of community midwifery teams into the children centres, which has now been achieved as planned.  |                        |                                |                                |                                |                                |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |                                |                                |                                |                                |
| Efficiency  |                        |                                |                                |                                |                                |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                                |                                |                                |                                |
| The proposals are in line with an agreed funding reduction model that has been in place over the last three years. The NHS midwifery service has used the funding to support the relocation of community midwifery teams into the children's centres. This has now been achieved. |                        |                                |                                |                                |                                |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                                |                                |                                |                                |
|   |                        |                                |                                | <b>Date:</b> April 2011        |                                |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
| <b>Effects of Changes on budget</b>   |                        |                                |                                |                                |                                |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |                                |                                |
| Staff   |                        |                                |                                |                                |                                |
| Non Staff Costs   | 50                     | (50)                           | (50)                           | (50)                           | (50)                           |
| Income  |                        |                                |                                |                                |                                |
| <b>Net Total</b>  | 50                     | (50)                           | (50)                           | (50)                           | (50)                           |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |                                |
| Current service staffing (FTE)  |                        | 0                              | 0                              | 0                              |                                |
| Post(s) deleted (FTE)   |                        | 0                              | 0                              | 0                              |                                |
| Current vacancies (FTE)   |                        | 0                              | 0                              | 0                              |                                |
| Individuals at risk (FTE)   |                        | 0                              | 0                              | 0                              |                                |



## Budget Equality Impact Assessment

### AIP R9 - Reduce funding for additional Ante-natal support

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups as the delivery of additional support will continue to be provided by maternity care assistants funded through the hospital trust however this situation may change once the impact of health funding is understood |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>The service is provided to pregnant woman however at this stage it is not envisages that the proposal will have a negative impact on one gender as the service will continue using alternative funding  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability</b>      | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment  |

|                           |   |
|---------------------------|---|
| <b>equality</b>           | across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                           | <p><b>Your assessment of impact/risk</b><br/> The service is provided for disabled children but at this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people as the changes are to the management not the delivery of the programme</p> |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p>  |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                           | <p><b>Your assessment of impact/risk</b><br/> <b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p>   |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |                                |                                |                                |                                |
|---|------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R10    |                                |                                |                                |
| <b><u>Purpose of Service</u></b>  |                        |                                |                                |                                |                                |
| To provide positive attachment support to parents experiencing difficulties.  |                        |                                |                                |                                |                                |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |                                |                                |                                |                                |
| It is proposed to cease specialist CAMHS (Child and Adolescent Mental Health Services).   |                        |                                |                                |                                |                                |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |                                |                                |                                |                                |
| Efficiency  |                        |                                |                                |                                |                                |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |                                |                                |                                |                                |
| We currently fund one specialist infant mental health worker who previously has provided support to parents at risk of poor attachment in one area of the city. We have an agreed plan with the PCT that this year sees the worker train our existing family support staff to work in this way so in future they will pick up positive attachment support to parents experiencing difficulties. |                        |                                |                                |                                |                                |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |                                |                                |                                |                                |
|   |                        |                                |                                | <b>Date:</b> April 2011        |                                |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s |
| <b>Effects of Changes on budget</b>   |                        |                                |                                |                                |                                |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>      |                                |                                |                                |
| Staff   |                        |                                |                                |                                |                                |
| Non Staff Costs   | 40                     | (40)                           | (40)                           | (40)                           | (40)                           |
| Income  |                        |                                |                                |                                |                                |
| <b>Net Total</b>  | 40                     | (40)                           | (40)                           | (40)                           | (40)                           |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>                 |                                |
| Current service staffing (FTE)  |                        | 0                              | 0                              | 0                              |                                |
| Post(s) deleted (FTE)   |                        | 0                              | 0                              | 0                              |                                |
| Current vacancies (FTE)   |                        | 0                              | 0                              | 0                              |                                |
| Individuals at risk (FTE)   |                        | 0                              | 0                              | 0                              |                                |

## Budget Equality Impact Assessment

### Cease specialist CAMHS (Child and Adolescent Mental Health Services)

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups as the delivery of additional support will be provided by family support workers   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>The service is largely provided to new mothers experiencing attachment difficulties however at this stage it is not envisages that the proposal will have a negative impact on one gender as the service will continue using alternative staff |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
| <b>Disability</b>      | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment   |

|                           |   |
|---------------------------|---|
| <b>equality</b>           | across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?                            |
|                           | <b>Your assessment of impact/risk</b><br>It is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people |
|                           | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?                 |
|                           | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b>    |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention   |  | <b>Proposal No:</b> AIP R11                  |  |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |  |
| To provide statistical validation of children's centre performance.  |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |  |
| It is proposed to delete the Service Improvement Officer post.   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Efficiency   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| The Service Improvement officer post would be deleted and the annual statistical function of validating children's centre performance would move to the Head of Service, supported by the Service Manager for service improvement. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> April 2011                      |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  | 30   | (20)   | (30)   | (30)   |
| Non Staff Costs  | 10   | (10)   | (10)   | (10)   |
| Income   |  |  |  |  |
| <b>Net Total</b>   | 40   | (30)   | (40)   | (40)   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | 0.6  | 0.6  | 0.6  |
| Post(s) deleted (FTE)  |  | 0.6  | 0.6  | 0.6  |
| Current vacancies (FTE)  |  | 0.6  | 0.6  | 0.6  |
| Individuals at risk (FTE)  |  | 0  | 0  | 0  |

## Budget Equality Impact Assessment

### AIP R11 - Delete Service Improvement Officer Post and reallocate responsibilities to other managers in division .

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b>   |

|                           |  |
|---------------------------|--|
|                           | At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people                         |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?              |
|                           | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b> |



**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |   |  |
|--|------------------------|--|--|---|--|
| <b>SERVICE AREA</b> Early Prevention   |                        | <b>Proposal No:</b> AIP R12                  |  |   |  |
| <b><u>Purpose of Service</u></b>   |                        |  |  |   |  |
| To provide support to the Talk Matters programme.  |                        |  |  |   |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |  |  |   |  |
| It is proposed to cease the Talk Matters Strategy as a standalone strategy and merge the function into the existing "closing the gap" programme.   |                        |  |  |   |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |  |  |   |  |
| Efficiency   |                        |  |  |   |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |  |  |   |  |
| The Talk Matters strategy would cease as a stand alone strategy and the work would continue but would be managed by the officer currently responsible for the "closing the gap" programme. The Information Officer post would be deleted and responsibility moved to the corporate marketing function. |                        |  |  |   |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |  |  |   |  |
|  |                        |  |  | Date: <input type="text" value="April 2011"/> |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b>  | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |   |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |   |  |
| Staff  | 40                     | (30)   | (40)   | (40)  |  |
| Non Staff Costs  |                        |  |  |   |  |
| Income   |                        |  |  |   |  |
| <b>Net Total</b>   | 40                     | (30)   | (40)   | (40)  |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |  |
| Current service staffing (FTE)   |                        | 1.0  | 1.0  | 1.0   |  |
| Post(s) deleted (FTE)  |                        | 1.0  | 1.0  | 1.0   |  |
| Current vacancies (FTE)  |                        | 0  | 0  | 0   |  |
| Individuals at risk (FTE)  |                        | 1.0  | 1.0  | 1.0   |  |

## Budget Equality Impact Assessment

### AIP R12 - Cease the *Talk Matters* strategy and merge the function into the "closing the gap work stream"

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b>   |

|                           |  |
|---------------------------|--|
|                           | At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people                         |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?              |
|                           | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b> |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R13                  |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To ensure sufficient childcare provision across the City and to provide specialist business support.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to reduce Childcare Sufficiency Officers (50%) and cease providing specialist business support to the childcare sector.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| The number of childcare sufficiency officers would be reduced by 50%. The Corporate Strategy function would be asked to undertake the three yearly Childcare Sufficiency assessment. We would cease to provide specialist business support to the childcare sector. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 120                    | (80)   | (120)  | (120)  |  |
| Non Staff Costs   |                        |  |  |  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | 120                    | (80)   | (120)  | (120)  |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 8.0  | 8.0  | 8.0  |  |
| Post(s) deleted (FTE)   |                        | 4.0  | 4.0  | 4.0  |  |
| Current vacancies (FTE)   |                        | 4.0  | 4.0  | 4.0  |  |
| Individuals at risk (FTE)   |                        | 0  | 0  | 0  |  |

## Budget Equality Impact Assessment

### AIP R13 - Reduce Childcare Sufficiency Officers and cease providing specialist business support to the Childcare sector.

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal may have a negative impact on a predominately female workforce who provide childcare in the city and may have an impact on women who still in the main are the primary customers of childcare services. It may mean that childcare provision becomes increasingly unstable with provision closing more frequently than is currently the case . This could be disruptive to families in general and woman in particular. |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br><b>A service will continue to be delivered by a different team at a significantly reduced level that will not</b>   |

|                            |   |
|----------------------------|---|
|                            | <b>include providing financial support.</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk</b><br>At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br><b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b>  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention   |                        | <b>Proposal No:</b> AIP R14                  |  |  |  |
| <b><u>Purpose of Service</u></b>   |                        |  |  |  |  |
| To provide cooked meals for children in sessional day care.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                        |  |  |  |  |
| It is proposed to cease cooking meals for children in sessional day care.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |  |  |  |  |
| Efficiency   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |  |  |  |  |
| Cooked meals would no longer be provided for children in sessional day care. The posts of Cooks would be deleted and healthy snacks will be provided by care staff with a food hygiene qualification. This would not impact on our <u>full day care</u> nursery Smart Start. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |  |  |  |  |
|  |                        |  |  | Date: April 2011                             |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 50                     | (29)   | (50)   | (50)   |  |
| Non Staff Costs  |                        |  |  |  |  |
| Income   |                        |  |  |  |  |
| <b>Net Total</b>   | 50                     | (29)   | (50)   | (50)   |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)   |                        | 2.5  | 2.5  | 2.5  |  |
| Post(s) deleted (FTE)  |                        | 2.5  | 2.5  | 2.5  |  |
| Current vacancies (FTE)  |                        | 0.5  | 0.5  | 0.5  |  |
| Individuals at risk (FTE)  |                        | 2.0  | 2.0  | 2.0  |  |

## Budget Equality Impact Assessment

### AIP R14 - Cease cooking meals for children in sessional day care and replace with healthy snacks in line with approach in nurse education provision

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that this proposal will not have a negative impact on one /some racial groups   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>The proposal impacts city wide  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>At this stage it is not envisaged that the proposal will have a negative impact on one gender   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |



|                           |  |
|---------------------------|--|
|                           | <p><b>Your assessment of impact/risk</b><br/> At this stage it is not envisaged that this proposal will have a negative impact likely to be experienced by disabled people</p> |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>                                 |
|                           | <p><b>Your assessment of impact/risk</b><br/> <b>It is not assessed at this stage that the proposal will have a negative impact on community cohesion</b></p>                  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |  | <b>Proposal No:</b> AIP R15                  |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To support the provision of Surestart / Children's Centres.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| The General Fund income budget currently assumes a contribution from the Surestart grant to Children's Services infrastructure costs, which will cease to be available as the grant moves into the new non-ringfenced Early Intervention Grant. |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| This is a financing adjustment, so there are no direct service implications and an EIA is not required.   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: April 2011                             |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   |  |  |  |  |
| Income  | 250  | (250)  | (250)  | (250)  |
| <b>Net Total</b>  | <b>250</b>                                   | <b>(250)</b>                                 | <b>(250)</b>                                 | <b>(250)</b>                                 |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Change for Children   |                        | <b>Proposal No: AIP R16 and R23</b>          |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To develop and deliver the roll out of Integrated Services. This brings together Council services for children and young people with partner services e.g. health visiting, police, midwifery, family support and youth work  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| As Integrated Services become mainstreamed into on-going service delivery arrangements as part of the 0-19 strategic reviews, the base budget provision and the on-going planned future budget growth can be removed. The temporary funding from the Extended Schools Start-up funding in the ABG comes to an end and the temporary arrangements will be terminated and mainstreamed as appropriate.  |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| The General Fund saving proposed is the existing budget and previously approved "pump priming funds" (£143k rising to £190k). The remainder of funding for the Change for Children Team and the 13-19 Integrated Services Managers is from Area Based Grant (ABG) which will cease to exist from April 2011 (£285k rising to £426k). Integrated Services are included in the Strategic Commissioning Review for 13-19 Services to secure future management and delivery arrangements. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | Date: April 2011                             |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 92                     | (76)   | (92)   | (92)   |  |
| Non Staff Costs   | 424                    | (352)  | (424)  | (424)  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | <b>516</b>             | <b>(428)</b>                                 | <b>(516)</b>                                 | <b>(516)</b>                                 |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| <b>Current service staffing (FTE) (Base Budget funded only)</b>   |                        | 2.0  | 2.0  | 2.0  |  |
| Post(s) deleted (FTE)   |                        | 2.0  | 2.0  | 2.0  |  |
| Current vacancies (FTE)   |                        | 0.0  | 0.0  | 0.0  |  |
| Individuals at risk (FTE)   |                        | 2.0  | 2.0  | 2.0  |  |

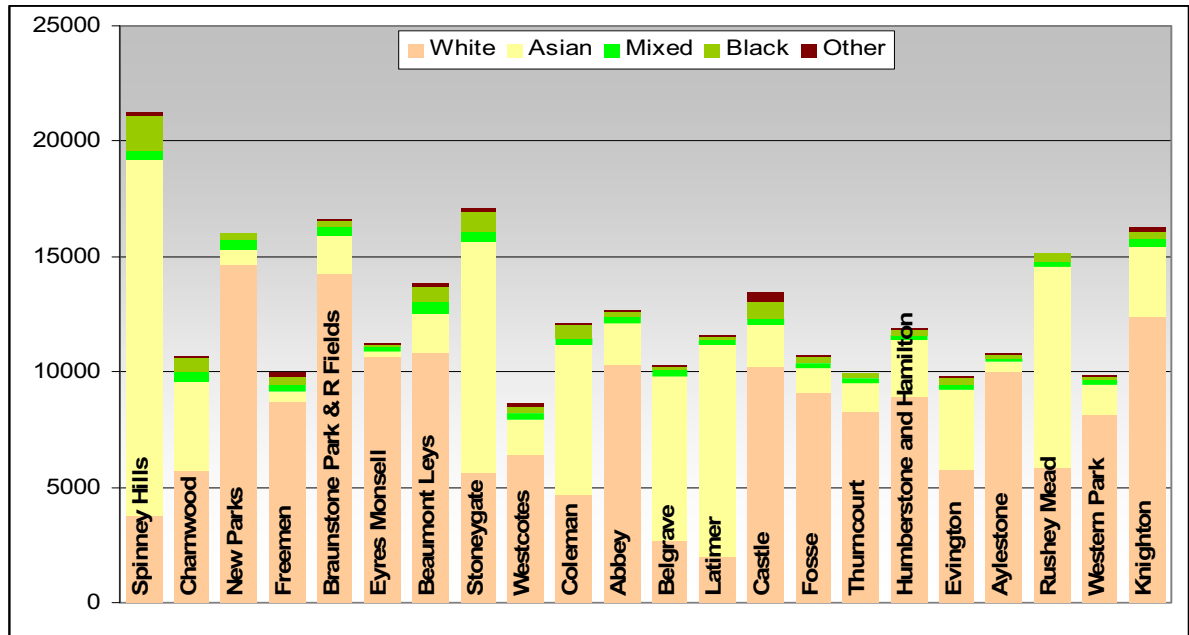
## Budget Equality Impact Assessment

### AIP R16 & R23 - Change for Children – 13-19 Integrated Services Managers

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>The future of the 13-19 Integrated Services Managers and the coordination and delivery of services 13-19 is subject to the outcomes of the Strategic Review 13-19 and a detailed EIA will be completed as part of the review. It is therefore not possible at this stage to anticipate the impact. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b><br>City wide provision currently provided.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b><br>As above   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>As above   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>  |

|                           |   |
|---------------------------|---|
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? |
|                           | <b>Your assessment of impact/risk</b><br>As above   |

## Ethnic composition of the population by ward



**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA Youth Service</b>  |  | <b>Proposal No: AIP R17</b>                  |  |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |  |
| To provide youthwork support to young people.  |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |  |
| It is proposed to removal the vacant Head of Youth Service post and reflect the full effect of closing the Raising Achievement in Leicester's Schools (RAILS) Unit (as agreed by Cabinet and Council in February 2010) and changing the data support arrangement for Connexions. |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Efficiency   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| There are no new service implications arising directly from this proposal.   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | Date: April 2011                             |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  | 70   | (70)   | (70)   | (70)   |
| Non Staff Costs  | 139  | (139)  | (139)  | (139)  |
| Income   | (16)   | 16   | 16   | 16   |
| <b>Net Total</b>   | <b>193</b>                                   | <b>(193)</b>                                 | <b>(193)</b>                                 | <b>(193)</b>                                 |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE) <b>(New proposals)</b>  |  | 1.0  | 1.0  | 1.0  |
| Post(s) deleted (FTE)  |  | 1.0  | 1.0  | 1.0  |
| Current vacancies (FTE)  |  | 1.0  | 1.0  | 1.0  |
| Individuals at risk (FTE)  |  | 0.0  | 0.0  | 0.0  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |   |
|--|--|--|--|---|
| <b>SERVICE AREA Youth Service</b>  |  | <b>Proposal No: AIP R18</b>                  |  |   |
| <b><u>Purpose of Service</u></b>   |  |  |  |   |
| To provide youthwork support to young people.  |  |  |  |   |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |   |
| It is proposed to secure management efficiencies throughout the Youth Service.                           |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |   |
| Efficiency   |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b> |  |  |  |   |
| No direct service implications are anticipated to arise directly from this proposal.                     |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>                                 |  |  |  |   |
|  |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |  |  |  |   |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |
| Staff  | 494  | (247)  | (494)  | (494)   |
| Non Staff Costs  |  |  |  |   |
| Income   |  |  |  |   |
| <b>Net Total</b>   | 494  | (247)  | (494)  | (494)   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE) <b>(New proposals)</b>  |  |  |  |   |
| Post(s) deleted (FTE)  |  | 11.0   | 11.0   | 11.0  |
| Current vacancies (FTE)  |  | 0.0  | 0.0  | 0.0   |
| Individuals at risk (FTE)  |  | 11.0   | 11.0   | 11.0  |



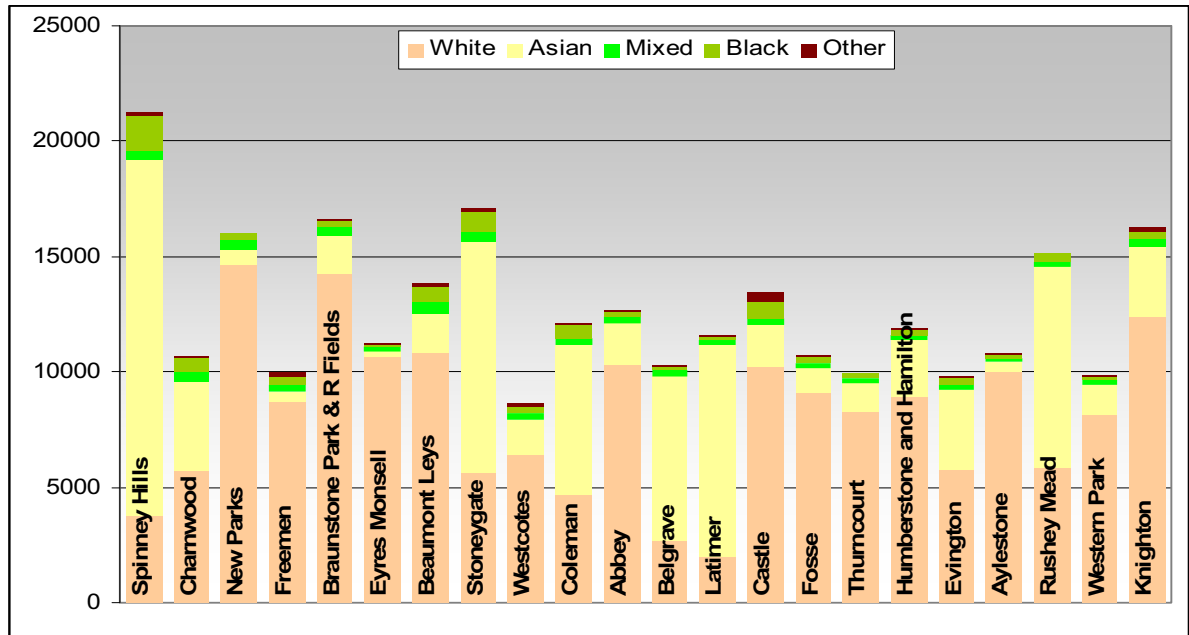
## Budget Equality Impact Assessment

### AIP R18 – Youth Service Management Efficiencies

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>The proposals involve primarily reconfiguring and reducing the youth service management infrastructure and to this extent, impact will be citywide and will not disproportionately affect any racial group. Staff within the youth service are predominantly from Black and Asian ethnic backgrounds.  |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br><br>Future management and delivery arrangements for the Youth Service will form part of the Integrated Youth Support Review for 13-19 Services, and this will involve reconfiguring management posts within the youth service to provide a more integrated and effective structure for 13-19 services. These will not adversely affect any individual racial group as the reconfiguration of management structures is a citywide process. |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b><br><br>None, see above  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposals involve the whole youth service and will not therefore disproportionately impact on one gender. The Youth Service has slightly more female staff than male (at professional full time level)   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Disability</b>      | Will the proposal result in negative impacts likely to be  |

|                           |  |
|---------------------------|--|
| <b>equality</b>           | <p>experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)?<br/>If yes, who will be affected and how will they be affected?</p>   |
|                           | <p><b>Your assessment of impact/risk</b></p> <p>The proposals involve primarily reconfiguring and reducing the youth service management infrastructure and to this extent, impact will be service wide and will not disproportionately affect any group.</p> |
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>Not applicable</p>   |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>   |
|                           | <p><b>Your assessment of impact/risk</b></p> <p>No, the youth service will continue to be fully engaged, providing targeted youth support as part of the wider community cohesion agenda.</p>  |

## Ethnic composition of the population by ward



**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
| <b>SERVICE AREA Behaviour and Attendance Service</b>   |                        | <b>Proposal No: AIP R19, R20, R21, R22</b>   |  |  |  |
| <b><u>Purpose of Service</u></b>   |                        |  |  |  |  |
| To provide Behaviour and Attendance / Education Welfare support and intervention.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br>It is proposed to secure efficiencies in the Behaviour and Attendance / Education Welfare Service. This will include ceasing specialist support roles and incorporating them into the generic Education Welfare Officer role; deleting the Head of Service post; reducing administration and travel costs; and reducing the working weeks of some officers to reflect school term times. |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                        |  |  |  |  |
| Efficiency   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                        |  |  |  |  |
| No direct service implications are anticipated to arise directly from this proposal.   |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                        |  |  |  |  |
|  |                        |  |  | Date: April 2011                             |  |
| <b><u>Financial Implications of Proposal</u></b>   |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |                        |  |  |  |  |
|  | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff  | 950                    | (92)   | (150)  | (150)  |  |
| Non Staff Costs  | 76                     | (7)  | (11)   | (11)   |  |
| Income   | (46)                   |  |  |  |  |
| <b>Net Total</b>   | 980                    | (99)   | (161)  | (161)  |  |
| <b>Staffing Implications</b>   |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE) ( <b>New proposals</b> )  |                        |  |  |  |  |
| Post(s) deleted (FTE)  |                        | 3.2  | 3.2  | 3.2  |  |
| Current vacancies (FTE)  |                        | 0.6  | 0.6  | 0.6  |  |
| Individuals at risk (FTE)  |                        | 2.6  | 2.6  | 2.6  |  |

**Budget Equality Impact Assessment AIP R19 - Behaviour and Attendance (AIP) – Ceasing non statutory functions (TP Re-integration & young carers support) and mainstream into EWO role**

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? NO |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? N/A   |
|                            | <b>Your assessment of impact/risk:</b><br>City wide provision currently provided, which will be slightly scaled back as individual mainstream EWOs pick up the work, rather than have dedicated officers.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected? YES   |
|                            | <b>Your assessment of impact/risk:</b><br>The teenage pregnancy work re-integration to education work is mainly with school aged mothers, though not exclusively. The work will be appropriately picked up by mainstream EWOs  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Where necessary, training will be provided to ensure all EWOs are able to properly fulfil this re-integration to education role.  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? NO   |
|                            | <b>Your assessment of impact/risk</b><br>None  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? NO   |
|                            | <b>Your assessment of impact/risk</b><br>None  |

## Budget Equality Impact Assessment

### AIP R20- Behaviour and Attendance (AIP) – Delete Layer of management at Head of service and link to IYSS management

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? NO |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? N/A   |
|                            | <b>Your assessment of impact/risk:</b><br>City wide management provision currently provided, which will be incorporated into the new IYSS management arrangements.   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected? NO  |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? NO   |
|                            | <b>Your assessment of impact/risk</b><br>None  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? NO   |
|                            | <b>Your assessment of impact/risk</b><br>None  |

## Budget Equality Impact Assessment

### AIP R21 - Behaviour and Attendance (AIP) – Reduce Education Welfare Service administration costs (Reduce travel costs)

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? NO |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? N/A   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected? NO  |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? NO   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? NO   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |

## Budget Equality Impact Assessment

**AIP R22 - Behaviour and Attendance (AIP) – Assistant Principal EWOs working weeks to be reduced to term time + 2 weeks (i.e. 40 weeks p.a.)**

|                            |  |
|----------------------------|--|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? NO |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? N/A   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected? NO  |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? NO   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>Not applicable  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? NO   |
|                            | <b>Your assessment of impact/risk:</b><br>None   |



**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                     |
|--|-------------------------------------|
| <b>SERVICE AREA Youth Service / Connexions</b> | <b>Proposal No: AIP R24 and R27</b> |
|--|-------------------------------------|

**Purpose of Service**

To provide Information, Advice and Guidance and Targeted Intervention for young people through the Connexions Service.

**Details of Proposed Reduction:**

It is proposed to secure efficiencies in the Connexions Service, building on the 2010/11 in-year reductions agreed by Cabinet in August 2010. The savings are equivalent to 15% of the funding agreed in April 2010 for the 2010/11 financial year, before the in-year reductions. It is also proposed not to replicate the one-off funding of £53k for the "January Guarantee". The Service is now within the new Early Intervention Grant.

**Type of Reduction (delete as appropriate)**

Efficiency

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

The service implications are set out in detail in the EIA.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

| <u>2010-11</u><br><u>£000s</u> | <u>2011-12</u><br><u>£000s</u> | <u>2012-13</u><br><u>£000s</u> | <u>2013-14</u><br><u>£000s</u> |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Effects of Changes on budget**

|                  | <b>Existing Budget</b> | <b>Proposed Reduction</b> |              |              |
|------------------|------------------------|---------------------------|--------------|--------------|
| Staff            |                        |                           |              |              |
| Non Staff Costs  | 3,786                  | (613)                     | (613)        | (613)        |
| Income           |                        |                           |              |              |
| <b>Net Total</b> | <b>3,786</b>           | <b>(613)</b>              | <b>(613)</b> | <b>(613)</b> |

**Staffing Implications**

| <b>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> |
|----------------|----------------|----------------|
|----------------|----------------|----------------|

|                                |                      |  |  |
|--------------------------------|----------------------|--|--|
| Current service staffing (FTE) | n/a as not LCC staff |  |  |
| Post(s) deleted (FTE)          |                      |  |  |
| Current vacancies (FTE)        |                      |  |  |
| Individuals at risk (FTE)      |                      |  |  |

## Equality and Community Cohesion Impact Assessment

AIP R24 and R27 – Reduce funding for Connexions by 15% and release one-off funding for the “January Guarantee”

### Assessing impact on Customers

| Theme               | Risk assessment  |
|---------------------|--|
| Disability equality | <p data-bbox="517 501 1343 752">Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people) and not by non-disabled people? For example, does it affect disabled people’s access to or take up of services, or impact on their independence or day to day living?</p> <p data-bbox="517 759 1007 792"><b>Your assessment of impact/risk</b></p> <p data-bbox="517 831 1343 1014">Within mainstream education there will be no negative impact on young people with LDD, as these young people will still receive a priority service. The service will ensure that S139 assessments are completed and there is appropriate attendance at SEN reviews.</p> <p data-bbox="517 1050 1343 1928">The specialist Learning Difficulties and/or Disability Team in the City will explore the loss of one FTE Senior Personal Adviser and 1.9 FTE Personal Advisers. These advisers work primarily with Special Schools, Young People educated on Statement ‘out of authority’ and learners requiring specialist SEN/LDD provision as well as some young people in mainstream establishments with higher levels of need. There will be some minor impacts with regards to attendance at Person Centred Reviews in academic years 10 and 11. Usually if we know young people are remaining at the same special school in year 12 and beyond we will not be attending the year 10 and 11 reviews. Partners within LDD arena and special school heads have been informed about this. Heads will ‘flag’ up to us young people in years 10 &amp; 11 if they feel review needs attending. We will still support these young people outside of the review process. We will also have less capacity to support learners from other authorities placed in City Schools as well as a possible reduction in support to mainstream establishments. We will control these risks by ensuring that we increase the support continuous professional development (CPD) to mainstream colleagues in order so that they can support these clients when we as a team have less capacity to do so.</p> |

|  |   |
|--|---|
| <p>Gender equality ('Sex equality' in the Equality Act 2010)</p> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender?<br/>For example, are more women reliant on the service because of their family responsibilities?</p>  |
|  | <p><b>Your assessment of impact/risk</b></p> <p>Impact of service reductions will equally affect male and female clients.</p>   |
| <p>Gender reassignment (New)</p>                                 | <p>Will the proposal result in negative impacts likely to be experienced more by people who are proposing to undergo, are undergoing, or have undergone a process to change their gender?</p>   |
|  | <p><b>Your assessment of impact/risk</b></p> <p>Young people will be supported regardless of any gender reassignment</p>  |
| <p>Pregnancy and maternity (New)</p>                             | <p>Will the proposal result in negative impacts likely to be experienced more by women who are pregnant or new mothers?<br/>For example, does it reduce opportunities to access the service flexibly or remove available support or training?</p>   |
|  | <p><b>Your assessment of impact/risk</b></p> <p>Although clients will continue to receive IAG from advisers to help them access employment, education and training, unless there is additional external funding support activities will be reduced. This will result in an increase in referrals to other specialist services e.g. Sure Start and Children's Centres to access sexual health services.</p>  |
| <p>Race equality</p>   | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? (Racial groups to consider include White as well as Black Minority Ethnic groups.)<br/>For example, will it impact on areas of the city which have more BME than White residents, or vice versa?</p>   |
|  | <p><b>Your assessment of impact/risk</b></p> <p>In the city there is a planned reduction of 1.3 FTE staff who directly work with a small proportion of BME clients and Unaccompanied Asylum Seekers. .<br/>However young people from all racial groups will continue to receive support from Personal Advisers.<br/>Unaccompanied Asylum seekers will be supported by a Personal Adviser working alongside the Children In Care team. There may be an increase in referrals to specific community groups offering specialist support e.g. 'Two Halves one Whole' or to 'Ek Awaaj' etc</p> |

|  |   |
|--|---|
|  | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area? If you are not sure, go to the 3 questions in the Negative Impacts section, below.</p> <p><b>Your assessment of impact/risk</b></p> <p>Impact is across the city.</p>   |
| <p>Sexual orientation equality</p>   | <p>Will the proposal result in negative impacts likely to be experienced more by lesbian, gay or bisexual people and not by heterosexual people?<br/>For example, is it likely to reduce access to the service or to reduce or remove services focussed on LGB people?</p> <p><b>Your assessment of impact/risk</b></p> <p>Impact of service reduction will not affect this group more than others.</p>   |
| <p><b>Community Cohesion</b><br/>(Relates to duty to promote good relations)</p> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?<br/>For example, will it affect the outer estates more and not the inner city?</p> <p><b>Your assessment of impact/risk</b></p> <p>Universal services are currently available to all within the city. Impact of service reduction will affect all areas across the city equally. Targeted services are resourced based on need and will continue to be so.</p> |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                             |
|---|-----------------------------|
| <b>SERVICE AREA Youth Service – Teenage Pregnancy</b> | <b>Proposal No: AIP R25</b> |
|---|-----------------------------|

**Purpose of Service**

To provide teenage pregnancy support and advice and to reduce the under-18 conception rate.

**Details of Proposed Reduction:**

The Teenage Pregnancy Board has provisionally agreed to reprioritise and target activities across the Council and NHS. The Council’s funding moves from the Area Based Grant to the new Early Intervention Grant.

**Type of Reduction (delete as appropriate)**

Efficiency

**Service Implications (including impact on One Leicester) & link to SIEP (service plan)**

It is expected that core teenage pregnancy services will be maintained.

**Date of earliest implication/ date of proposed implication**

Date:

**Financial Implications of Proposal**

|  |  |  |  |
|--|--|--|--|
| <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
|--|--|--|--|

**Effects of Changes on budget**

|                  | Existing Budget<br><b>(ABG)</b> | Proposed Reduction |      |      |
|------------------|---------------------------------|--------------------|------|------|
| Staff            |                                 |                    |      |      |
| Non Staff Costs  |                                 |                    |      |      |
| Income           |                                 |                    |      |      |
| <b>Net Total</b> | 160                             | (80)               | (80) | (80) |

**Staffing Implications**

|                                | 2011-12 | 2012-13 | 2013-14 |
|--------------------------------|---------|---------|---------|
| Current service staffing (FTE) | TBC     |         |         |
| Post(s) deleted (FTE)          |         |         |         |
| Current vacancies (FTE)        |         |         |         |
| Individuals at risk (FTE)      |         |         |         |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA Youth Service</b>   |  | <b>Proposal No: AIP R26</b>                  |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To provide youthwork support to young people.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| The decision to stop the MyPlace City Centre Youth Hub project enables monies earmarked from the Positive Activities for Young People funding to be released. The funding moves from the ABG to the new Early Intervention Grant. |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| No direct service implications are anticipated to arise directly from this proposal, which reflects a decision already taken.   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: April 2011                             |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 644  | (300)  | (300)  | (300)  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | 644  | (300)  | (300)  | (300)  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

**ACCESS, INCLUSION AND PARTICIPATION DIVISION**  
**BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Early Prevention  |                        | <b>Proposal No:</b> AIP R28                  |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To provide specialist SEN support to early years children.  |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to fund Early Years support from the Schools Budget / Dedicated Schools Grant, this being formerly funded by the Surestart grant that has moved into the new Early Intervention Grant. It is assumed at this stage that half of the service could be funded from the Schools Budget. |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Other   |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| No direct service implications are anticipated to arise directly from this proposal and an EIA is not required.   |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | Date: April 2011                             |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 72                     | (36)   | (36)   | (36)   |  |
| Non Staff Costs   |                        |  |  |  |  |
| Income  |                        |  |  |  |  |
| <b>Net Total</b>  | 72                     | (36)   | (36)   | (36)   |  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | n/a  |  |  |  |
| Post(s) deleted (FTE)   |                        |  |  |  |  |
| Current vacancies (FTE)   |                        |  |  |  |  |
| Individuals at risk (FTE)   |                        |  |  |  |  |

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**Budget 2011/12**  
**Access Inclusion & Participation**

|         |  | <b>2011/12</b> | <b>2012/13</b> | <b>2013/14</b> |
|---------|--|----------------|----------------|----------------|
|         |  | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
|         | <b>Growth:</b>   |                |                |                |
| AIP G1  | Improved Services for Young People   | 147            | 294            | 294            |
|         | <b>Budget Pressures:</b>   |                |                |                |
| AIP G2  | Grant Loss   | 5,102          | 5,102          | 5,102          |
|         | <b>Proposed Savings</b>  |                |                |                |
| AIP R1  | Delete Child Minding Development Officers & transfer role to senior Childrens Centres Early Learning Officers                                | (53)           | (80)           | (80)           |
| AIP R2  | Cease providing sustainability and sufficiency revenue grants to the sector, delete vacant grants administrator post, closedown grants panel | (150)          | (150)          | (150)          |
| AIP R3  | Reduce by 50% support to schools for Extended Services Co-ordination   | (149)          | (149)          | (149)          |
| AIP R4  | Remodel Quality Improvement Support to a neighbourhood model and reduce expenditure  | (583)          | (1,000)        | (1,000)        |
| AIP R5  | Cease additional specialist home teaching support  | (156)          | (267)          | (267)          |
| AIP R6  | Cease Safe and Healthy Homes schemes   | (91)           | (91)           | (91)           |
| AIP R7  | Cease central support for Early Support programme  | (67)           | (80)           | (80)           |
| AIP R8  | Cease provision of additional Nutritionist support for Cook and Eat programmes   | (98)           | (117)          | (117)          |
| AIP R9  | Reduce funding for additional Ante-natal support   | (50)           | (50)           | (50)           |
| AIP R10 | Cease specialist CAMHS (Child & Adolescent Mental Health Services)   | (40)           | (40)           | (40)           |
| AIP R11 | Delete Service Improvement Officer post  | (30)           | (40)           | (40)           |
| AIP R12 | Cease the <i>Talk Matters</i> strategy & merge the function into the "closing the gap"   | (30)           | (40)           | (40)           |
| AIP R13 | Reduce Childcare Sufficiency Officers & cease providing specialist business support to the childcare sector                                  | (80)           | (120)          | (120)          |
| AIP R14 | Cease cooking meals for children in sessional day care   | (29)           | (50)           | (50)           |
| AIP R15 | Former SureStart Grant Contribution to Children's Services Infrastructure Costs  | (250)          | (250)          | (250)          |
| AIP R16 | Change for Children - mainstream services  | (143)          | (190)          | (190)          |
| AIP R17 | Removal of the Head of Youth Service post, full effect of closing the RAILS unit & changing data support arrangement from Connexions         | (193)          | (193)          | (193)          |
| AIP R18 | Youth Service Management Efficiencies  | (247)          | (494)          | (494)          |
| AIP R19 | Ceasing non-statutory functions & mainstreaming these into Education Welfare Officer role  | (40)           | (60)           | (60)           |
| AIP R20 | Delete Head of Service Behaviour and Attendance & link to IYSS management  | (38)           | (75)           | (75)           |
| AIP R21 | Reduce Education Welfare Service administration costs  | (6)            | (6)            | (6)            |
| AIP R22 | Asst Principal Education Welfare Officers' working weeks to reduce to term time plus two weeks (40 weeks p.a.)                               | (15)           | (20)           | (20)           |
| AIP R23 | Cease funding for temporary Integrated Services arrangements from the former Extended Schools Start-up Grant (former ABG)                    | (285)          | (426)          | (426)          |
| AIP R24 | Reduce funding for Connexions by 15% (former ABG)  | (560)          | (560)          | (560)          |
| AIP R25 | Reprioritise and target Teenage Pregnancy services (former ABG)  | (80)           | (80)           | (80)           |
| AIP R26 | Release former Positive Activities for Young People funding no longer required for the MyPlace Centre (former ABG)                           | (300)          | (300)          | (300)          |
| AIP R27 | Release one-off funding for the "January Guarantee", no longer required (former ABG)   | (53)           | (53)           | (53)           |
| AIP R28 | Fund Early Years SEN support from DSG (former SureStart Grant)   | (36)           | (36)           | (36)           |
|         | <b>Total Net Growth</b>  | <b>1,398</b>   | <b>379</b>     | <b>379</b>     |

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## Learning Services Budget Summary 2011/12

### **Background**

The budget proposals have been made in the context of a significant reduction in spending over a three year period, including significant reductions in grant funding from Department for Education. The proposals also reflect changes in legislation and national policy, particularly with regard to school improvement and funding arrangements for post -16 education.

### **Rationale for savings proposals**

Education standards in Leicester have improved significantly at all key stages in recent year. However this improvement has been from a low baseline in comparison with other local authorities. Performance against key indicators, although continually improving, remains in or near the bottom quartile. There remain some significant priority areas in order to continue to raise educational standards. These priorities are articulated in our Raising Achievement Strategy. Learning Services' approach to budget management is focused on ensuring we maintain the pace of improvement and do not compromise on standards. Our intention is to do this by:

- Targeting support for schools identified by Ofsted or the Council as a cause for concern, particularly where pupil performance is below Government floor standards or progress is below national averages.
- Targeting intervention to the most vulnerable and underperforming groups.
- Value for money.
- Tackling inequalities, particularly with regard to educational outcomes at age 5, 11, 16 and 19, which have proven impact on future life chances.
- Ensuring key skills and capacity remain in place to deliver effective partnerships with school leaders, governors and other partners. Effective partnership with schools and governors will be of particular importance as most resources for raising achievement will sit with schools and partnership with schools will be a key lever for supporting and delivering to local priorities.

### **Risk Assessment**

There is some risk to standards of education and an increase in the number of schools causing concern.

## **Equality Impact Assessment**

Impact assessments indicate that the effects of the proposed reductions will be city wide and will impact on young people. They will not disproportionately impact on any particular gender or ethnic group.

Risks to standards will be managed through targeting resources to areas of the city where school performance is relatively lowest, and through maintaining an effective partnership with schools to support joint activities and priorities, which can contribute to raising achievement and narrowing the gap.

**Budget 2011/12  
Learning Services  
Councillor Dempster**

|       |   | <b>2011/12<br/>£000</b> | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |
|-------|---|-------------------------|-------------------------|-------------------------|
|       | <b>Grant Transfers:</b>   |                         |                         |                         |
|       | LSC Staff transfers (ABG)   | 238                     | 238                     | 238                     |
|       | <b>Budget Pressures:</b>  |                         |                         |                         |
| LS G1 | Grant Loss  | 3,793                   | 3,793                   | 3,793                   |
|       | <b>Proposed Savings:</b>  |                         |                         |                         |
| LS R1 | Reduce the teaching/curriculum advisory support team by 50%; target the reduced Raising Achievement Team to the main priorities                   | (921)                   | (1,005)                 | (1,005)                 |
| LS R2 | Reduce allocation of School Improvement Partner Time and reorganise service   | 0                       | (60)                    | (120)                   |
| LS R3 | Terminate the Leicester and Leicestershire Learning Organisation  | (234)                   | (312)                   | (312)                   |
| LS R4 | Meet former ABG School Interventions Fund costs from DSG  | (71)                    | (71)                    | (71)                    |
| LS R5 | Cease paying supply cost cover to schools for teachers attending Designated Teacher training (ex. ABG)  | (15)                    | (15)                    | (15)                    |
| LS R6 | Review future options for running and funding the City Learning Centres (ex. ABG)   | (476)                   | (476)                   | (476)                   |
| LS R7 | Cease Assessment for Learning Grants to Schools and close the Playing for Success centres at the end of Summer Term 2011 (former Standards Funds) | (268)                   | (268)                   | (268)                   |
| LS R8 | Review services funded by the former Music Grant, dependent on future Government funding allocations  | (107)                   | (107)                   | (107)                   |
|       | <b>Total Net Growth</b>   | <b>1,939</b>            | <b>1,718</b>            | <b>1,658</b>            |

**SOCIAL CARE AND SAFEGUARDING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: LS G1</b>                    |  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>A number of funding streams within the Area Based Grant and Standards Funds have not continued into 2011/12, and there is an overall reduction of some 23% in the funds moving into the new Early Intervention Grant. The proposed savings largely reflect the cessation of the specific aspects of the funding.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| None identified.  |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   | 2,655  | 2,655  | 2,655  | 2,655  |
| Non Staff Costs   | 1,138  | 1,138  | 1,138  | 1,138  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>3,793</b>                                 | <b>3,793</b>                                 | <b>3,793</b>                                 | <b>3,793</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  | N/A  | N/A  | N/A  |
| Extra post(s) (FTE)   |  | N/A  | N/A  | N/A  |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: LS R1</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To support schools to improve teaching and pupil progress   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| To reduce the staff providing advice and support to schools to improving teaching and the progress of pupils, due to external National Strategies funding in the Area Based Grant coming to an end and the changing role of Local Authorities.  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Efficiency  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| Currently Learning Services has a team of people who provide advice and support to schools on improving teaching and the progress of pupils. The total team was just over 30 in the original service. In line with other local authorities, Leicester needs to reduce this service. A core team of 16 people will be retained to support us in continuing to raise achievement in the city, and steps have already been taken to achieve this. They will focus on key areas such as achievement in the early years; improving standards in literacy and maths, and closing the gap for those children currently falling behind. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   | 2,668  | (921)  | (1,005)                                      | (1,005)  |
| Non Staff Costs   |  |  |  |  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>2,668</b>                                 | <b>(921)</b>                                 | <b>(1,005)</b>                               | <b>(1,005)</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  | 31   | 31   | 31   |
| Post(s) deleted (FTE)   |  | 15   | 15   | 15   |
| Current vacancies (FTE)   |  | 4  | 4  | 4  |
| Individuals at risk (FTE)   |  | 11   | 11   | 11   |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |  |
|--|---------------------------------|---------------------------------|---------------------------------|--|
| <b>SERVICE AREA</b>  |                                 | <b>Proposal No: LS R2</b>       |                                 |  |
| <b><u>Purpose of Service</u></b>   |                                 |                                 |                                 |  |
| To provide School Improvement Partner time to schools  |                                 |                                 |                                 |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                                 |                                 |                                 |  |
| To cease providing a School Improvement Partner to every school, due to external National Strategies funding in the Area Based Grant coming to an end and the changing role of Local Authorities.  |                                 |                                 |                                 |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |  |
| Efficiency   |                                 |                                 |                                 |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |  |
| Learning Services will no longer allocate school improvement support to all schools. The school improvement service will be reorganised and refocused on the schools most in need i.e. those in Ofsted categories or with exam results below the floor standard. Other schools will be able to purchase this service if they wish. |                                 |                                 |                                 |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |  |
|  |                                 |                                 |                                 | <b>Date:</b> <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                      |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |
| Staff  |                                 |                                 |                                 |  |
| Non Staff Costs  | 193                             | 0                               | (60)                            | (120)  |
| Income   |                                 |                                 |                                 |  |
| <b>Net Total</b>   | <b>193</b>                      | <b>0</b>                        | <b>(60)</b>                     | <b>(120)</b>   |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                       |
| Current service staffing (FTE)   |                                 | N/A                             | N/A                             | N/A  |
| Post(s) deleted (FTE)  |                                 |                                 |                                 |  |
| Current vacancies (FTE)  |                                 |                                 |                                 |  |
| Individuals at risk (FTE)  |                                 |                                 |                                 |  |





**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: LS R4</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b><br>To support schools requiring additional support and intervention.   |  |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>To transfer the cost of the former Area Based Grant Schools Intervention Fund to the Schools Budget / Dedicated Schools Grant.</p> |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Efficiency  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| <p>There are no service implications as this proposal is simply changing the source of funding.</p> <p>As such, no EIA is required.</p>   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 71   | (71)   | (71)   | (71)   |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>71</b>                                    | <b>(71)</b>                                  | <b>(71)</b>                                  | <b>(71)</b>  |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Post(s) deleted (FTE)   |  |  |  |  |
| Current vacancies (FTE)   |  |  |  |  |
| Individuals at risk (FTE)   |  |  |  |  |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b>  | <b>Proposal No: LS R5</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b><br>To support schools to ensure that the designated teachers for Looked After Children are appropriately trained.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b><br><br>To cease paying the supply cover cost for teachers attending training, which had been funded by the Area Based Grant.  |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Efficiency  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| <p>The initial training programme has been completed and Learning Services will continue to offer training. However, schools will be required to cover any supply cover costs.</p> <p>As the implications will rest at school level, it would be inappropriate for the Council to complete an EIA.</p> |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  | 15   | (15)   | (15)   | (15)   |
| Income   |  |  |  |  |
| <b>Net Total</b>   | <b>15</b>                                    | <b>(15)</b>                                  | <b>(15)</b>                                  | <b>(15)</b>  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  | n/a  |  |  |
| Post(s) deleted (FTE)  |  |  |  |  |
| Current vacancies (FTE)  |  |  |  |  |
| Individuals at risk (FTE)  |  |  |  |  |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |   |  |
|--|---------------------------------|---------------------------------|---------------------------------|---|--|
| <b>SERVICE AREA</b>  |                                 | <b>Proposal No: LS R6</b>       |                                 |   |  |
| <b><u>Purpose of Service</u></b><br>The two City Learning Centres provide an off-site facility for schools based around high quality ICT, together with an equipment loan service.   |                                 |                                 |                                 |   |  |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>The CLCs have hitherto been funded from the Area Based Grant, which comes to an end in March 2011. It is not proposed that the Council should pick up the funding, but that their operations should be reviewed and that they should be funded by schools.</p> </td> </tr> </table>  |                                 |                                 |                                 |   | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>The CLCs have hitherto been funded from the Area Based Grant, which comes to an end in March 2011. It is not proposed that the Council should pick up the funding, but that their operations should be reviewed and that they should be funded by schools.</p>  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>The CLCs have hitherto been funded from the Area Based Grant, which comes to an end in March 2011. It is not proposed that the Council should pick up the funding, but that their operations should be reviewed and that they should be funded by schools.</p>  |                                 |                                 |                                 |   |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |   |  |
| Efficiency   |                                 |                                 |                                 |   |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |   |  |
| <table border="1"> <tr> <td> <p>A working group involving school representatives and Council officers is being established to review the future operation and funding of the CLCs. It is intended that the CLCs should continue to operate during the review period, but that funding for schools to transport pupils to the CLCs should cease from April 2011.</p> <p>An EIA and a listing of any staffing implications will be completed when the working group brings forward recommendations.</p> </td> </tr> </table> |                                 |                                 |                                 |   | <p>A working group involving school representatives and Council officers is being established to review the future operation and funding of the CLCs. It is intended that the CLCs should continue to operate during the review period, but that funding for schools to transport pupils to the CLCs should cease from April 2011.</p> <p>An EIA and a listing of any staffing implications will be completed when the working group brings forward recommendations.</p> |
| <p>A working group involving school representatives and Council officers is being established to review the future operation and funding of the CLCs. It is intended that the CLCs should continue to operate during the review period, but that funding for schools to transport pupils to the CLCs should cease from April 2011.</p> <p>An EIA and a listing of any staffing implications will be completed when the working group brings forward recommendations.</p>   |                                 |                                 |                                 |   |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |   |  |
|  |                                 |                                 |                                 | Date: <input type="text" value="April 2011"/> |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>               |  |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |   |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |   |  |
| Staff  | 333                             | (333)                           | (333)                           | (333)   |  |
| Non Staff Costs  | 143                             | (143)                           | (143)                           | (143)   |  |
| Income   |                                 |                                 |                                 |   |  |
| <b>Net Total</b>   | <b>476</b>                      | <b>(476)</b>                    | <b>(476)</b>                    | <b>(476)</b>                                  |  |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                |  |
| Current service staffing (FTE)   |                                 | 8                               | 8                               | 8   |  |
| Post(s) deleted (FTE)  |                                 | 0                               | 0                               | 0   |  |
| Current vacancies (FTE)  |                                 | 2                               | 2                               | 2   |  |
| Individuals at risk (FTE)  |                                 |                                 |                                 |   |  |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                                 |                                 |                                 |                                 |   |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---|
| <b>SERVICE AREA</b>   |                                 | <b>Proposal No: LS R7a</b>      |                                 |                                 |   |
| <b><u>Purpose of Service</u></b><br>To support schools with Assessment for Learning grant as detailed by the DfE in the Primary and Secondary Standards Fund.                                 |                                 |                                 |                                 |                                 |   |
| <table border="1"> <tr> <td><b><u>Details of Proposed Reduction:</u></b><br/><br/>It is proposed to cease the Assessment for Learning grants to Schools</td> </tr> </table>                   |                                 |                                 |                                 |                                 | <b><u>Details of Proposed Reduction:</u></b><br><br>It is proposed to cease the Assessment for Learning grants to Schools |
| <b><u>Details of Proposed Reduction:</u></b><br><br>It is proposed to cease the Assessment for Learning grants to Schools   |                                 |                                 |                                 |                                 |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b><br><br>Service Reduction  |                                 |                                 |                                 |                                 |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b><br><br>Schools will need to manage the ending of the Assessment for Learning Grants. |                                 |                                 |                                 |                                 |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b> <b>Date:</b> <input type="text" value="April 2011"/>   |                                 |                                 |                                 |                                 |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b> |   |
| <b>Effects of Changes on budget</b>   |                                 |                                 |                                 |                                 |   |
|   | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |                                 |   |
| Staff   |                                 |                                 |                                 |                                 |   |
| Non Staff Costs   | 106                             | (106)                           | (106)                           | (106)                           |   |
| Income  |                                 |                                 |                                 |                                 |   |
| <b>Net Total</b>  | 106                             | (106)                           | (106)                           | (106)                           |   |
| <b>Staffing Implications</b>  |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                  |   |
| Current service staffing (FTE)  |                                 | n/a                             |                                 |                                 |   |
| Post(s) deleted (FTE)   |                                 |                                 |                                 |                                 |   |
| Current vacancies (FTE)   |                                 |                                 |                                 |                                 |   |
| Individuals at risk (FTE)   |                                 |                                 |                                 |                                 |   |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                                 |                                 |                                 |  |   |
|---|---------------------------------|---------------------------------|---------------------------------|--|---|
| <b>SERVICE AREA</b>   |                                 | <b>Proposal No: LS R7b</b>      |                                 |  |   |
| <b><u>Purpose of Service</u></b><br>To support Schools by providing off-site learning facilities focussed around sport to engage young people.  |                                 |                                 |                                 |  |   |
| <table border="1"> <tr> <td> <b><u>Details of Proposed Reduction:</u></b><br/><br/> It is proposed to close the Playing for Success Centres at the end of the Summer Term 2011. </td> </tr> </table>                  |                                 |                                 |                                 |  | <b><u>Details of Proposed Reduction:</u></b><br><br>It is proposed to close the Playing for Success Centres at the end of the Summer Term 2011.                     |
| <b><u>Details of Proposed Reduction:</u></b><br><br>It is proposed to close the Playing for Success Centres at the end of the Summer Term 2011.   |                                 |                                 |                                 |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                                 |                                 |                                 |  |   |
| Service Reduction   |                                 |                                 |                                 |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                                 |                                 |                                 |  |   |
| <table border="1"> <tr> <td> The closure of the Playing for Success centres will reduce the options available to schools for working with children and young people who are difficult to engage. </td> </tr> </table> |                                 |                                 |                                 |  | The closure of the Playing for Success centres will reduce the options available to schools for working with children and young people who are difficult to engage. |
| The closure of the Playing for Success centres will reduce the options available to schools for working with children and young people who are difficult to engage.   |                                 |                                 |                                 |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                                 |                                 |                                 |  |   |
|   |                                 |                                 |                                 | <b>Date:</b> <input type="text" value="April 2011"/> |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                      |   |
| <b>Effects of Changes on budget</b>   |                                 |                                 |                                 |  |   |
|   | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |   |
| Staff   | 114                             | (114)                           | (114)                           | (114)  |   |
| Non Staff Costs   | 48                              | (48)                            | (48)                            | (48)   |   |
| Income  |                                 |                                 |                                 |  |   |
| <b>Net Total</b>  | <b>162</b>                      | <b>(162)</b>                    | <b>(162)</b>                    | <b>(162)</b>   |   |
| <b>Staffing Implications</b>  |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                       |   |
| Current service staffing (FTE)  |                                 | 2.8                             | 2.8                             | 2.8  |   |
| Post(s) deleted (FTE)   |                                 | 2.8                             | 2.8                             | 2.8  |   |
| Current vacancies (FTE)   |                                 | 1                               | 1                               | 1  |   |
| Individuals at risk (FTE)   |                                 | 1.8                             | 1.8                             | 1.8  |   |

**LEARNING SERVICES DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b>  | <b>Proposal No: LS R8</b>                    |  |  |  |
| <b><u>Purpose of Service</u></b><br>To support schools, children and young people in the provision of music.   |  |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>It is proposed to review services funded by the former Music Grant, in the light of future Government policy and funding allocations. In the meantime, a funding reduction has been assumed for budget planning purposes.</p> |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Other  |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| <p>The service implications will be determined when further information has been received from the Government, following the national Henley review of music in schools.</p> <p>An EIA will be completed at that time.</p>   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b>                                 |
|  |  |  |  | April 2011                                   |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  | 322  | (107)  | (107)  | (107)  |
| Income   |  |  |  |  |
| <b>Net Total</b>   |  | (107)  | (107)  | (107))                                       |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | n/a  |  |  |
| Post(s) deleted (FTE)  |  |  |  |  |
| Current vacancies (FTE)  |  |  |  |  |
| Individuals at risk (FTE)  |  |  |  |  |

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**Budget 2011/12**  
**Learning Services**

|       |   | <b>2011/12</b> | <b>2012/13</b> | <b>2013/14</b> |
|-------|---|----------------|----------------|----------------|
|       |   | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
|       | <b>Grant Transfers:</b>   |                |                |                |
|       | LSC Staff transfers (ABG)   | 238            | 238            | 238            |
|       | <b>Budget Pressures:</b>  |                |                |                |
| LS G1 | Grant Loss  | 3,793          | 3,793          | 3,793          |
|       | <b>Proposed Savings:</b>  |                |                |                |
| LS R1 | Reduce the teaching/curriculum advisory support team by 50%; target the reduced Raising Achievement Team to the main priorities                   | (921)          | (1,005)        | (1,005)        |
| LS R2 | Reduce allocation of School Improvement Partner Time and reorganise service   | 0              | (60)           | (120)          |
| LS R3 | Terminate the Leicester and Leicestershire Learning Organisation  | (234)          | (312)          | (312)          |
| LS R4 | Meet former ABG School Interventions Fund costs from DSG  | (71)           | (71)           | (71)           |
| LS R5 | Cease paying supply cost cover to schools for teachers attending Designated Teacher training (ex. ABG)  | (15)           | (15)           | (15)           |
| LS R6 | Review future options for running and funding the City Learning Centres (ex. ABG)   | (476)          | (476)          | (476)          |
| LS R7 | Cease Assessment for Learning Grants to Schools and close the Playing for Success centres at the end of Summer Term 2011 (former Standards Funds) | (268)          | (268)          | (268)          |
| LS R8 | Review services funded by the former Music Grant, dependent on future Government funding allocations  | (107)          | (107)          | (107)          |
|       | <b>Total Net Growth</b>   | <b>1,939</b>   | <b>1,718</b>   | <b>1,658</b>   |

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## **Planning and Commissioning**

### **Budget Summary 2011/12**

This Division currently provides a range of direct internal, client, schools and settings support services and undertakes planning, policy, commissioning functions, strategic data, knowledge and information management services.

This Division comprises the following operational sections:

- Business Support & Improvement
- Knowledge Information Management & Customer Access
- Strategic Planning, Policy and Commissioning
- City Catering

The approach to the budget is to recognise some significant historical spending pressures within Children's Services and to propose savings by achieving management and other efficiencies and by expanding the scope of services traded with schools.

In addition to the proposed budget savings, services within this Division are subject to *three* corporate ODI reviews - i.e. *administration and business support, communications* and the *strategic support services reviews*. These reviews seek additional significant savings. These Reviews will shortly (February / March) result in additional significant reductions. In addition the school meals service provided by City Catering is currently the subject of Review by a Children and Young Peoples Services Scrutiny Task Group.

Current budget proposals will also result in a 25% reduction in Heads of Service within the Service – this will rise to 50% on completion of the corporate ODI reviews referred to above.

**Budget 2011/12  
Planning & Commissioning  
Councillor Dempster**

|  | <b>2011/12</b>  | <b>2012/13</b> | <b>2013/14</b> |
|--|---|----------------|----------------|
|  | <b>£000</b>   | <b>£000</b>    | <b>£000</b>    |
| <b>Budget Pressures:</b>                   |   |                |                |
| PC G1                                      | Home to school transport - current overspend re. SEN  | 600            | 600            |
| PC G2                                      | HR Traded Service   | 200            | 200            |
| PC G3                                      | Shortfall Traded Services Income  | 160            | 160            |
| PC G4                                      | Reduced contribution to infrastructure costs from grants  | 250            | 250            |
| PC G5                                      | Staff accommodation saving not achievable   | 150            | 70             |
| PC G6                                      | Grant Loss  | 538            | 538            |
| <b>Proposed Savings:</b>                   |   |                |                |
| <i>Business Support &amp; Improvement:</i> |   |                |                |
| PC R1                                      | Management Efficiencies - supplies & services   | (29)           | (29)           |
| PC R2                                      | Management Efficiencies - deletion of Head of Service Business Support and Improvement (vacant) | (52)           | (52)           |
| <i>KIMCA:</i>                              |   |                |                |
| PC R3                                      | Increased trading charges to schools  | (46)           | (46)           |
| PC R4                                      | Redesign of the Family & Children's information service (proceeding)                            | (168)          | (202)          |
| PC R5                                      | Delete ISSAM Team Manager post  | (28)           | (37)           |
| <i>City Catering:</i>                      |   |                |                |
| PC R6                                      | Close EATZ (catering facilities at NWC A & B block)   | 0              | 0              |
| PC R7                                      | Student Awards - national termination of service  | (150)          | (210)          |
| PC R8                                      | Cease funding for School Travel Advisers and Sustainable Travel Duty                            | (41)           | (55)           |
| PC R9                                      | Cease specific former ABG funding for Extended Rights to Free Transport                         | (40)           | (50)           |
| PC R10                                     | Remove one-off ABG funding for implementing the Child Poverty Act 2010                          | (96)           | (96)           |
| PC R11                                     | Savings to be identified on Contracts across Children's Services                                | (100)          | (100)          |
|  | <b>Total Net Growth</b>   | <b>1,148</b>   | <b>941</b>     |
|  |   | <b>931</b>     |                |

**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   |  | <b>Proposal No: PC G1</b>                    |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to increase the budget for Home to School transport for pupils with Special Educational Needs to reflect the level of spend in accordance with the Council's home to school transport policies. The actual spending has historically been significantly above the budget.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Service Improvement   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| <p>The service is provided by Operational Transport, and consists of an in-house bus service and provision of taxis via contracts. The numbers of pupils using the service have not varied significantly from 2008/09. This growth would enable the current policy / eligibility criteria to be delivered within the approved budget.</p>                   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | Date: April 2011                             |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   |  |  |  |  |
| Non Staff Costs   | 3,819  | 600  | 600  | 600  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>3,819</b>                                 | <b>600</b>                                   | <b>600</b>                                   | <b>600</b>                                   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b>  | <b>Proposal No: PC G2</b>                    |  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to remove the income budget within the Planning and Commissioning Division for the Human Resources Traded Service.</p>   |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |  |
| Other  |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| <p>The Human Resources traded service for schools is no longer in the Division, although the budget for part of the income target remains in the Division's budget. This budget growth would remove the income budget. A proposal to increase charges to schools, to work towards covering the full cost of the service, is included in the HR budget presented elsewhere in the Council's budget proposals.</p> |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  |  |  |  |  |
| Income   | (200)  | 200  | 200  | 200  |
| <b>Net Total</b>   |  | <b>200</b>                                   | <b>200</b>                                   | <b>200</b>   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)   |  | n/a  |  |  |
| Extra post(s) (FTE)  |  |  |  |  |

**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|  |  |  |  |   |
|--|--|--|--|---|
| <b>SERVICE AREA</b>  |  | <b>Proposal No: PC G3</b>                    |  |   |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to remove part of the budget shortfall associated with income arising from services traded with schools.</p>   |  |  |  |   |
| <b><u>Type of Growth (delete as appropriate)</u></b>   |  |  |  |   |
| Other  |  |  |  |   |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |   |
| <p>The current shortfall of actual income compared to budgeted income arose due to certain assumptions made when the current system of funding the Council and schools was introduced in 2006/07, at which point the Council's funding was reduced. For planning purposes it was assumed that substantial additional income could be raised by charging schools for services. This has been achieved to some extent, but not to the level of the original assumptions. A revised traded service offer is being prepared that will be based upon full cost recovery and a report will be presented to Cabinet. In future, services that fail to trade effectively will need to reduce costs or potentially face closure or transfer to another provider. It is not possible to determine any staffing implications at this stage.</p> |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |   |
|  |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |  |  |  |   |
|  | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |   |
| Staff  |  |  |  |   |
| Non Staff Costs  |  |  |  |   |
| Income   | (700)  | 160  | 160  | 160   |
| <b>Net Total</b>   |  | 160  | 160  | 160   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)   |  | n/a  |  |   |
| Extra post(s) (FTE)  |  |  |  |   |

**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |   |
|---|--|--|--|---|
| <b>SERVICE AREA</b>   |  | <b>Proposal No: PC G4</b>                    |  |   |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to offset the current contribution to infrastructure costs from grants, given the disappearance of specific grants in 2011/12.</p>  |  |  |  |   |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |   |
| Other   |  |  |  |   |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |   |
| <p>A charge is currently made to grant funded services for support services / infrastructure costs, for example, Human Resources and finance support and staff accommodation. As grant funded services are largely disappearing and the new Early Intervention Grant is significantly reduced and non-ringfenced, it is proposed to delete this expected income from the General Fund budget. A similar proposal is made in the AIP Division's proposals in respect of the current contribution from the Surestart grant.</p> |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |   |
|   |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |   |
| Staff   |  |  |  |   |
| Non Staff Costs   |  |  |  |   |
| Income  | (500)  | 250  | 250  | 250   |
| <b>Net Total</b>  |  | 250  | 250  | 250   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)  |  | n/a  |  |   |
| Extra post(s) (FTE)   |  |  |  |   |



**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |   |
|---|--|--|--|---|
| <b>SERVICE AREA</b>   |  | <b>Proposal No: PC G5</b>                    |  |   |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to offset the expected saving on staff accommodation as set out in 2010/11 budget.</p>  |  |  |  |   |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |   |
| Other   |  |  |  |   |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |   |
| <p>This sum represents the total savings target for all Children's Services Divisions that have not as yet been realised. Further progress is largely dependent upon the progression of the corporate accommodation review and neighbourhood working, to enable accommodation to be released. It is assumed that Collegiate House will be disposed of during 2011/12, to enable a partial reinstatement of the saving in 2012/13 (although it should be noted that Collegiate House is a Centrally Located Administrative Building, and therefore savings would not initially directly benefit the Children's Services budget).</p> |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |   |
|   |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |   |
| Staff   |  |  |  |   |
| Non Staff Costs   | (50)   | 150  | 70   | 70  |
| Income  |  |  |  |   |
| <b>Net Total</b>  | <b>(50)</b>                                  | <b>150</b>                                   | <b>70</b>                                    | <b>70</b>                                     |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)  |  | n/a  |  |   |
| Extra post(s) (FTE)   |  |  |  |   |

**PLANNING AND COMMISSIONING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b>   | <b>Proposal No: PC G6</b>                    |  |  |  |
| <p><b><u>Details of Proposed Project(s) Growth:</u></b></p> <p>It is proposed to offset the loss of funding streams from within the Area Based Grant and the reduction in the funding streams comprising the new Early Intervention Grant. It is also proposed to offset some of these losses by savings proposals.</p> |  |  |  |  |
| <b><u>Type of Growth (delete as appropriate)</u></b>  |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| <p>This growth would enable services to be maintained, except where they are the subject of specific savings proposals.</p>   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>                               |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Addition</b>                     |  |  |
| Staff   | 0  | 0  | 0  | 0  |
| Non Staff Costs   | 538  | 538  | 538  | 538  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>538</b>                                   | <b>538</b>                                   | <b>538</b>                                   | <b>538</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>   |
| Current service staffing (FTE)  |  | n/a  |  |  |
| Extra post(s) (FTE)   |  |  |  |  |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b> Divisional   |  | <b>Proposal No:</b> PC R1                    |  |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |  |
| To operate a pooled budget for supplies and services   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |  |
| It is proposed to make a 15% efficiency saving on the pooled supplies and services budget. The pooled budget serves many people and the reduced number of employees should make it possible to reduce supplies and services accordingly. |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Efficiency   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| No adverse service implications are envisaged.   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> April 2011                      |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  |  |  |  |  |
| Non Staff Costs  | 192  | (29)   | (29)   | (29)   |
| Income   |  |  |  |  |
| <b>Net Total</b>   | 192  | (29)   | (29)   | (29)   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | n/a  |  |  |
| Post(s) deleted (FTE)  |  | n/a  |  |  |
| Current vacancies (FTE)  |  | n/a  |  |  |
| Individuals at risk (FTE)  |  | n/a  |  |  |

**P&C R1 - Management Efficiencies – Supplies and Services**

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br><br>No adverse impact on any particular group.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b> N/A   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b> N/A   |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                        |  |  |  |  |
|---|------------------------|--|--|--|--|
| <b>SERVICE AREA</b> Business Support and Improvement  |                        | <b>Proposal No:</b> PC R2                    |  |  |  |
| <b><u>Purpose of Service</u></b>  |                        |  |  |  |  |
| To provide business support and improvement services to the Division and wider Children's Services.   |                        |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                        |  |  |  |  |
| It is proposed to delete the post of Head of Business Support & Improvement, which is currently vacant.   |                        |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                        |  |  |  |  |
| Efficiency  |                        |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                        |  |  |  |  |
| Deletion will require some service redesign following completion of related ODI and senior Management Reviews. There are currently four heads of service within the Division and this therefore represents a reduction of 25% – this will rise to 50% on completion of the corporate ODI reviews. |                        |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                        |  |  |  |  |
|   |                        |  |  | <b>Date:</b> April 2011                      |  |
| <b><u>Financial Implications of Proposal</u></b>  |                        | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>   |                        |  |  |  |  |
|   | <b>Existing Budget</b> | <b>Proposed Reduction</b>                    |  |  |  |
| Staff   | 302                    | (52)   | (52)   | (52)   |  |
| Non Staff Costs   | 65                     |  |  |  |  |
| Income  | (3)                    |  |  |  |  |
| <b>Net Total</b>  | <b>364</b>             | <b>(52)</b>                                  | <b>(52)</b>                                  | <b>(52)</b>                                  | <b>(52)</b>                                  |
| <b>Staffing Implications</b>  |                        | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |  |
| Current service staffing (FTE)  |                        | 1  | 1  | 1  |  |
| Post(s) deleted (FTE)   |                        | 1  | 1  | 1  |  |
| Current vacancies (FTE)   |                        | 1  | 1  | 1  |  |
| Individuals at risk (FTE)   |                        | 0  | 0  | 0  |  |

## Budget Equality Impact Assessment

### P&C R2 - Deletion of Head of Service Post (Business Support & Improvement)

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>This post is currently vacant and therefore no adverse impact is anticipated.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk:</b><br>N/A   |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                                 |                                 |                                 |  |
|---|---------------------------------|---------------------------------|---------------------------------|--|
| <b>SERVICE AREA KIMCA</b>   |                                 | <b>Proposal No: PC R3</b>       |                                 |  |
| <b><u>Purpose of Service</u></b>  |                                 |                                 |                                 |  |
| To provide Knowledge, Information and Customer Access services.   |                                 |                                 |                                 |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                                 |                                 |                                 |  |
| It is proposed to move towards fuller cost recovery from schools for the Management Information System support service charges for the DataNet system and services to non-maintained schools. |                                 |                                 |                                 |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                                 |                                 |                                 |  |
| Other   |                                 |                                 |                                 |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                                 |                                 |                                 |  |
| No direct implications are envisaged, although it is hoped that schools will buy back into the service to maintain effective use of data across the City.                                     |                                 |                                 |                                 |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                                 |                                 |                                 |  |
|   |                                 |                                 |                                 | <b>Date:</b> <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                      |
| <b>Effects of Changes on budget</b>   |                                 |                                 |                                 |  |
|   | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |
| Staff   | 548                             |                                 |                                 |  |
| Non Staff Costs   | 33                              |                                 |                                 |  |
| Income  |                                 | (46)                            | (46)                            | (46)   |
| <b>Net Total</b>  | <b>581</b>                      | <b>(46)</b>                     | <b>(46)</b>                     | <b>(46)</b>  |
| <b>Staffing Implications</b>  |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                       |
| Current service staffing (FTE)  |                                 | n/a                             |                                 |  |
| Post(s) deleted (FTE)   |                                 |                                 |                                 |  |
| Current vacancies (FTE)   |                                 |                                 |                                 |  |
| Individuals at risk (FTE)   |                                 |                                 |                                 |  |

## Budget Equality Impact Assessment

### P&C R3 - KIMCA Increased trading charges to schools

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>This proposal introduces a range of charges in connection with processes and services delivered to City schools, charges to the Dedicated Schools Grant and other parts of the Council. No adverse impact is anticipated.                     |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b><br>N/A   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b> N/A   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b> N/A   |



**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |  |
|--|---------------------------------|---------------------------------|---------------------------------|--|
| <b>SERVICE AREA KIMCA</b>  |                                 | <b>Proposal No: PC R4</b>       |                                 |  |
| <b><u>Purpose of Service</u></b>   |                                 |                                 |                                 |  |
| To provide Knowledge, Information and Customer Access services.  |                                 |                                 |                                 |  |
| <b><u>Details of Proposed Reduction:</u></b>   |                                 |                                 |                                 |  |
| It is proposed to redesign of the Family and Children's Information Service (already agreed by Cabinet on 13 <sup>th</sup> December 2010).   |                                 |                                 |                                 |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |  |
| Efficiency   |                                 |                                 |                                 |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |  |
| The Family Information Service is a legal requirement and provides information on childcare and support services for parents. This proposal remodels the provision to provide face to face access at children centres and schools and closes the Bishop Street "shop". Continued brokerage will be provided for parents who find it extremely challenging to place their children in childcare. The remodelled service would retain a centrally based team within KIMCA to ensure the currency of (and updates to) the website and other materials. A systems officer and a data coordinator would manage data entry and assure quality and there would be two brokerage officers in localities to provide support to vulnerable families. |                                 |                                 |                                 |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |  |
|  |                                 |                                 |                                 | <b>Date:</b> <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                      |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |
| Staff  | 305                             | (117)                           | (141)                           | (141)  |
| Non Staff Costs  | 76                              | (51)                            | (61)                            | (61)   |
| Income   |                                 |                                 |                                 |  |
| <b>Net Total</b>   | <b>381</b>                      | <b>(168)</b>                    | <b>(202)</b>                    | <b>(202)</b>   |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                       |
| Current service staffing (FTE)   |                                 | 8                               | 8                               | 8  |
| Post(s) deleted (FTE)  |                                 | 3                               | 3                               | 3  |
| Current vacancies (FTE)  |                                 | 3                               | 3                               | 3  |
| Individuals at risk (FTE) <i>(as vacancies may not be a direct match for deleted posts)</i>  |                                 | TBA                             | TBA                             | TBA  |

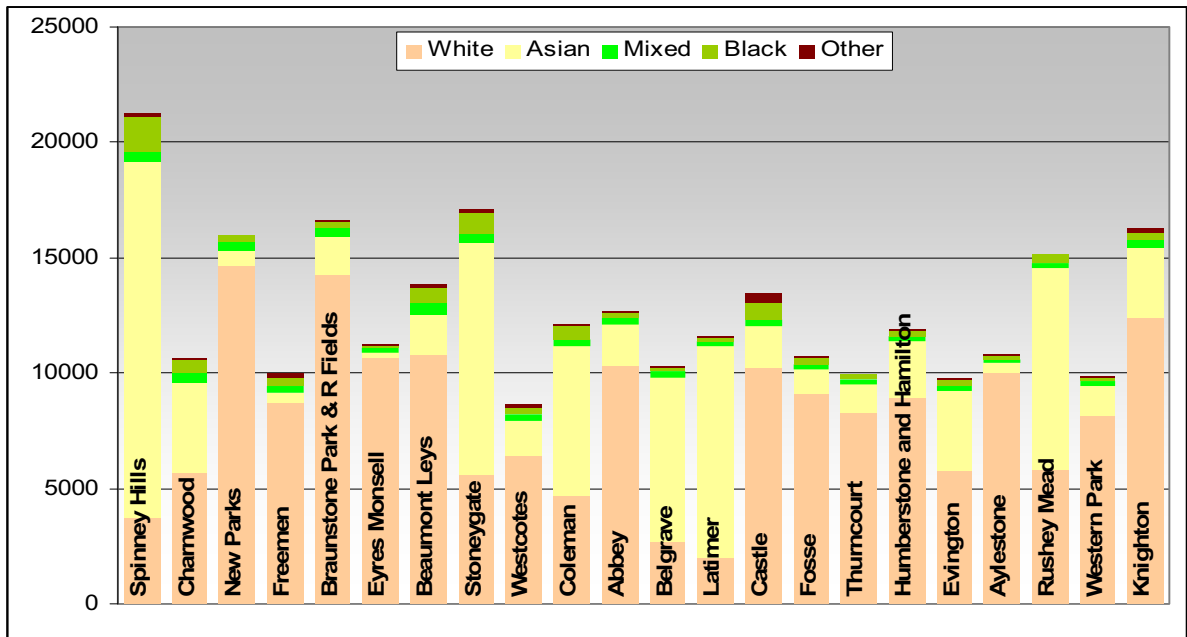
## Budget Equality Impact Assessment

### P&C R4 - Redesign of Family & Childrens Information Service

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br><br>Implementation of this proposal (which has already been approved by the Council on 13 December 2010) will entail a movement of advice provision away from a single current service base at 12 Bishops Street to 23 Childrens Centres across the City. Parents will be supported by existing Childrens Centres staff to access the information from the on line directory if that is what is required; they will also be able to discuss what is available locally. If required they will then be supported further via a brokerage officer. This service redesign should result in an improved offer to all neighbourhoods across the City regardless of ethnicity and cost barriers associated with accessing the current model based in the City Centre. |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A  |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?   |
|                        | <b>Your assessment of impact/risk:</b><br>N/A City wide benefits envisaged.  |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b> It is envisaged that this redesign will be of assistance to mothers and carers regardless of gender. Implementation however will require an fte reduction 3 and this is likely to impact on female employees given the current employment profile of the service.   |
|                        | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> All staff will be treated fairly in accordance with the new organisational change procedure.   |

|                            |  |
|----------------------------|--|
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?  |
|                            | <p><b>Your assessment of impact/risk :</b></p> <p>It is envisaged that this redesign will be of assistance to disabled clients and vulnerable groups. There is no anticipated impact on staff within the service.</p>  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact? N/A</b>  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?  |
|                            | <p><b>Your assessment of impact/risk</b></p> <p>This service redesign should result in an improved offer to all neighbourhoods across the City regardless of ethnicity and cost barriers associated with accessing the current model based in the City Centre thus contributing to increased community cohesion.</p> |

## Ethnic composition of the population by ward



**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |   |
|--|--|--|--|---|
| <b>SERVICE AREA KIMCA</b>  |  | <b>Proposal No: PC R5</b>                    |  |   |
| <b><u>Purpose of Service</u></b>   |  |  |  |   |
| To provide Knowledge, Information and Customer Access services, in particular promote information sharing on vulnerable clients.   |  |  |  |   |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |   |
| It is proposed to delete the vacant ISSAM Team Manager post.   |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |   |
| Efficiency   |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |   |
| The Improving Information Sharing and Management (ISSAM) Team Leader position was originally established as part of the development and roll out of CAF. This post is not part of the substantive structure and has been covered on a temporary project basis via a secondment. This secondment has now finished and current management is undertaken as a supernumerary task within the KIMCA service. This proposal deletes the ISSAM Team Manager post and assumes direct management of this activity by the Early Prevention Manager within the Social Care and Safeguarding Division. |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |   |
|  |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>  |  |  |  |   |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |
| Staff  | 119  | (28)   | (37)   | (37)  |
| Non Staff Costs  | 5  |  |  |   |
| Income   |  |  |  |   |
| <b>Net Total</b>   | <b>124</b>                                   | <b>(28)</b>                                  | <b>(37)</b>                                  | <b>(37)</b>                                   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)   |  | 1  | 1  | 1   |
| Post(s) deleted (FTE)  |  | 1  | 1  | 1   |
| Current vacancies (FTE)  |  | 1  | 1  | 1   |
| Individuals at risk (FTE) <i>(as vacancies may not be a direct match for deleted posts)</i>  |  | 0  | 0  | 0   |

## Budget Equality Impact Assessment

### P&C R5 - Delete ISSAM Team Manager Post

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>This post is currently vacancy and no adverse impact is anticipated.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>None.  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk:</b><br>None.   |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b> N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b> N/A   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> None.   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br>None.  |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b> City Catering  |  | <b>Proposal No:</b> PC R6                    |  |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |  |
| To provide catering services to City Council Staff at New Walk Centre.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>   |  |  |  |  |
| It is proposed to close the catering facilities in New Walk Centre A & B Block to stem the losses on the trading account (hence why there is no direct saving to the General Fund budget).   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Efficiency and Service Reduction   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| The overall account for the A Block Carte, B Block EATZ and Hospitality was budgeted to make a loss of £9,600 during the course of 2010/11, with losses being offset across the City Catering portfolio. It is now forecast to make a loss of £37,700 this financial year (mainly due to lower "sales" arising from the new hospitality policy) and is incurring additional ongoing costs to meet environmental standards. |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> April 2011                      |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  | 19   | (19)   | (19)   | (19)   |
| Non Staff Costs  | 58   | (48)   | (48)   | (48)   |
| Income   | (67)   | 67   | 67   | 67   |
| <b>Net Total</b>   | <b>10</b>                                    | <b>0</b>                                     | <b>0</b>                                     | <b>0</b>                                     |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                               |
| Current service staffing (FTE)   |  | 5.7  | 5.7  | 5.7  |
| Post(s) deleted (FTE)  |  | 3.0  | 3.0  | 3.0  |
| Current vacancies (FTE)  |  | 3.0  | 3.0  | 3.0  |
| Individuals at risk (FTE)  |  | 0  | 0  | 0  |

## Budget Equality Impact Assessment

### P&C R6 - City Catering – close Eatz (Catering facilities in NWC A & B Block)

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>No adverse impact anticipated on particular groups.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b> N/A  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>No adverse impact anticipated on particular groups of service users however this will impact on female employees given current service employment profile.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>All staff will be treated fairly in accordance with the new organisational change procedure.   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>None   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> N/A   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b> None.   |



**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>SERVICE AREA</b> Student Awards  |  | <b>Proposal No:</b> PC R7                    |  |  |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |
| To arrange financial support to students in Higher Education.   |  |  |  |  |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |  |
| To bring the Student Awards team to a close in March 2011, as its remaining functions transferred to Student Finance England in February 2011, as part of a national programme.   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |
| Other   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |
| Local Authorities in England will cease to operate the Student Awards service from April 2011. A small provision is retained for future years should to cover salary protection for staff that secure temporary contracts such that they are not made redundant at 31 <sup>st</sup> March 2011. |  |  |  |  |
| As this proposal implements a long standing national decision, no EIA is appended to this report.   |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |
|   |  |  |  | <b>Date:</b> <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>         |
| <b>Effects of Changes on budget</b>   |  |  |  |  |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff   | 233  | (150)  | (203)  | (213)  |
| Non Staff Costs   | 7  | 0  | (7)  | (7)  |
| Income  |  |  |  |  |
| <b>Net Total</b>  | <b>240</b>                                   | <b>(150)</b>                                 | <b>(210)</b>                                 | <b>(220)</b>   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                       |
| Current service staffing (FTE)  |  | 7.0  | 7.0  | 7.0  |
| Post(s) deleted (FTE)   |  | 7.0  | 7.0  | 7.0  |
| Current vacancies (FTE)   |  | 1.0  | 1.0  | 1.0  |
| Individuals at risk (FTE)   |  | 6.0  | 6.0  | 6.0  |

## Budget Equality Impact Assessment

### P&C R7 - Student awards

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>This saving arises as a consequence of the migration to a different service model required by central government. There is no adverse impact on any particular client group or employee group.  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b> None.   |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?<br><b>Your assessment of impact/risk:</b> None.  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk:</b><br>None.   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk</b><br>N/A  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>None   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b> None.   |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |   |
|---|--|--|--|---|
| <b>SERVICE AREA</b> Home to School Transport  |  | <b>Proposal No:</b> PC R8                    |  |   |
| <b><u>Purpose of Service</u></b>  |  |  |  |   |
| To ensure that the Council meets its statutory duties and its local policies for arranging for pupils to travel between home and school / college.  |  |  |  |   |
| <b><u>Details of Proposed Reduction:</u></b>  |  |  |  |   |
| It is proposed to cease funding School Travel Plan Advisers and the Sustainable Travel Duty and to reprioritise accordingly.  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |   |
| Other   |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |   |
| Funding for these activities was in the Area Based Grant and does not continue into 2011/12. The Division responsible for providing the service has been advised and discussions will be held to ensure that measures are in place to meet any remaining statutory duties. Regeneration, Highways and Transportation currently operate these grants on behalf of Planning and Commissioning and are currently looking at ways of self financing the School Travel Advisor post. |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |   |
|   |  |  |  | Date: <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |
| <b>Effects of Changes on budget</b>   |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |
| Staff   | 33   | (19)   | (33)   | (33)  |
| Non Staff Costs   | 22   | (22)   | (22)   | (22)  |
| Income  |  |  |  |   |
| <b>Net Total</b>  | <b>55</b>                                    | <b>(41)</b>                                  | <b>(55)</b>                                  | <b>(55)</b>                                   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |
| Current service staffing (FTE)  |  | 1  | 1  | 1   |
| Post(s) deleted (FTE)   |  | 1  | 1  | 1   |
| Current vacancies (FTE)   |  | 0  | 0  | 0   |
| Individuals at risk (FTE)   |  | 1  | 1  | 1   |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |                                |                                |                                |  |
|---|--------------------------------|--------------------------------|--------------------------------|--|
| <b>SERVICE AREA</b> Home to School Transport  | <b>Proposal No:</b> PC R9      |                                |                                |  |
| <b><u>Purpose of Service</u></b>  |                                |                                |                                |  |
| To ensure that the Council meets its statutory duties in providing financial assistance with transport to low income families and its local policies for arranging for pupils to travel between home and school / college.  |                                |                                |                                |  |
| <b><u>Details of Proposed Reduction:</u></b>  |                                |                                |                                |  |
| It is proposed to cease the former ABG funding for Extended Rights to Free Travel, which does not continue into 2011/12.  |                                |                                |                                |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |                                |                                |                                |  |
| Other   |                                |                                |                                |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |                                |                                |                                |  |
| There are no service implications as the funding to meet the extended statutory rights to free travel will be picked up by the General Fund home to school transport budget or by a possible new grant from the Government.<br><br>As such, no EIA is required at this stage. |                                |                                |                                |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |                                |                                |                                |  |
|   |                                |                                |                                | <b>Date:</b> <input style="width: 100px;" type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br>£000s | <b><u>2011-12</u></b><br>£000s | <b><u>2012-13</u></b><br>£000s | <b><u>2013-14</u></b><br>£000s   |
| <b>Effects of Changes on budget</b>   |                                |                                |                                |  |
|   | <b>Existing Budget</b>         | <b>Proposed Reduction</b>      |                                |  |
| Staff   |                                |                                |                                |  |
| Non Staff Costs   | 50                             | (40)                           | (50)                           | (50)   |
| Income  |                                |                                |                                |  |
| <b>Net Total</b>  | <b>50</b>                      | <b>(40)</b>                    | <b>(50)</b>                    | <b>(50)</b>  |
| <b>Staffing Implications</b>  |                                | <b>2011-12</b>                 | <b>2012-13</b>                 | <b>2013-14</b>   |
| Current service staffing (FTE)  |                                | n/a                            |                                |  |
| Post(s) deleted (FTE)   |                                |                                |                                |  |
| Current vacancies (FTE)   |                                |                                |                                |  |
| Individuals at risk (FTE)   |                                |                                |                                |  |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |  |
|--|---------------------------------|---------------------------------|---------------------------------|--|
| <b>SERVICE AREA</b>  |                                 | <b>Proposal No: PC R10</b>      |                                 |  |
| <b><u>Purpose of Service</u></b>   |                                 |                                 |                                 |  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>It is proposed not to repeat the one-off funding provided in Autumn 2010 through the Area Based Grant to implement the new requirements of the Child Poverty Act 2010.</p>  |                                 |                                 |                                 |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |  |
| Other  |                                 |                                 |                                 |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |  |
| <p>The funding was one-off in 2010/11 arising from the requirement in the Child Poverty Act 2010 to develop and publish a local child poverty needs assessment and strategy. There are no on-going implications of not continuing this funding.</p> <p>An EIA is therefore not required.</p> |                                 |                                 |                                 |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |  |
|  |                                 |                                 |                                 | <b>Date:</b> <input type="text" value="April 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                      |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |
| Staff  |                                 |                                 |                                 |  |
| Non Staff Costs  | 96                              | (96)                            | (96)                            | (96)   |
| Income   |                                 |                                 |                                 |  |
| <b>Net Total</b>   | <b>96</b>                       | <b>(96)</b>                     | <b>(96)</b>                     | <b>(96)</b>  |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>                                       |
| Current service staffing (FTE)   |                                 | n/a                             |                                 |  |
| Post(s) deleted (FTE)  |                                 |                                 |                                 |  |
| Current vacancies (FTE)  |                                 |                                 |                                 |  |
| Individuals at risk (FTE)  |                                 |                                 |                                 |  |

**PLANNING AND COMMISSIONING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>SERVICE AREA</b> All Children's Services   |  | <b>Proposal No:</b> PC R11                   |  |  |   |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b></p> <p>It is proposed to identify efficiency savings on particular contracts across Children's Services.</p> </td> </tr> </table>  |  |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b></p> <p>It is proposed to identify efficiency savings on particular contracts across Children's Services.</p>  |
| <p><b><u>Details of Proposed Reduction:</u></b></p> <p>It is proposed to identify efficiency savings on particular contracts across Children's Services.</p>  |  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |   |
| Efficiency  |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p>Any service implications cannot be determined at this stage, as the contracts upon which the savings will be made have not yet been identified. However, efficiencies will be sought where-ever possible, such that any service implications are limited.</p> <p>An EIA cannot be completed at this stage.</p> </td> </tr> </table> |  |  |  |  | <p>Any service implications cannot be determined at this stage, as the contracts upon which the savings will be made have not yet been identified. However, efficiencies will be sought where-ever possible, such that any service implications are limited.</p> <p>An EIA cannot be completed at this stage.</p> |
| <p>Any service implications cannot be determined at this stage, as the contracts upon which the savings will be made have not yet been identified. However, efficiencies will be sought where-ever possible, such that any service implications are limited.</p> <p>An EIA cannot be completed at this stage.</p>   |  |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |   |
|   |  |  |  | <b>Date:</b> <input type="text" value="April 2011"/> |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>         |   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   |  |  |  |  |   |
| Non Staff Costs   | 3,702  | (100)  | (100)  | (100)  |   |
| Income  |  |  |  |  |   |
| <b>Net Total</b>  | <b>3,702</b>                                 | <b>(100)</b>                                 | <b>(100)</b>                                 | <b>(100)</b>   |   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                       |   |
| Current service staffing (FTE)  |  | n/a  |  |  |   |
| Post(s) deleted (FTE)   |  |  |  |  |   |
| Current vacancies (FTE)   |  |  |  |  |   |
| Individuals at risk (FTE)   |  |  |  |  |   |

**Budget 2011/12  
Planning & Commissioning**

|  | <b>2011/12<br/>£000</b>   | <b>2012/13<br/>£000</b> | <b>2013/14<br/>£000</b> |            |
|--|---|-------------------------|-------------------------|------------|
| <b>Budget Pressures:</b>                   |   |                         |                         |            |
| PC G1                                      | Home to school transport - current overspend, re SEN  | 600                     | 600                     | 600        |
| PC G2                                      | HR Traded Service   | 200                     | 200                     | 200        |
| PC G3                                      | Shortfall Traded Services Income  | 160                     | 160                     | 160        |
| PC G4                                      | Reduced contribution to infrastructure costs from grants  | 250                     | 250                     | 250        |
| PC G5                                      | Staff accommodation saving not achievable   | 150                     | 70                      | 70         |
| PC G6                                      | Grant Loss  | 538                     | 538                     | 538        |
| <b>Proposed Savings:</b>                   |   |                         |                         |            |
| <i>Business Support &amp; Improvement:</i> |   |                         |                         |            |
| PC R1                                      | Management Efficiencies - supplies & services   | (29)                    | (29)                    | (29)       |
| PC R2                                      | Management Efficiencies - deletion of Head of Service Business Support and Improvement (vacant) | (52)                    | (52)                    | (52)       |
| <i>KIMCA:</i>                              |   |                         |                         |            |
| PC R3                                      | Increased trading charges to schools  | (46)                    | (46)                    | (46)       |
| PC R4                                      | Redesign of the Family & Children's information service (proceeding)                            | (168)                   | (202)                   | (202)      |
| PC R5                                      | Delete ISSAM Team Manager post  | (28)                    | (37)                    | (37)       |
| <i>City Catering:</i>                      |   |                         |                         |            |
| PC R6                                      | Close EATZ (catering facilities at NWC A & B block)   | 0                       | 0                       | 0          |
| PC R7                                      | Student Awards - national termination of service  | (150)                   | (210)                   | (220)      |
| PC R8                                      | Cease funding for School Travel Advisers and Sustainable Travel Duty                            | (41)                    | (55)                    | (55)       |
| PC R9                                      | Cease specific former ABG funding for Extended Rights to Free Transport                         | (40)                    | (50)                    | (50)       |
| PC R10                                     | Remove one-off ABG funding for implementing the Child Poverty Act 2010                          | (96)                    | (96)                    | (96)       |
| PC R11                                     | Savings to be identified on Contracts across Children's Services                                | (100)                   | (100)                   | (100)      |
|  | <b>Total Net Growth</b>   | <b>1,148</b>            | <b>941</b>              | <b>931</b> |

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## **Social Care and Safeguarding Division Budget Summary 2011/12**

### **1. Summary**

- 1.1 The Social Care and Safeguarding Division is responsible for providing the City Council's statutory response to children in need, children in need of safeguarding and children in care, as defined by the 1989 and 2004 Children Acts.
- 1.2 Safeguarding pressures have been recognised by the Council and £750K growth is proposed in the budget.
- 1.3 Four grants totalling just over £1.5M previously received as part of the former Area Based Grant will also transfer into the Council's formula grant. This is not new money and there will be a net reduction of £150K which will be absorbed by the division.
- 1.4 Savings in 2011/12 total £306K are around management and transport efficiencies.

### **2 Background**

- 2.1 Throughout 2010/11 the division has been dealing with a significant increase in workload. There has been a 40% rise in referral rates and a rise in the number of children subject to Child Protection Plans and those involved in care proceedings. These safeguarding pressures have been recognised by the council and £750K growth is proposed in the budget. £500K reflects the level of overspend the division is dealing with and £250K is because of the safeguarding pressures the division is experiencing.
- 2.2 In the budget proposals are four grants currently received as part of the Area Based Grant settlement that will transfer into the Council's formula grant and thus become part of the base budget. These are the grants for Children in Care (Care Matters), Child Death Review Processes, Child and Adolescent Mental Health Services (CAMHS) and the Carers Grant. This is not new money and the Chief Finance Officer has estimated that there will be a total reduction of £150k and plans are already in place to ensure that children's services absorbs these cuts and delivers the services within existing resources. All of the grants ensure that the Council meets its statutory obligations in relation to some of our most vulnerable children.
- 2.3 The Council has recognised that it would not be possible to run safe and robust services if the funding available to the division was to reduce significantly. As a result, the division has identified potential savings that are achievable with minimal impact on the Council's ability to keep children safe. These savings in 2011/12 total £306K and are around management and transport efficiencies.

### **3 Rationale for savings proposed**

- 3.1 Whilst the Council has protected front line services provided by Social Care and Safeguarding, the division is still required to make a contribution to the council efficiency savings. The priority was to protect front line staff across the division and front line managers particularly in fieldwork and within all the looked after children services.
- 3.2 Savings in 2011/12 total £306K and are around management and transport efficiencies.
- 3.3 In terms of transport savings, we have already reviewed transport arrangements to ensure that we only commission transport for children in care and that more systematic, regular reviews of all arrangements take place. We are also going to properly remunerate foster carers for providing transport to children in care, which will both reduce costs and improve quality.
- 3.4 In relation to management efficiencies, we propose to achieve a number of efficiencies across the division through the deletion of 2 Service Manager posts and 2.5 Team Manager posts. These are in the areas of Specialist Family Support, the Family Change Service in Fieldwork, the Hospital Social Work Team and the Children and Family Support Team.
- 3.5 There will also be a 10% reduction in the former Area Based Grant provided to improve the Children's Social Care Workforce. This grant now sits within the Early Intervention Grant.

### **4 Risk Assessment**

- 4.1 Overall the Council has recognised in the proposed budget that it would not be possible to run safe children's social care services if the funding available to the division was to reduce significantly. As a result, the division has identified potential savings that are achievable with minimal impact on the Council's ability to keep children safe. This approach was accepted by the Council and informed the budget planning for the division.
- 4.2 The Management efficiencies proposed in the budget are assessed not to have any adverse implications on service delivery. The proposed efficiencies are linked with wider reviews taking place across Investing in our Children, such as the 0-19 strategic review and the review completed in the Duty and Assessment Service.
- 4.3 The 10% cut to the Children's Social Care Workforce grant will not reduce the number of staff seconded to social work programmes and supported by the Council.

## **5 Equality Impact Assessment**

- 5.1 Impact assessments completed show that the proposed budget cuts are not anticipated to have any adverse impact on any specific staffing groups or in terms of service delivery impacting on any groups within the local community.

**Budget 2011/12**  
**Social Care & Safeguarding**  
**(Councillor Dempster)**

|        |   | 2011/12<br>£000 | 2012/13<br>£000 | 2013/14<br>£000 |
|--------|---|-----------------|-----------------|-----------------|
|        | <b>Grant Transfers:</b>   |                 |                 |                 |
|        | Children in Care / Care Matters   | 348             | 348             | 348             |
|        | Child Death Review Process  | 50              | 50              | 50              |
|        | CAMHS   | 840             | 840             | 840             |
|        | Carers' - children's element  | 329             | 329             | 329             |
|        | <b>Budget Pressures:</b>  |                 |                 |                 |
| SCS G1 | Social Care & Safeguarding  | 750             | 750             | 750             |
| SCS G2 | Grant Loss on Transfers   | 142             | 142             | 142             |
|        | <b>Proposed savings:</b>  |                 |                 |                 |
| SCS R1 | Review arrangements for contact transport   | (104)           | (125)           | (125)           |
| SCS R2 | Delete Specialist Family Support Service Manager post   | (55)            | (55)            | (55)            |
| SCS R3 | Reduce Service Manager capacity within Fieldwork Family Change Service by deleting one of two posts | (37)            | (55)            | (55)            |
| SCS R4 | Relocation of LRI SW team to DAS and delete a Team Manager post                                     | (48)            | (48)            | (48)            |
| SCS R5 | Delete half a Team Manager post in Specialist Family Support  | (16)            | (24)            | (24)            |
| SCS R6 | Delete one of two Team Managers in Children and Family Support Team                                 | (32)            | (48)            | (48)            |
| SCS R7 | Absorb losses on mainstreamed grants (offsets SCS G2)   | (150)           | (150)           | (150)           |
| SCS R8 | Reduce funding for Social Care Workforce Development by 10%   | (14)            | (14)            | (14)            |
|        | <b>Total Net Growth</b>   | <b>2,003</b>    | <b>1,940</b>    | <b>1,940</b>    |

**SOCIAL CARE AND SAFEGUARDING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|                                |                            |
|--------------------------------|----------------------------|
| <b>SERVICE AREA Divisional</b> | <b>Proposal No: SCS G1</b> |
|--------------------------------|----------------------------|

**Details of Proposed Project(s) Growth:**

The Division continues to be under significant pressure, and requires additional funding to ensure that appropriate safeguarding arrangements are in place, covering both social work staffing, placements and other support services. The growth would offset the current overspend and provide for further demand pressures in 2011/12.

**Type of Growth (delete as appropriate)**

Service Improvement

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

This additional funding for safeguarding pressures would be deployed in those areas where there is particular pressure and capacity difficulties. For example, this would include increasing Team Manager capacity in the Child Protection and Proceedings Service by two Team Managers, an additional Independent Chair and up to four newly qualified social workers.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

|  |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
|  | <b><u>2010-11</u></b> | <b><u>2011-12</u></b> | <b><u>2012-13</u></b> | <b><u>2013-14</u></b> |
|  | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   | <b><u>£000s</u></b>   |

**Effects of Changes on budget**

|                                | Existing Budget | Proposed Addition |                |                |
|--------------------------------|-----------------|-------------------|----------------|----------------|
| Staff                          | 19,023          | 270               | 270            | 270            |
| Non Staff Costs                | 14,944          | 480               | 480            | 480            |
| Income                         | (555)           |                   |                |                |
| <b>Net Total</b>               | <b>33,412</b>   | <b>750</b>        | <b>750</b>     | <b>750</b>     |
| <b>Staffing Implications</b>   |                 | <b>2011-12</b>    | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE) |                 |                   |                |                |
| Extra post(s) (FTE)            |                 | 6                 | 6              | 6              |

**SOCIAL CARE AND SAFEGUARDING DIVISION**  
**BASE BUDGET GROWTH PROPOSAL 2011-12**

|                     |                            |
|---------------------|----------------------------|
| <b>SERVICE AREA</b> | <b>Proposal No: SCS G2</b> |
|---------------------|----------------------------|

**Details of Proposed Project(s) Growth:**

Four Government grants relating to Social Care and Safeguarding transfer into the Council's Formula Grant, but the amount transferred is £142,000 less than the sum of the individual grants. The grants are Care Matters, Child Death Review Processes, CAMHS and the Carers Grant. Savings proposal SCS R7 refers.

**Type of Growth (delete as appropriate)**

Other

**Service implications (including impact on One Leicester) & link to SIEP (service plan)**

None identified.

**Date of earliest implication/ date of proposed implication**

**Date:**

**Financial Implications of Proposal**

|  |  |  |  |
|--|--|--|--|
| <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b> |
|--|--|--|--|

**Effects of Changes on budget**

|                                | Proposed Transfers | Proposed Addition |                |                |
|--------------------------------|--------------------|-------------------|----------------|----------------|
| Staff                          |                    |                   |                |                |
| Non Staff Costs                | 1,567              | 142               | 142            | 142            |
| Income                         |                    |                   |                |                |
| <b>Net Total</b>               | <b>1,567</b>       | <b>142</b>        | <b>142</b>     | <b>142</b>     |
| <b>Staffing Implications</b>   |                    | <b>2011-12</b>    | <b>2012-13</b> | <b>2013-14</b> |
| Current service staffing (FTE) |                    | N/A               | N/A            | N/A            |
| Extra post(s) (FTE)            |                    | N/A               | N/A            | N/A            |

**SOCIAL CARE AND SAFEGUARDING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |                                 |                                 |                                 |  |  |
|--|---------------------------------|---------------------------------|---------------------------------|--|--|
| <b>SERVICE AREA</b> Divisional   |                                 | <b>Proposal No:</b> SCS R1      |                                 |  |  |
| <b><u>Purpose of Service</u></b>   |                                 |                                 |                                 |  |  |
| To facilitate transport for children to and from contact sessions (e.g. with a parent)   |                                 |                                 |                                 |  |  |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b><br/>We have reviewed transport arrangements to ensure that we only commission transport for children in care and that more regular, systematic review of transport takes place for each child. In addition, we propose to increase the remuneration to foster carers for providing transport to and from contact, which we estimate would be significantly better value than commissioning a taxi and ultimately better for the child.</p> </td> </tr> </table> |                                 |                                 |                                 |  | <p><b><u>Details of Proposed Reduction:</u></b><br/>We have reviewed transport arrangements to ensure that we only commission transport for children in care and that more regular, systematic review of transport takes place for each child. In addition, we propose to increase the remuneration to foster carers for providing transport to and from contact, which we estimate would be significantly better value than commissioning a taxi and ultimately better for the child.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b><br/>We have reviewed transport arrangements to ensure that we only commission transport for children in care and that more regular, systematic review of transport takes place for each child. In addition, we propose to increase the remuneration to foster carers for providing transport to and from contact, which we estimate would be significantly better value than commissioning a taxi and ultimately better for the child.</p>   |                                 |                                 |                                 |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |                                 |                                 |                                 |  |  |
| Efficiency   |                                 |                                 |                                 |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |                                 |                                 |                                 |  |  |
| <table border="1"> <tr> <td>No adverse service implications are envisaged.</td> </tr> </table>   |                                 |                                 |                                 |  | No adverse service implications are envisaged.   |
| No adverse service implications are envisaged.   |                                 |                                 |                                 |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |                                 |                                 |                                 |  |  |
|  |                                 |                                 |                                 | Date: <table border="1"><tr><td>April 2011</td></tr></table> | April 2011   |
| April 2011   |                                 |                                 |                                 |  |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11<br/>£000s</u></b> | <b><u>2011-12<br/>£000s</u></b> | <b><u>2012-13<br/>£000s</u></b> | <b><u>2013-14<br/>£000s</u></b>                              |  |
| <b>Effects of Changes on budget</b>  |                                 |                                 |                                 |  |  |
|  | <b>Existing Budget</b>          | <b>Proposed Reduction</b>       |                                 |  |  |
| Staff  |                                 |                                 |                                 |  |  |
| Non Staff Costs  | 1,252                           | (104)                           | (125)                           | (125)  |  |
| Income   |                                 |                                 |                                 |  |  |
| <b>Net Total</b>   | <b>1,252</b>                    | <b>(104)</b>                    | <b>(125)</b>                    | <b>(125)</b>   |  |
| <b>Staffing Implications</b>   |                                 | <b>2011-12</b>                  | <b>2012-13</b>                  | <b>2013-14</b>   |  |
| Current service staffing (FTE)   |                                 | n/a                             |                                 |  |  |
| Post(s) deleted (FTE)  |                                 | n/a                             |                                 |  |  |
| Current vacancies (FTE)  |                                 | n/a                             |                                 |  |  |
| Individuals at risk (FTE)  |                                 | n/a                             |                                 |  |  |

## Budget Equality Impact Assessment

### SCS R1 – Review Arrangements for Contact Transport

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>  |
|                        | <p><b>Your assessment of impact/risk: The proposal is to reduce Transport costs by 10%. These costs are incurred in transporting mainly Young People in the care of the local authority to school, contact and other key events. It is anticipated that these savings can be made by a combination of review of current arrangements and strict adherence to guidelines for approval of transport. On this basis it is not anticipated that any group and young people in the care of the Authority as a whole will experience a negative impact.</b></p> |
|                        | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?<br/>Careful review of services required and how they can be delivered in a cost effective way.</b></p>   |
|                        | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>   |
|                        | <p><b>Your assessment of impact/risk:<br/>These proposals will not impact on any particular area of the city.</b></p>   |
| <b>Gender equality</b> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>   |
|                        | <p><b>Your assessment of impact/risk: These proposals will not impact on any one gender more than the other. There is a rough equivalence of male/female in terms of the ‘children looked after’ population.</b></p>  |
|                        | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact? No negative impact foreseen.</b></p>   |



|                            |   |
|----------------------------|---|
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk. It is not anticipated that disabled children in the care of the local authority will experience a negative impact by these proposals</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?<br/>Any possible impact will be mitigated by careful review of need and how that need is met.</b>   |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk<br/>No, it is not anticipated that there will be any impact in relation to Community cohesion.</b>  |

**SOCIAL CARE AND SAFEGUARDING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |  |
|--|--|--|--|--|
| <b>SERVICE AREA</b> Divisional   |  | <b>Proposal No:</b> Below                    |  |  |
| <b>Purpose of Service</b><br>Social work support to children and families    Proposals: SCS R2 / R3 / R4 / R5 / R6   |  |  |  |  |
| <p><b><u>Details of Proposed Reduction:</u></b><br/> <b>Management Efficiencies</b><br/> It is proposed to achieve a number of management efficiencies across the Division, through the deletion of 2 Service Manager posts and 2.5 Team Managers. These are in Specialist Family Support, Fieldwork Family Change Service, Hospital Social Work and the Children and Family Support Team.</p>   |  |  |  |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |  |
| Efficiency   |  |  |  |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |  |
| <p>No adverse service implications are envisaged and EIAs are not required for the management efficiencies as no equalities implications are envisaged. The proposed efficiencies are linked with wider review processes, e.g. the 0-19 strategic review and the relocation of the Social Work Team at the Leicester Royal Infirmary to the Duty and Assessment Team at the Greyfriars base.</p> |  |  |  |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |  |
|  |  |  |  | <b>Date:</b> <input type="text" value="March 2011"/> |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>         |
| <b>Effects of Changes on budget</b>  |  |  |  |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |
| Staff  | 4,373.4                                      | (188)  | (230)  | (230)  |
| Non Staff Costs  |  |  |  |  |
| Income   |  |  |  |  |
| <b>Net Total</b>   | <b>4,374.4</b>                               | <b>(188)</b>                                 | <b>(230)</b>                                 | <b>(230)</b>   |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                       |
| Current service staffing (FTE)   |  |  |  |  |
| Post(s) deleted (FTE)  |  | 4.5  | 4.5  | 4.5  |
| Current vacancies (FTE)  |  | 3.5  | 3.5  | 3.5  |
| Individuals at risk (FTE)  |  | 1  | 1  | 1  |

## Budget Equality Impact Assessment

### SCS R3 – Reduce Service Manager Capacity in the Fieldwork Family Change Service

|                        |  |
|------------------------|--|
| <b>Race equality</b>   | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>   |
|                        | <p><b>Your assessment of impact/risk: We are proposing to reduce the number of Service Managers in the ‘Fieldwork’ service of Social Care and Safeguarding by one. Specifically this will mean a reduction in the Family Change service from two current Service Managers to one. This will affect the current ‘service manager’ group in fieldwork as a whole and could potentially have a negative impact on the ethnic profile of staff at this level depending on the outcome of the staff reduction process. It will not however negatively impact on the delivery of service to the public or it is anticipated any particular racial group.</b></p> |
|                        | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact? The staff reduction exercise will apply to all relevant Service managers and take into account their current skills and involve an interview process. It is expected that this will ensure fairness in the eventual outcome.</b></p>  |
|                        | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>  |
|                        | <p><b>Your assessment of impact/risk: There is no impact on any particular area of the city.</b></p>   |
| <b>Gender equality</b> | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>  |
|                        | <p><b>Your assessment of impact/risk: There is no indication that there will be a negative impact in relation to gender.</b></p>   |
|                        | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact? N/A</b></p>   |

|                            |   |
|----------------------------|---|
|                            |   |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p><b>Your assessment of impact/risk. This proposal will not result in a negative impact in relation to Disabled people.</b></p> |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact? N/A</b></p>  |
| <b>Community Cohesion</b>  | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p><b>Your assessment of impact/risk No impact on Community cohesion expected.</b></p>   |

## Budget Equality Impact Assessment

### SCS R4 – Relocation of LRI Social Work Team to Duty and Assessment and Delete a Team Manager post.

|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected? |
|                            | <b>Your assessment of impact/risk:</b><br>It is proposed to reduce the Team management complement of Duty and Assessment services by one post. This post is currently vacant. It is not anticipated on that basis that there will be any negative impact on any racial group.           |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?. N/A</b>  |
|                            | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                            | <b>Your assessment of impact/risk: There is no impact on any particular area of the city</b>  |
| <b>Gender equality</b>     | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                            | <b>Your assessment of impact/risk: There is no expected impact on any particular gender.</b>  |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact? N/A</b>   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?   |
|                            | <b>Your assessment of impact/risk. There is no expected impact on disabled people as a result of this proposal.</b>   |
|                            | <b>If there is a negative impact, what can be done to reduce</b>  |

|                           |   |
|---------------------------|---|
|                           | or remove the negative impact? N/A  |
| <b>Community Cohesion</b> | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city? |
|                           | <b>Your assessment of impact/risk. There is no expected impact on community cohesion as a result of this proposal.</b>                  |

## Budget Equality Impact Assessment

### SCS R6 – Delete one of two Team Managers in Children and Family Support Team

|                        |   |
|------------------------|---|
| <b>Race equality</b>   | Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?   |
|                        | <b>Your assessment of impact/risk:</b><br>The proposal is to reduce a Team Manager in the Children and Family support Team from two to one. There is no proposal to reduce the operational role and function of the team. These posts are currently filled. The service provided by this team is a therapeutic service for children who are vulnerable, with Child Protection plans or Looked After. This applies to children across all racial groups It is not anticipated that there will be any negative impact on any racial group. All communities are serviced by this team across the city. |
|                        | If there is a negative impact, what can be done to reduce or remove the negative impact? The staff reduction exercise will only apply to two Team Managers. However, it is anticipated that the displaced Team Manager will be slotted into a Team Manager vacancy within the children’s fieldwork service.   |
|                        | If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?  |
|                        | <b>Your assessment of impact/risk: There is no impact on any particular area of the city.</b>   |
| <b>Gender equality</b> | Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?  |
|                        | <b>Your assessment of impact/risk:</b><br>There is no proposal to reduce the operational role and function of the team. Referrals to the team do not prioritise on the basis of gender. Priorities are based on need. There is no expected impact on any particular gender.   |
|                        | If there is a negative impact, what can be done to reduce or remove the negative impact?<br>N/A   |

|                            |   |
|----------------------------|---|
|                            |   |
| <b>Disability equality</b> | Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)?<br>If yes, who will be affected and how will they be affected?                                  |
|                            | <b>Your assessment of impact/risk</b><br>There is no proposal to reduce the operational role and function of the team. Referrals to the team include disabled children and children whose parents/carers are disabled. There no expected impact on disabled people /children. |
|                            | <b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br>N/A  |
| <b>Community Cohesion</b>  | Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?   |
|                            | <b>Your assessment of impact/risk</b><br>There is no proposal to reduce the operational role and function of the team. All communities are serviced by this team across the city. There is no expected negative impact on community cohesion.                                 |



**SOCIAL CARE AND SAFEGUARDING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|   |  |  |  |  |   |
|---|--|--|--|--|---|
| <b>SERVICE AREA</b> Divisional  |  | <b>Proposal No:</b> SCS R7                   |  |  |   |
| <b><u>Purpose of Service</u></b>  |  |  |  |  |   |
| To safeguard Children and Young People  |  |  |  |  |   |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to absorb the loss on mainstreamed Government grants (SCS G2) by prioritising spending and managing the overall resources available to the Division.</p> </td> </tr> </table> |  |  |  |  | <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to absorb the loss on mainstreamed Government grants (SCS G2) by prioritising spending and managing the overall resources available to the Division.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to absorb the loss on mainstreamed Government grants (SCS G2) by prioritising spending and managing the overall resources available to the Division.</p>   |  |  |  |  |   |
| <b><u>Type of Reduction (delete as appropriate)</u></b>   |  |  |  |  |   |
| Efficiency  |  |  |  |  |   |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>  |  |  |  |  |   |
| No adverse service implications are envisaged and no EIA is required.   |  |  |  |  |   |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>  |  |  |  |  |   |
|   |  |  |  | <b>Date:</b> <input type="text" value="April 2011"/> |   |
| <b><u>Financial Implications of Proposal</u></b>  | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>         |   |
| <b>Effects of Changes on budget</b>   |  |  |  |  |   |
|   | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |  |   |
| Staff   | 19,023                                       |  |  |  |   |
| Non Staff Costs   | 14,944                                       | (150)  | (150)  | (150)  |   |
| Income  | (555)  |  |  |  |   |
| <b>Net Total</b>  | <b>33,412</b>                                | <b>(150)</b>                                 | <b>(150)</b>                                 | <b>(150)</b>   |   |
| <b>Staffing Implications</b>  |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                       |   |
| Current service staffing (FTE)  |  | n/a  |  |  |   |
| Post(s) deleted (FTE)   |  | n/a  |  |  |   |
| Current vacancies (FTE)   |  | n/a  |  |  |   |
| Individuals at risk (FTE)   |  | n/a  |  |  |   |

**SOCIAL CARE AND SAFEGUARDING DIVISION  
BASE BUDGET REDUCTION PROPOSAL 2011-12**

|  |  |  |  |   |  |
|--|--|--|--|---|--|
| <b>SERVICE AREA</b> Divisional   |  | <b>Proposal No:</b> SCS R8                   |  |   |  |
| <b><u>Purpose of Service</u></b>   |  |  |  |   |  |
| To safeguard Children and Young People   |  |  |  |   |  |
| <table border="1"> <tr> <td> <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to reduce by 10% the spending on Development of the Social Care Workforce previously supported by a separate grant in the Area Based Grant and which is now part of the new Early Intervention Grant.</p> </td> </tr> </table> |  |  |  |   | <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to reduce by 10% the spending on Development of the Social Care Workforce previously supported by a separate grant in the Area Based Grant and which is now part of the new Early Intervention Grant.</p> |
| <p><b><u>Details of Proposed Reduction:</u></b><br/>It is proposed to reduce by 10% the spending on Development of the Social Care Workforce previously supported by a separate grant in the Area Based Grant and which is now part of the new Early Intervention Grant.</p>   |  |  |  |   |  |
| <b><u>Type of Reduction (delete as appropriate)</u></b>  |  |  |  |   |  |
| Efficiency   |  |  |  |   |  |
| <b><u>Service Implications (including impact on One Leicester) &amp; link to SIEP (service plan)</u></b>   |  |  |  |   |  |
| <table border="1"> <tr> <td>No specific implications are envisaged, the reduction will be achieved by prioritising and targeting training and development.</td> </tr> </table>   |  |  |  |   | No specific implications are envisaged, the reduction will be achieved by prioritising and targeting training and development.   |
| No specific implications are envisaged, the reduction will be achieved by prioritising and targeting training and development.   |  |  |  |   |  |
| <b><u>Date of earliest implication/ date of proposed implication</u></b>   |  |  |  |   |  |
|  |  |  |  | Date: <input type="text" value="April 2011"/> |  |
| <b><u>Financial Implications of Proposal</u></b>   | <b><u>2010-11</u></b><br><b><u>£000s</u></b> | <b><u>2011-12</u></b><br><b><u>£000s</u></b> | <b><u>2012-13</u></b><br><b><u>£000s</u></b> | <b><u>2013-14</u></b><br><b><u>£000s</u></b>  |  |
| <b>Effects of Changes on budget</b>  |  |  |  |   |  |
|  | <b>Existing Budget</b>                       | <b>Proposed Reduction</b>                    |  |   |  |
| Staff  | <b>(ABG)</b>                                 |  |  |   |  |
| Non Staff Costs  | 140  | (14)   | (14)   | (14)  |  |
| Income   |  |  |  |   |  |
| <b>Net Total</b>   | 140  | (14)   | (14)   | (14)  |  |
| <b>Staffing Implications</b>   |  | <b>2011-12</b>                               | <b>2012-13</b>                               | <b>2013-14</b>                                |  |
| Current service staffing (FTE)   |  | n/a  |  |   |  |
| Post(s) deleted (FTE)  |  | n/a  |  |   |  |
| Current vacancies (FTE)  |  | n/a  |  |   |  |
| Individuals at risk (FTE)  |  | n/a  |  |   |  |

## Budget Equality Impact Assessment

### SCS R8 - reduce funding for Social Care Workforce Development by 10%

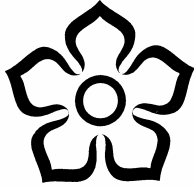
|                            |   |
|----------------------------|---|
| <b>Race equality</b>       | <p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk:</b><br/> <b>The proposal is to reduce the Children’s Social Care Workforce grant by 10%. This grant is used to support members of the children’s workforce to train as qualified social workers. A 10% reduction in the grant will not impact on the number of individuals this grant supports so will not have a negative impact on any specific group of staff.</b></p> |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>         Not applicable – no negative impact anticipated.</p>  |
|                            | <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>   |
|                            | <p><b>Your assessment of impact/risk:</b><br/> <b>A 10% reduction in the grant will not impact on the number of individuals this grant supports so will not have a negative impact on any specific group of staff.</b></p>  |
| <b>Gender equality</b>     | <p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>   |
|                            | <p><b>Your assessment of impact/risk:</b><br/> <b>This grant is used to support members of the children’s workforce to train as qualified social workers. A 10% reduction in the grant will not impact on the number of individuals this grant supports so will not have a negative impact on any specific group of staff.</b></p>  |
|                            | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b><br/>         Not applicable – no negative impact anticipated</p>   |
| <b>Disability equality</b> | <p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>  |
|                            | <p><b>Your assessment of impact/risk</b><br/> <b>This grant is used to support members of the children’s workforce to train as qualified social workers. A 10% reduction in the grant will not impact on the number of individuals this grant supports so will not have a negative impact on any specific group of staff.</b></p>   |

|                           |   |
|---------------------------|---|
|                           | <p><b>If there is a negative impact, what can be done to reduce or remove the negative impact?</b></p> <p>Not applicable – no negative impact anticipated</p> |
| <b>Community Cohesion</b> | <p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>                |
|                           | <p><b>Your assessment of impact/risk</b></p> <p>Not applicable – no negative impact anticipated</p>   |

**Budget 2011/12**  
**Social Care & Safeguarding**

|   | <b>2011/12</b> | <b>2012/13</b> | <b>2013/14</b> |
|---|----------------|----------------|----------------|
|   | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
| <b>Grant Transfers:</b>   |                |                |                |
| Children in Care / Care Matters   | 348            | 348            | 348            |
| Child Death Review Process  | 50             | 50             | 50             |
| CAMHS   | 840            | 840            | 840            |
| Carers' - children's element  | 329            | 329            | 329            |
| <b>Budget Pressures:</b>  |                |                |                |
| SCS G1 Social Care & Safeguarding   | 750            | 750            | 750            |
| SCS G2 Grant Loss on Transfers  | 142            | 142            | 142            |
| <b>Proposed savings:</b>  |                |                |                |
| SCS R1 Review arrangements for contact transport  | (104)          | (125)          | (125)          |
| SCS R2 Delete Specialist Family Support Service Manager post  | (55)           | (55)           | (55)           |
| SCS R3 Reduce Service Manager capacity within Fieldwork<br>Family Change Service by deleting one of two posts | (37)           | (55)           | (55)           |
| SCS R4 Relocation of LRI SW team to DAS and delete a Team<br>Manager post                                     | (48)           | (48)           | (48)           |
| SCS R5 Delete half a Team Manager post in Specialist Family<br>Support  | (16)           | (24)           | (24)           |
| SCS R6 Delete one of two Team Managers in Children and<br>Family Support Team                                 | (32)           | (48)           | (48)           |
| SCS R7 Absorb losses on mainstreamed grants (offsets SCS<br>G2)   | (150)          | (150)          | (150)          |
| SCS R8 Reduce funding for Social Care Workforce<br>Development by 10%   | (14)           | (14)           | (14)           |
| <b>Total Net Growth</b>   | <b>2,003</b>   | <b>1,940</b>   | <b>1,940</b>   |

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Leicester  
City Council

**WARDS AFFECTED**  
All wards

## **FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Strategic Management Board**  
**Cabinet Briefing**  
**Cabinet**

**21 December 2010**  
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## **Comprehensive Spending Review - Assessment of Equality Impact on Leicester**

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### **Report of the Chief Executive**

#### **1. Purpose of Report**

- 1.1. The attached report is an equality impact assessment of the Government's Comprehensive Spending Review (CSR) and its impact on Leicester. It is not an assessment of the CSR as a whole, but rather the measures that will likely have the greatest impact on our performance as a city.
- 1.2. The aim of the report is to inform the wider budget discussions that are underway. The report presents the main CSR impacts on households and individuals in the city, the resulting implications for the corporate plan, and makes recommendations for consideration in the budget process.

#### **2. Recommendations**

- 2.1. That Cabinet considers the report findings to inform its decisions in deciding the budget for 2011/12.

#### **3. Summary**

- 3.1. Leicester has comparatively high levels of poverty and deprivation resulting in health inequalities within the city. Approximately 1/3 of its households are reliant on housing and council tax benefits and forms of income support. The welfare reforms proposed within the CSR aim to move people off benefits and into work. The impact of reducing benefits and penalising people who do not find work is likely to be severe. In addition, the abolition of the Educational Maintenance Allowance and increase in university tuition fees may affect young people's education and employment prospects.
- 3.2. The report sets out the potential scale of the impact of the CSR on Leicester. It is based on:

- 3.2.1. Local performance and customer information that constructs a baseline picture of the experience of residents at present and sets the context for potential impacts of the CSR measures on Leicester (Appendix 1).
  - 3.2.2. Supporting information helping to set out the equalities implications for various groups of people in the city (Appendix 2).
  - 3.2.3. Individual equality impact assessments of the CSR measures considered to have most impact on Leicester's residents (Appendix 3).
  - 3.2.4. A small sample of individual case studies on local people most likely to be affected by these measures (Appendix 4).
- 3.3. Summary charts have also been produced setting out the potential impacts of each of the CSR measures considered for different equality groups, and for each ward (Appendix 5 ).
- 3.4. The equality impacts of the implementation of these CSR measures are anticipated to disproportionately adversely affect women with their additional pressures of family parental and caring responsibilities; White and BME groups within different areas of the city will be adversely affected by the impact of income and housing benefit changes and challenges of getting into work; and disabled people will be faced with reduced incomes and resulting increased day to day barriers to independent living, as well as existing barriers to getting into work.
- 3.5. Some of the negative impacts anticipated from the CSR measures detailed in the report will affect all wards in the city. Others will have disproportional adverse impacts on some wards only – in keeping with existing levels of deprivation, existing barriers to service access, and the impacts these have on equality outcomes.
- 3.6. The above anticipated impacts of the CSR measures will have implications for Corporate Plan outcomes:

**Investing in our children:** likely increase in children at risk, child protection actions and children needing to be looked after; decrease in educational attainment as a result of disruptions to schooling.

**Creating thriving safe communities:** likely increase in demand for affordable homes coinciding with no increased supply of new affordable homes; increased demand for low rental private accommodation resulting in less compliance with decent homes standard; demand for more HMOs (houses in multiple occupation) due to extension of shared room rate housing benefit to single 35 year olds.

**Health and wellbeing and reducing health inequalities:** an increase in overcrowding and homelessness, with families of 3 or more children hit hardest; poverty arising from reduced benefits causing stress which will impact on mental and physical health of adults – risk of increased smoking and alcohol use to alleviate stress; long term impact on mortality rates.



**Investing in skills and enterprise:** risk of city not retaining graduates; residents not ready to 'skill up' as a result of health difficulties generated by stress of poverty, income or housing problems; people not being skilled and job ready to take advantage of jobs available.

#### **4. Recommendations for action**

- 4.1. On the basis of the anticipated impacts arising from the CSR measures featured in this report, Cabinet is recommended to consider the following issues in their budget deliberations in order to anticipate and therefore mitigate the likely adverse impacts anticipated above:
- 4.1.1. The importance of households with limited incomes having access to 'free' council services such as the library service.
  - 4.1.2. The importance of providing support at times of personal/family crisis (early intervention costs to stabilise the impacts on households will be lower than crisis intervention costs later on).
  - 4.1.3. The importance of economic development initiatives that address the economic circumstances of those affected by the CSR welfare and housing measures.
  - 4.1.4. Anticipating and managing the impact of 'movement' of households across the city in two years time when the reforms take hold.

#### **5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

##### **5.1. Financial Implications**

There are no financial implications directly arising from this report. The implications of the funding cuts announced in the CSR, and of the issues highlighted in section 5 of this report, will be considered as part of the budget setting process for 2011/12.

Catherine Taylor, Principal Accountant, Financial Strategy

##### **5.2. Legal Implications**

This report provides the basis to enable the Authority to comply with its legal obligations to carry out adequate EIAs in respect of future decision making.

Peter Nicholls, Director of Legal Services

##### **5.3. Climate Change Implications**

This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.

## 6. Other Implications

| OTHER IMPLICATIONS            | YES/<br>NO | Paragraph/References<br>Within Supporting information |
|-------------------------------|------------|---|
| Equal Opportunities Policy    | Yes        | Paragraph 3.4 and Appendix 2, 3 and 5.                |
| Sustainable and Environmental | No         |   |
| Crime and Disorder            | No         |   |
| Human Rights Act              | No         |   |
| Elderly/People on Low Income  | Yes        | Paragraphs 3.1, 3.4 – 3.6, and Appendix 1 and 4.      |
| Corporate Parenting           | Yes        | Paragraphs 3.6.                                       |
| Health Inequalities Impact    | Yes        | Paragraphs 3.6, and Appendix 1 and 3.                 |

## 7. Background Papers – Local Government Act 1972

- 7.1. HM Treasury: Spending Review 2010. October 2010.
- 7.2. HM Treasury: Budget 2010. June 2010.
- 7.3. Department for Work and Pensions: Universal Credit: welfare that works. November 2010.
- 7.4. Equality and Human Rights Commission, Triennial Review 2010: How fair is Britain? Equality, Human Rights and Good Relations in 2010. October 2010.
- 7.5. Institute for Fiscal Studies: The distributional effect of tax and benefit returns to be introduced between June 2010 and April 2014: a revised assessment. August 2010.
- 7.6. Fawcett Society: A Gender Impact Assessment of the Coalition Government Budget. June 2010.
- 7.7. Institute for Public Policy Research: Reviewing the Spending Review: a Sectoral Analysis. October 2010.

## 8. Consultations

- 8.1. Equality and Diversity Partnership

## 9. Report Author

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# **Comprehensive Spending Review**

## **Equality Impact Assessment of Impact on Leicester**

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Thanks to the Equality and Diversity Partnership for their help in scrutinising and shaping our numerous report drafts.

## Key points

- The introduction of Comprehensive Spending Review (CSR) welfare reforms on reducing benefit costs and getting people into work will fundamentally alter the way that income support is provided to local people: moving away from a locally located benefits service to a national online self-service model.
- This report is a starting point for identifying the issues arising from the proposed CSR measures and the response from the Council in mitigating their adverse impact on local people. The report has brought together available performance information as a baseline that enables us to begin to understand and measure the scale and scope of potential impacts. The need to monitor significant indicators which track the progress of the impacts is crucial.
- CSR social housing reforms will create new pressures on the city's low cost housing market, generating significant movement in currently stable Council tenancies with the introduction of caps on local housing allowances and total household benefits. For some households these caps will result in rental arrears, leading to eviction and homelessness. Other households will voluntarily move to cheaper housing, if available, to avoid eviction.
- The scale of potential impact is substantial: 42,213 households are in receipt of income and housing benefits (November 2010); there are 22,297 Council dwellings; 10,600 Housing Association dwellings in the city have rents geared to 30% of local housing market rates. The Government will allow them to charge up to 80% of local market rates in order to generate income for new build. There are 7,310 private rented dwellings that will be disproportionately and significantly affected by the proposed changes to housing benefits. Over 16,000 people receiving Incapacity Benefits will be moved from income support to job seekers allowances and all but those with severe disabilities which prevent them from working will lose this disability related income payment.
- Leicester's labour market is characterised by low employability (low skills) of a significant proportion of city's working age population and a limited supply of jobs within the local economy which is dominated by the public sector and Small and Medium sized Enterprises. Pressures on the local job market will be greatly increased by the expected loss of 6,000 public sector jobs arising from Government expenditure reductions. It is not known whether the new proposed Regional Growth Fund will create more local jobs.
- The increased competition for available jobs, loss of benefits income, and potential loss of housing will generate additional household pressures and disruptions. For households with children in school, the disruption of changing schools will reduce their long term educational attainment. Financial and family pressures contribute to poor mental health among adults, which in turn affects their physical health, and over the long term, life expectancy.
- Disruptions in housing tenancies will affect access and take up of local services, as well as potentially create homelessness. Limited income reinforces dependencies on local welfare advice services to maximise benefits,

tenancy support to maintain tenancies where possible, and free community services to maintain social contacts and, in the case of libraries, access to online facilities for those without computers. Those in personal crisis and in need of safeguarding (both children and adults) will be reliant on direct Council intervention and crisis support. Opportunities for mitigating these adverse impacts should be considered as part of the strategy for prioritising budget savings for the coming year. Early intervention costs to stabilise the impacts on households will be lower than crisis intervention costs later on.

- The implementation of the CSR measures will have 'layers' of impacts on residents: they will disproportionately adversely affect women with the anticipated additional pressures of family parental and caring responsibilities; White and BME groups within different areas of the city will be adversely affected by the impact of income and housing benefit changes and challenges of getting into work; disabled people will be faced with reduced incomes and resulting increased day to day barriers to independent living, as well as existing barriers to getting into work; other protected groups (for example, lesbian, gay, bisexual and transgender people, and different faith groups) face barriers to accessing services and discrimination. All of these impacts need to be addressed.
- Some of the negative impacts anticipated from the CSR measures detailed in the report will affect all wards in the city. Others will have disproportional adverse impacts on some wards only – in keeping with existing levels of deprivation, existing barriers to service access, and the impacts these have on equality outcomes.
- The Government has pitched its CSR measures and reforms to address national economic deficits and routes for economic revival. However, at the national level, the impact of these proposals on individuals is lost. It is only by considering these measures within a specific local context, such as the City of Leicester, and from residents' perspectives as afforded through equality categories, that the potential scale and scope of the adverse impacts can be identified.
- Ongoing monitoring of actual impacts over time for the various service areas highlighted in the report is required in order to keep track of and respond to the scale of adverse impact predicted in the report. It is already happening in London - media reports are confirming the start of movement of low income people in inner London to cheaper accommodation in outer London areas and beyond, with additional costs they bring to new host authorities.

## Our brief

Strategic Management Board and Cabinet commissioned the Council's equality officers to carry out a strategic, city wide equality impact assessment of the local impact of the Comprehensive Spending Review (CSR). This report assesses the overall impacts of the CSR and the specific implications for Leicester, including the impact this is likely to have on our performance as a city.

This strategic equality impact assessment will inform the wider budget discussions that are underway. Strategic Management Board and Cabinet will then decide how this analysis should be taken into account in regard to decisions relating to the future budget and explaining those decisions more widely.

## Our approach

Our starting point was to consider the range of measures proposed in the Comprehensive Spending Review in relation to the range of portfolios covered by the Council's equality officers (Adults, Children, Housing, Regeneration, Health and Well-being, and corporate considerations). We reviewed national accounts of the anticipated impacts of the Government's proposals, from academic, policy 'think tank' and media sources, to get a broad understanding of the proposals and their potential impacts on different groups of residents. We collected available local performance and customer information to begin to construct a picture of the potential impacts of the CSR measures on Leicester. This information is presented in the accompanying appendix.

Other supporting information helping to set out the equalities context for this report has been included in additional appendices. Equality impact assessments of individual CSR measures considered to have most impact on Leicester's residents were carried out, supported by the information contained in the attached appendices. Cards summarising our assessment of the impacts of the CSR measures by equality group and by ward have been compiled. Finally, the focus of any equality impact assessment is on people and how we affect their day to day lives as a result of the decisions we make. In order to consider this personal dimension, a small sample of individuals most likely to be affected by these measures was interviewed, and their stories are included in the report.

## Our findings: main CSR measures

The CSR measures with the most impact on Leicester residents are highlighted below.

### 1. Welfare Reform

These are the measures that focus on **welfare reform**, and the Government's commitment to reduce benefit claimants' dependency on income support by getting them into work, and protect those unable to work.

1. 42,213 households across the city, 34.7% of Leicester's occupied households



(121,679) receive income, housing and council tax benefits. 16,320 people in Leicester receive Incapacity Benefit, and many have done so for a number of years. Approximately 73% of all Council tenants (21,732) receive full or partial Housing Benefit.

2. The most significant proposed changes are:

a) The introduction of a household benefits cap of £500 per week in 2013<sup>1</sup>; this means no household will receive more than £500 of benefits. This will impact most severely on larger families with 4 or more children. For current Council housing stock, this will affect 78 households.

b) The transfer of people receiving Incapacity Benefit to Job Seekers' Allowance over time. Only those considered unable to work because of their disability will be exempt from these changes. This is likely to result in gaps in benefits, resulting in periods where people will have no income. This will impact on passported Housing Benefit claims, resulting in increased rent arrears across all tenure types.

c) The same approach will also apply to those in receipt of the Disability Living Allowance - more restrictive conditions are being proposed. This will have an adverse impact on their ability to maintain an independent lifestyle.

d) Under the Universal Credit proposals to be introduced in 2012, people will be expected to find work or prepare for work as a condition for receiving benefit. Those that do not live up to these new responsibilities will have their benefits reduced or stopped altogether. An accompanying Work Programme will provide personalised back-to-work support to all those looking for work.

3. Clearly, this will reduce the income of all benefit claimants. The equality groups most affected by these proposals are likely to be:

a) Women (with family and/or caring responsibilities),

b) BME families, who are more likely to have larger families and are also more likely to be lone parents

c) Disabled people, who will be affected by Incapacity Benefit changes and new Disability Living Allowance requirements.

## **2. Social and Housing Benefits**

The other set of measures that will most directly impact on Leicester's residents are those focused on **private rented and social housing benefits**.

1. There are 21,732 Council, 220 HomeCome, and 10,600 Housing Association dwellings in the city. The tenants of 7,310 private rented dwellings receive housing benefit.

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<sup>1</sup> This is based on the Government's estimate of the expenditure of a family in work and which would mostly affect families with more than 3 children and in receipt of housing benefits

2. The most significant proposed changes are:

a) Changes to local housing allowances will restrict the amount of housing benefit available to different households<sup>2</sup> (the changes and their impacts are detailed in individual Equality Impact Assessments). This will not affect Council tenants, but will hit HomeCome tenants.

b) The introduction of intermediate tenancies for new Council tenants will change the length of tenure available, based on household income and resulting housing need. This is optional for Housing Associations. With less security of tenure, there is likely to be more turnover, and less commitment to the area by tenants, resulting in less sustainable communities. Increased turnover will also increase void property costs.

c) All recipients of housing benefit and Job Seekers' Allowance who remain out of work after a year will have their housing benefit payments reduced by 10%. This will have a significant impact on rent arrears and eviction rates, further destabilising communities. With less money in the local economy, businesses will suffer, increasing worklessness.

d) Housing associations will be able to increase their rents from 30% to 80% of market rates in order to invest in new housing stock. Most in the city are likely to consider this offer seriously.

e) Above inflation rises in non-dependent charges for Housing Benefit claimants. This will leave households with more rent to pay themselves, again increasing potential rent arrears, eviction rates and damaging the local economy.

3. The combined effect of these welfare and housing benefit reforms could see many households going into rent arrears as a result of the various changes and sanctions for not being in work, with the possibility of eviction and homelessness. Other affected households wishing to avoid eviction would need to move from their current housing into cheaper accommodation elsewhere in the city, or perhaps relocate to another cheaper area. District heated properties are likely to be most affected in the Council's housing stock. As well as the direct impact on Leicester's residents, this could give rise to a migration of households away from London. As an established multicultural city, Leicester would be an attractive destination for such displaced families.

The above social housing measures would substantially change the supply and demand for low cost housing in the city. The equality groups most affected by these proposals are likely to be:

a) BME groups who have larger families, and who are currently over-represented in terms of those becoming homeless,

b) White households from the city's outer estates in receipt of benefits,

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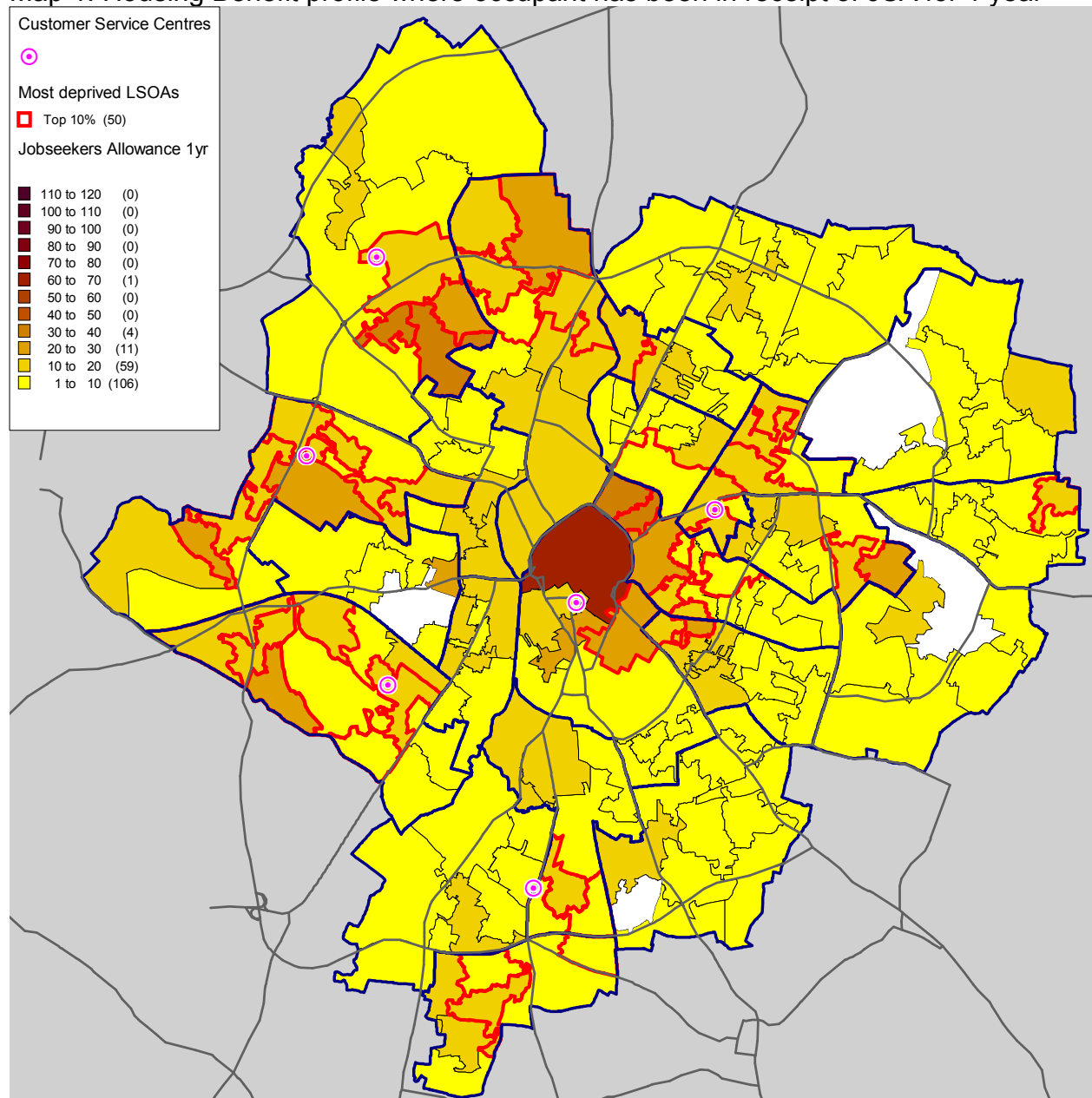
<sup>2</sup> £15 excess removed; there will no longer be a 5 bedroom Local Housing Allowance (LHA) rate; overall caps on 1 – 4 bedroom LHA rates; LHA set at 30<sup>th</sup> percentile local market rate; single room rate age restriction rises from 25 years to 35 years.

- c) Women in receipt of benefits and who tend to head lone parent families,
- d) Disabled people over-represented in lone parent households by their volume of take-up of Disability Living Allowance.

The stress these changes will cause for households affected could impact their mental health, followed by poorer physical health, causing problems for many households. The changes will also increase demand for Council services directly associated with managing issues around tenancy support, welfare advice, welfare benefits, homeless services, and employment support.

The following three maps illustrate the **anticipated future impact** of these three changes: the 10% reduction in housing benefit due to being on JSA for longer than a year; the £500 income cap for households; and the single room rate limit for single claimants increase to the age of 35.

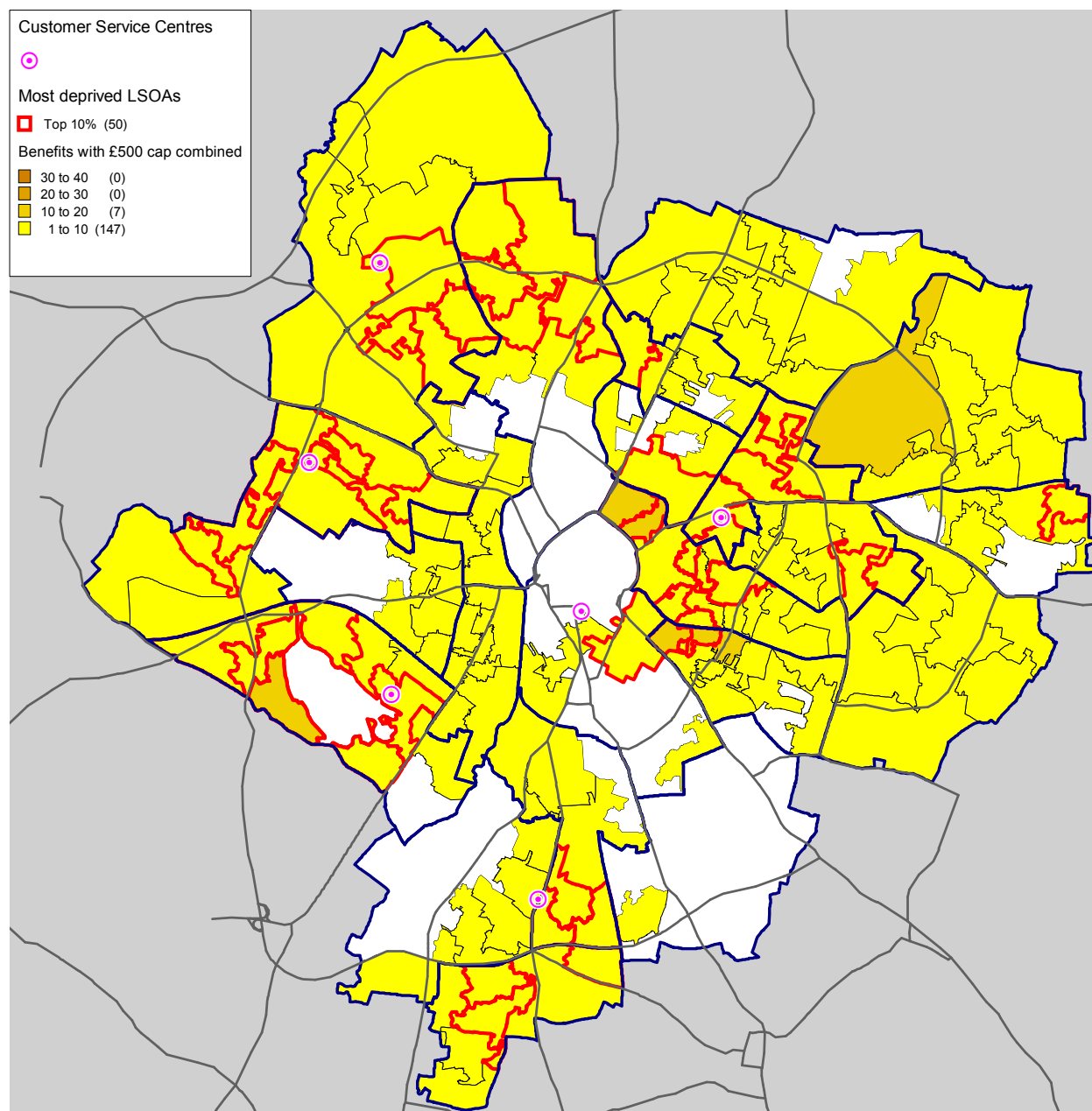
Map 1: Housing Benefit profile where occupant has been in receipt of JSA for 1 year



Source: Civica, 2010

**Anticipated future impact:** These households will likely see a 10% reduction in Housing Benefit award from 2013.

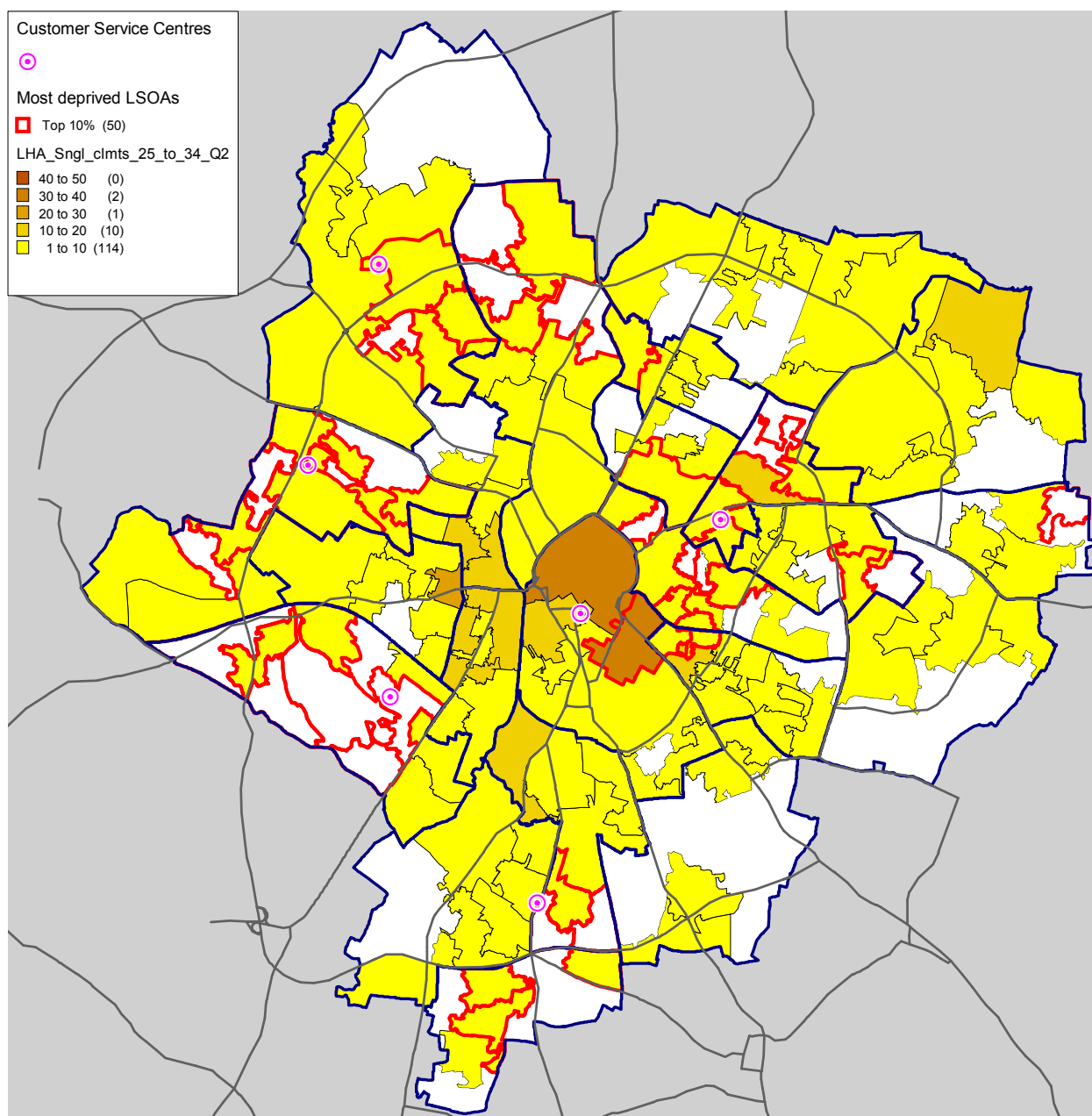
Map 2: Housing Benefit claimants affected by £500 per week benefits cap



Source: Civica, 2010

**Anticipated future impact:** These households with 3 or more children and claiming Housing Benefit are likely to receive a reduced amount **or no** Housing Benefit payments. Likely to affect 210 families living in social housing, including registered social landlords, and 329 families living in privately rented accommodation.

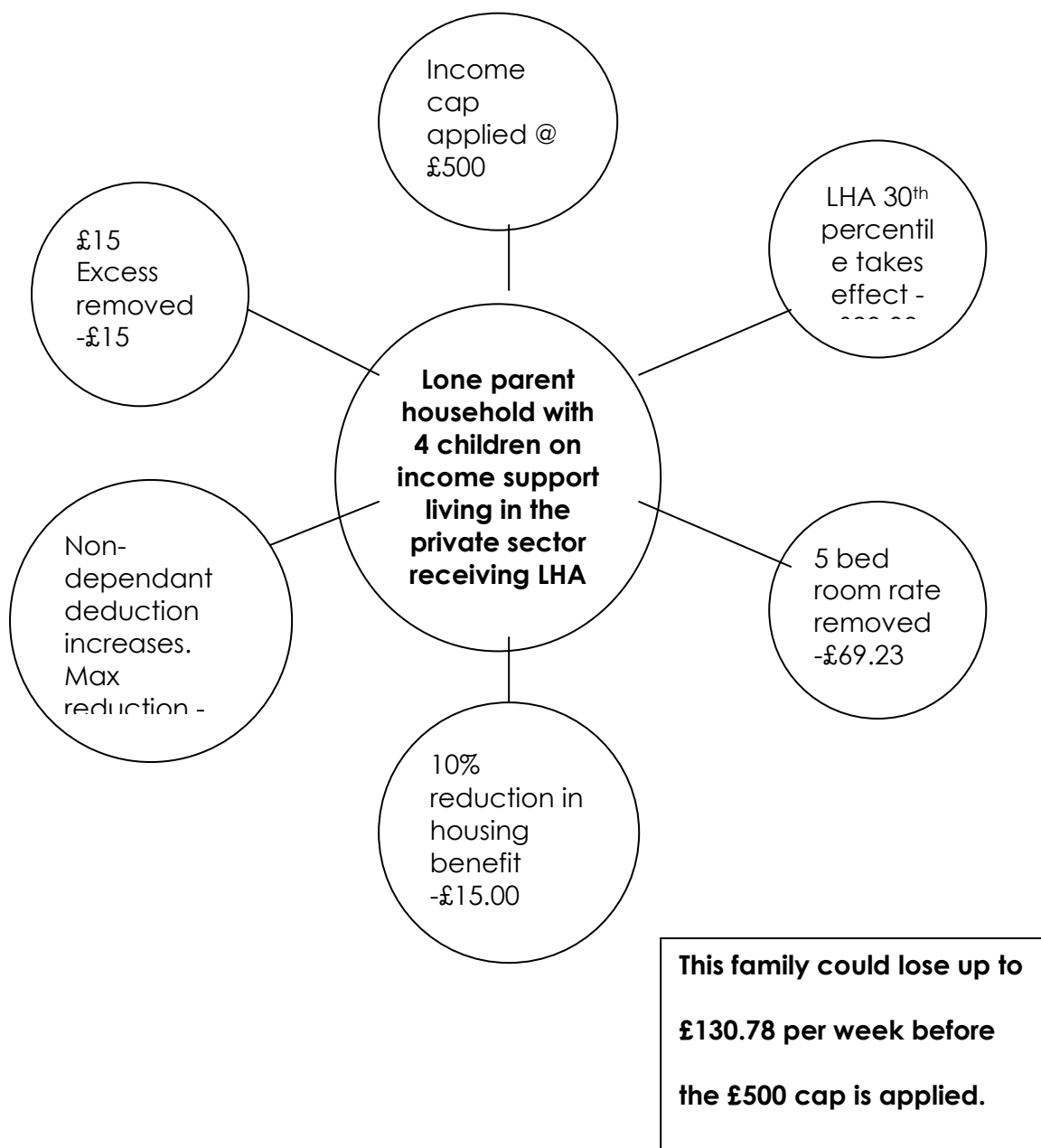
Map 3: Predicted impact of single room rate limit increase to 35 years



Source: Civica, 2010

**Anticipated future impact:** Single LHA claimants under the age of 35 years limited to single room rate limit in shared accommodation.

**Figure 1: Cumulative impact of various housing benefit changes**



### **3. Local economy, jobs and skills**

The ending of the Education Maintenance Allowance for 16-18 year olds will have an impact on the success off students completing their studies and going on to further and higher education. The introduction of student fees in higher education and increased fees for students in further education will limit the opportunities available for residents to develop the skills they require to compete in the labour market.

1. The city’s residents have a relatively low level of skills and qualifications, compared to other areas (giving the lowest ranking nationally in the recent Centre for Cities Outlook 2011 report).

2. The most significant proposed changes are:

a) Employers will be expected to contribute more to training costs for their employees.

b) Young people wishing to go on to higher education and people over 25 wishing to return to further education will be required to be self-financing, limiting opportunities and take-up by those not wanting to go into long-term personal debt who, based on national research, come from poorer, 'working class' families.

3. The city's major employers are public sector agencies (35% of the city's labour force are in public sector related employment) who will incur significant job losses as a result of the spending reductions arising from the Government's 2010 Budget and Comprehensive Spending Review, many of which are 'front loaded' to come into effect in 2011/12. In December, there were 5.2 claimants per live unfilled JSP vacancy based on 12,845 claimants ([www.centreforcities.org/outlook\\_11](http://www.centreforcities.org/outlook_11)). The Centre for Cities Outlook 2011 report assessed city level economic performance against the following features: annual population growth rate, business stock, % of working age population in employment, average weekly earnings, % of working age population with high, and with no formal, qualifications. The only indicator where Leicester was higher than the national average was for the annual population growth rate, and fell below, in some areas such as skill levels, significantly below the national average (refer to item 45 in Appendix 1 for details). It will be difficult for the city's local economy to produce the jobs required for the anticipated increasing numbers of unemployed people seeking work.

There will be challenges in getting people who are not in work ready for what is an increasingly competitive job market, particularly given Leicester's significant level of residents with no formal qualifications (the highest rate nationally in the Centre for Cities 2011 report). Funding available to the Council to support unemployed residents back into work has been ended. Employers will also be expected to pay a greater proportion of costs for reasonable adjustments required for disabled employees. Details of the proposed Work Programme accompanying the Universal Credit have not been provided. A significant portion of Leicester's BME women are economically inactive compared to other parts of the country.

The equality groups most likely to be affected by the state of the local economy and job market are:

a) White and BME residents with low skills,

b) Women who are relatively under-represented in the local labour market compared to other areas, particularly for some BME groups,

c) Young people who have been most affected by increased unemployment caused by the recession,

d) Disabled people who face considerable barriers in getting into work compared to non-disabled people.

# Our Assessment

## 1. Likely impacts on households

Although the CSR introduces measures that will affect 'middle class households' through various tax increases and the ending of child benefit to households with higher income earners, the most significant impacts are on those households dependent on income support and housing benefits. Within Leicester, the profile of benefit claimants by household type are: pensioners (37% of claimants), single adults with no children (25% of claimants), lone parent families (20% of claimants), couples with children (14% of claimants), and couples with no children (7% of claimants).

Although little detailed information is available on the profile of single adult households, we know that these will include migrant workers, people from broken marriages/relationships, people with mental health issues, younger people forced to leave their families, younger people transitioning from being looked-after children, ex-offenders, people experiencing alcohol or substance misuse, or working people on their own, not earning enough to live on. From our local knowledge, we know that many lesbian, gay, bisexual and transgender (LGBT) people fit into some of these groups. Younger single adults (under 25) receive lower benefits to live on. The age threshold for shared room rate has been extended to those 35 years of age, meaning that they too are only eligible to receive housing benefits for a room in shared accommodation. The proposed use of HomeCome leases in Goscote House would be affected by the LHA 'single room' rate. Combined with District Heating charges, this could make such properties unaffordable to single people below 35 years of age.

Shared accommodation requires people to live in close proximity with a group of unknown people. This could exacerbate personal problems for some individuals and create new ones for more vulnerable people. This may particularly affect young LGBT people facing homophobia. Many single LGBT adults live in the central area of the city, in Castle ward. Further research is required to understand and assess potential impacts of these changes for those under 35<sup>3</sup>.

A substantial number of lone parent families on benefits receive Disability Living Allowance – 32% of these households. New proposals to increase the threshold for those receiving Disability Living Allowance may have a profound impact on these families, should the parent be under the new threshold and be required to prepare for and search for work. If they have not been in work for a length of time, they may be significantly disadvantaged by employment barriers in place affecting the employment prospects of disabled applicants. In addition, they will be exposed to the potential sanction of withdrawal of 10% of housing benefit if they have not been successful in finding work after a year. As mentioned above, this could cause rent arrears, that could lead to eviction on the one hand, or moving to another more affordable tenure on the other. This potential disruption could have adverse effects

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<sup>3</sup> This change will affect couples who are jointly renting a property with another as they only require ONE bedroom.



on children in the household, damaging their long term employment prospects. Households with a disability premium will not be affected by the £500 benefits cap.

Under Universal Credit, a lone parent with children under 5 would not have to search for work actively, but just 'keep in touch with the market'. For those with children over the age of 5, they will be required to look for work. Housing and benefit caps may affect the affordability of their current accommodation. Some families may need to move to cheaper housing in another area, change schools, change childcare provision and change local service and health care provision. Children's educational attainment is reduced by such churn. For a parent in work, the move could have an impact on their being able to hold on to a job, dependent on transport costs and childcare arrangements. This is likely to have less impact for those living in Council housing stock, as there are unlikely to be many cheaper rented properties for them to move to. However, new tenants would be more likely to be financially vulnerable as a result of such economic displacement.

Couple households with children would be affected by the same external impacts described above. Stress caused within a family as a result of not being successful in getting work could generate a variety of issues that would disrupt family life. At times of unemployment and stress, unplanned pregnancies are more likely to happen. Larger families will be most affected by the changes, thus deepening the problem.

Disruptive parental behaviour would adversely affect their children. Families already in crisis could be open to Council intervention if safeguarding issues arose from additional stress caused by lack of work or having to move. Although the Government has singled out the importance of early years work and better parenting in 'lifting children out of poverty' (as evidenced by the Frank Field report on poverty and life chances recently published), the cumulative impacts of the proposed benefit and housing reforms as described above would undermine the likelihood of this being achieved.

Little is known about the profile of couples with no children receiving benefits. Those in receipt of Housing or Council Tax Benefit who have a non dependent resident in the household (such as an 'adult' child), will be affected by the increases in non dependent deductions – 58% of couple only households have non dependents. Again, greater financial stresses would result in more rent arrears and evictions. Non-dependents, predominantly younger single people, would be more likely to be asked to leave, becoming homeless.

Pensioners in receipt of housing benefit and pension credits (37% of claimants) are less likely to be affected by the CSR measures featured in the equality impact assessments. Because they do not have to be in work, the sanctions around loss of housing benefit and DWP related benefits do not apply. They will, however, be affected by housing benefit caps, percentile reduction based on their rental costs or by the fact that their property is too large for their needs, and may have to move on this basis. Non dependent deduction increases will affect 17% of pensioner households in receipt of housing benefit.

Under-occupied households, where couples are left in family accommodation after adult children have left, but who are not yet pensioners, would be affected by this most. With the pension age increasing between 2013 and 2018, the number of such households can only increase. This may result in more badly needed family

accommodation becoming available, but it could also generate increased demand for smaller flats and bungalows.

## **2. Likely impacts across the city**

The summary chart in Appendix 5 sets out our initial assessment of the likely impacts of the CSR measures for wards across the city, based on our interpretation of the supporting information provided in Appendix 1. A more robust methodology for measuring impact is required, but in the meantime, our assessment gives an indication of the likely impacts that will be faced across the different areas of the city. This indicative approach is in keeping with the measurement of Leicester's vulnerability as a city in light of the Government's proposed welfare cuts and public sector job losses presented in the Centre for Cities 2011 Outlook report. The indicators they used to measure vulnerability included claimant count rate, the employment rate, potential public sector job losses, residents with high level qualifications and business stock. For all indicators Leicester fell below the national average, although performed better than those cities deemed to be most vulnerable (for detailed figures refer to item 11 in Appendix 1).

Further deconstruction of available information by household and equality categories used in this report, as well as their geographical location across wards, will enable us to gain further customer insight into who is likely to be most adversely affected by the anticipated CSR measures described in this report. Wider circulation and discussion of the implications of the report and its findings among professional staff responsible for delivering services in the areas highlighted will also contribute their more accurate predictions of the likely scale of impacts arising from these CSR measures to our understanding and development of solutions for these forecasted 'problems'.

## **3. Impacts on individuals**

We interviewed 6 adults (4 who were single and 2 who were parents), to find out their experience of living on limited income (all but 2 were on income support), and their views of the impact of the Government's cutbacks on them. A summary of these interviews can be found in Appendix 4. All spoke of the rising cost of food and how expensive bus fares were. Many cut back on electricity and heating to save money, and several spoke of being without heat for brief periods of time last winter. Those who were unemployed were actively looking for work, although they found barriers in their way: an ex-offender of the need for CRB checks which he thinks block his chances of employment; a former hostel resident who did not have 'proper' interview clothes with employers thinking she was not serious about getting a job; and people not having the right accent for prospective employers to be interested in hiring them.

Most were actively involved in some form of voluntary or community work related to their specific areas of interest. Many felt this 'kept them going'. All used their local libraries and welcomed the opportunity to borrow books and use the internet. They also used other available Council facilities that either provided them with pitches for their football team, parks for their children to play in or rooms for their voluntary group meetings. But for some, even limited access charges prevented them from using leisure facilities.

When asked about the impact of the Government's budget cuts, all felt they could handle these personally by making do with less. One person did express his concern

that the Government's proposed Work Programme could make him give up what he cared passionately about – voluntary work in providing tenancy support. Most expressed concern for Council staff losing their jobs and the impact that would have on the quality of services provided. None spoke of concerns about the potential impact of housing benefit changes on them, indicating that they were not aware of them.

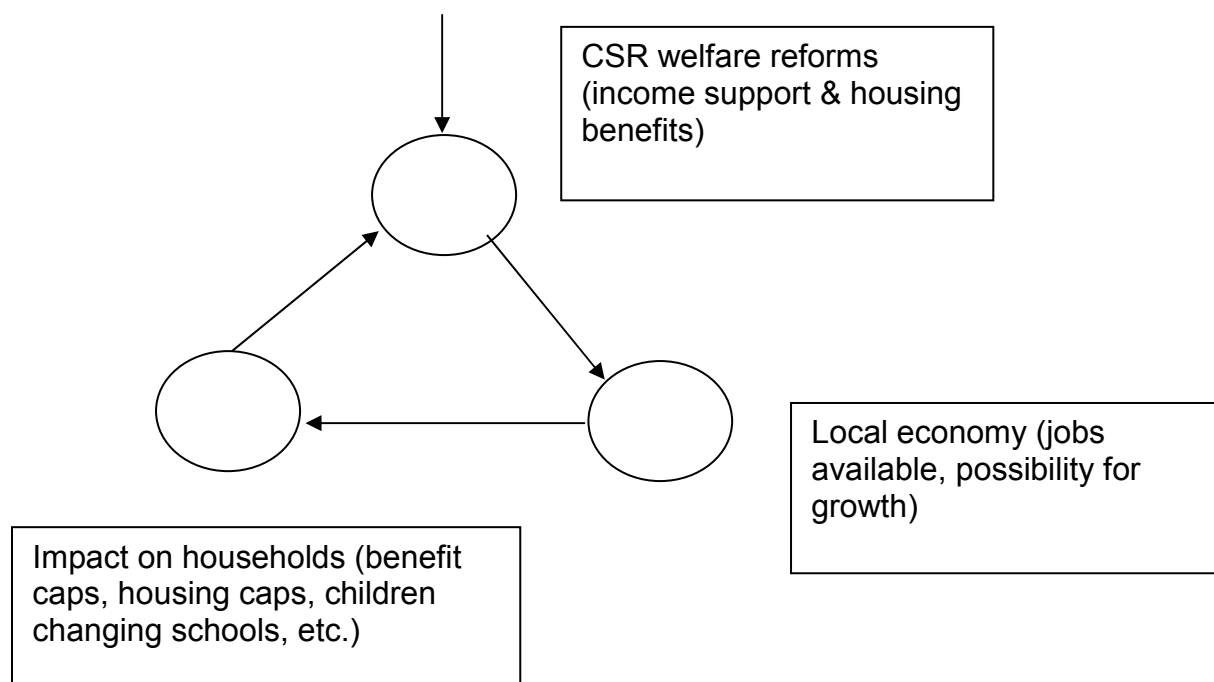
#### **4. Equality impacts**

A second summary chart in Appendix 5 sets out the impact of the CSR measures by equality group as detailed in the individual equality impact assessments of the CSR measures featured in this report contained in Appendix 3. It is our view that the implementation of these CSR measures will have 'layers' of impacts on residents. They will disproportionately adversely affect women with the anticipated additional pressures of family parental and caring responsibilities; White and BME groups within different areas of the city will be adversely affected by the impact of income and housing benefit changes and challenges of getting into work; disabled people will be faced with reduced incomes and resulting increased day to day barriers to independent living, as well as existing barriers to getting into work; and other protected groups (for example, lesbian, gay, bisexual and transgender people, and different faith groups) will be adversely affected by barriers to accessing services and experience of discrimination. All of these adverse impacts need to be addressed.

#### **5. Inter-connections between the CSR measures, the local economy and household impacts**

We see the impact of the CSR measures as a cyclical process starting with the welfare reforms: for those not in work, they will be required to prepare for and look for work (apart from the few designated not to be able to go into work); their ability to get into work is dependent upon the local economy/job market and whether there will be jobs for them to go into; whether they get into work will impact on their households and whether they will be able to stay in their current housing. If they are not successful they may be required to move to cheaper accommodation in line with their benefit cap, which in turn will create churn for them and their families, that will likely adversely affect their children's futures in terms of educational attainment, and their own health and well-being, as well as family and social life as members of a community. More detailed research on identifying more precisely the households that are likely to be affected is needed to get a better sense of scale of impact on local residents.

**Figure 2: Inter-connection between welfare reforms, the local economy and household impacts**



This cycle is also applicable to those already in work, but dependent on benefits to supplement their income. The changes to housing benefits may affect the affordability of their social housing. If they have to move to cheaper accommodation, the above knock-on effects to their families could take place. In turn, an increased movement of households could begin to change local areas and the nature of their communities, breaking community ties and feelings of belonging. Increased crime and anti-social behaviour would impact on the most vulnerable groups disproportionately. Households economically displaced would face more debt as a result of the cost involved in moving house, increasing the likelihood they will turn to doorstep lenders.

For the Council, there is a cost to this potential churn. As a housing provider, increased changes to tenancies and less stable tenancies are more likely to generate other problems that will need to be addressed, such as rent and tax arrears, homelessness and emergency rehousing of vulnerable families. The potential for increased incidents of personal and family crisis, requiring intervention by the Council in the delivery of its safeguarding duty, could also place extra demands on the Council's services. The extra service demands arising from CSR measures fall into a number of different areas.

- **Housing:** Housing Options, Homelessness Service, tenancy and housing advice services, and welfare advice. For those in Council housing stock, more work would be generated for both Income Management and Area Management staff, dealing with financial exclusion and destabilised communities.
- **Children's services:** impact of homelessness – child protection plans; local Sure Start take-up; changing take-up of other services for children across different neighbourhoods.

- **Education:** schools experiencing churn – pupils leaving and those coming in. Health: changing GPs and Dentists; support services such as counselling and ‘talking therapies’ to address anticipated rise in mental ill-health; prevention work in areas such as smoking cessation, alcohol abuse, as well as health awareness work.
- **Employment:** supporting people into work, including tailored services supporting disabled people into work; basic skills development through Adult Education.

## Implications for the Corporate Plan

This section sets out the implications of the anticipated impacts of the CSR measures for Corporate Plan outcomes.

### 1. Investing in our children

There will be an increase in children at risk, child protection actions, and children needing to be looked after.

There will be a decrease in educational attainment as a result of disruption to schooling caused by a number of different factors: having to move home, decreases in family income, mental health of parent(s) resulting from reductions in income and/or benefits.

This will widen inequality education attainment gaps within the city, and between Leicester and other areas.

### 2. Creating thriving safe communities

There will be an increase in demand for affordable homes as a result of potential migration from the county and possibly from London as housing costs and the cost of living in other places become more unmanageable. This increase in demand will coincide with the lack of provision of additional affordable homes.

In terms of decent private homes, with the anticipated increased demand for low rental private accommodation, there is the possibility that landlords will be less likely to comply with the decent homes standard as their properties will be rented. The extension of the shared room rate housing benefit to 35 year olds will also generate demand for more HMOs (houses in multiple occupation).

With more turnover in properties and less security of tenure, coupled with increasing financial deprivation, there is likely to be an increase in criminality and anti-social behaviour. This will come at a time when resources to combat such activity will be reduced both from the Council and the Police. This will further destabilise and stigmatise communities.

### 3. Health and wellbeing and reducing health inequalities

There will be an increase in overcrowding and homelessness. The anticipated CSR benefits cap will hit families of 3 or more children (of which there are a high number in the city) the hardest, making them more at risk of becoming homeless.

In the short term, poverty caused by reducing benefits (such as moving people from income support to Job Seekers Allowance) will cause stress which will impact on the mental health of adults. Adults are less likely to maintain physical health (both exercise and good diet) in these circumstances. There is the risk of increased smoking and alcohol use to alleviate stress, leading to long term health problems. This will feed into a cycle of worklessness and deprivation.

As a result of this, long term, mortality rates will deteriorate.

This will increase health inequalities across the city and between the city and other areas of the country.

#### **4. Investing in skills and enterprise**

Our ability to retain graduates in the city would be at risk as the result of young people not going into higher education due to higher tuition fees. Young people who do gain qualifications may not be attracted to stay in the city.

Many people in the city are not job ready and therefore not skilled and able to take advantage of new jobs. People with health difficulties arising from the stress of poverty, income or housing problems will not be ready to 'skill up'. There is a need to maintain good health in order to secure a job and to remain in work.

### **Implications for the Council's budget decision-making**

The findings of the report suggest that four areas should be considered from the perspective of local residents who will be most affected from the CSR measures described in this report, when finalising the Council's budget decisions:

#### **1. The importance of households with limited incomes having access to 'free' council services such as the library service.**

Users interviewed said that this service supports their ability to keep on learning by providing access to useful reading material, that it supports family life by providing children an opportunity to read and learn, and that it provides access to the internet and online services for those who do not have their own computer. Other important services cited include play, parks and low-cost recreational facilities that enable people to come together socially and interact with each other, and maintain their community ties. These low/no cost family activities also help maintain family life and provide an opportunity for children to be take part in exercise. Therefore, during budget deliberations consideration should be given as to what level of library and play, parks and recreational services can be maintained to provide free/low cost access for residents with low incomes. Ensuring the continued availability of such activities will mitigate against an increase in criminality and anti-social behaviour mentioned above.

#### **2. The importance of providing support at times of personal/family crisis.**

This report describes the likelihood that as a result of the implementation of CSR welfare reforms, there will be significant adverse impacts on a substantial number of

our residents. More work is required to estimate the likely numbers that will be affected but we can anticipate that the welfare changes will result in the need for individual households to receive support in managing their access to income, housing and health services to mitigate adverse impacts of these changes – the worst case being eviction and homelessness. Council services that currently assist people in knowing how to respond to their personal crisis situations include tenancy advice, welfare advice, benefits, and will soon include access to health services. Our case studies showed that voluntary groups, many of which are funded by the Council, also provide this assistance. Therefore, during budget deliberations consideration should be given as to keeping in place a sustainable level of support services so that when increased demand occurs, as anticipated in a few years time, they can be expanded incrementally as needed to respond to demand.

### **3. The importance of economic development initiatives that address the economic circumstances of those affected by the CSR welfare and housing measures.**

The Council's strategic approach to economic development should include priorities for addressing the anticipated economic impacts of the CSR measures on the households likely to be affected. Consideration needs to be given on what response is required to address the anticipated push to get workless households into work, with the likely adverse impacts on those who will not be successful in being able to do so. Therefore, during budget deliberations consideration should be given to what initial steps can be taken for the Council to be able to plan adequately for and respond to the economic impact of the CSR measures described in this report.

### **4. Anticipating and managing the impact of 'movement' of households across the city in a few years time when the reforms take hold.**

As a result of the implementation of the CSR housing reforms in a few years time, residents will be leaving established tenancies and looking for new ones; will be moving from familiar to new neighbourhoods; for those households with children, will be re-establishing social and childcare networks. The question to consider is what role should the Council play in assisting or supporting residents during these anticipated changes? The current approach of the Housing Service is to establish stable tenancies through initial tenancy support. What type of service is required to address the new requirement to end tenancies? How will this need to be linked to addressing the anticipated social impacts highlighted in the following Equality Impact Assessments? Therefore, during budget deliberations consideration should be given as to what resource will be required in a few years time to track and manage household movements and potential negative impacts arising as the result of CSR welfare and housing reforms being implemented.

This would require an overhaul of the Allocations Policy to facilitate more movement as a result of financial stresses, giving applicants a chance to move before they become homeless through non payment of rent. The possibility of a significant increase in homelessness could 'swamp' the waiting lists, limiting housing choices for many people and increasing the cost to the Council of turning round an increasing number of void properties.

## Performance Management Information

This report has brought together available performance management information related to the main CSR measures in order to understand the scale and scope of the potential impacts facing local residents. The information presented in Appendix 1 presents a socio-economic profile of households across the city. It is the households targeted for the CSR measures that will be vulnerable to the adverse impacts anticipated in the detailed equality impact assessments presented in Appendix 3. This report aims to profile these impacts as a starting point for identifying the issues that the Council must respond to in mitigating the adverse range of impacts likely to be experienced by local people.

Our local data is weak in many areas and because of these gaps, it does not provide us with an accurate insight of all our communities and all protected (equality) groups in the city. However, based on national data on different protected groups, we should be able to get an indication of what local issues affecting protected groups where our information is weak, and over time provide us with a focus for improving our information base. The report establishes a baseline on the data we need to collect to assess of the CSR measures over time.

The information provided is good enough as a starting point for action. It is there to be developed further in more depth and breadth to provide more detailed customer insight into different groups of residents and their experience in the city. What is needed is to begin to monitor the impacts of the implementation of CSR measures on residents. The following monitoring information would assist us in keeping track of the impacts of CSR measures, and whether they contribute adversely to greater inequality for those affected.

1. Information on our benefit recipients, by household, tracking those who change from income support to job seekers' allowance.
2. Information on our tenancies, by household, tracking those whose housing benefit provision has changed or whose tenancies are due to expire.
3. Information on our households with children, tracking those who are moving as a result of benefits/housing tenancies changes.
4. The number of local adults who have been supported in job preparedness, and the number who are 'job ready' (if this is feasible).
5. The number of local adults from (4) who have been successful in getting a job.

Much of this information is already collected and could be readily applied to informing how this cycle of events is playing out locally.

## Conclusion

The Government has pitched its CSR measures and reforms to address national economic deficits and routes for economic revival. However, at the national level, the impact of these proposals on individuals is lost. It is only by considering these measures within a specific local context, such as the City of Leicester, and from residents' perspectives as afforded through equality categories, that an indication of the potential scale and scope of the adverse impacts can be appreciated and then



acted upon. Ongoing monitoring of actual impacts over time for the various service areas highlighted in the report is required in order to keep track of and respond to the scale of adverse impact predicted in the report. It will happen - media reports are already confirming the start of movement of low income people in inner London to cheaper accommodation in outer London areas and the additional costs they bring to new host authorities.

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# Appendices

## **Appendix 1 Supporting Performance Management Information**

- Benefits
- Housing
- Health
- Adult Social Care
- Children & Young People
- Employment & Economic Development

## **Appendix 2 Equalities implications**

- Equality Groups
- Leicester profile
- Likely equality impacts and outcomes

## **Appendix 3 Equality Impact Assessments of CSR measures**

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## **Appendix 5 Summary charts**

- Impact of CSR measures by equality group
- Impact of CSR measures by ward

# Appendix 1: Supporting Performance Management Information

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# Benefits

## 1. Number of households receiving housing and council tax benefits in the city

The profile of those receiving Housing and Council Tax Benefits (Source: Civica, November 2010) is as follows:

|                         |        |                        |
|-------------------------|--------|------------------------|
| Claimants over 65       | 15,815 | 37% of total claimants |
| Claimants under 65:     |        |                        |
| Single with no children | 10,521 | 25% of total claimants |
| One parent families     | 8,297  | 20% of total claimants |
| Couple with no children | 1,820  | 4% of total claimants  |
| Couple with children    | 5,760  | 14% of total claimants |

### Summary of Housing and Council tax benefits

|                                   |                 |                                       |                           |
|-----------------------------------|-----------------|---------------------------------------|---------------------------|
| Housing Benefit Claims            | 32,202          |                                       |                           |
| Council Tax Claims                | 10,001          |                                       |                           |
| <b>Total</b>                      | <b>42,213</b>   |                                       |                           |
| <b>Household breakdown by age</b> |                 | <b>Households with non dependants</b> | <b>Household with DLA</b> |
| <b>Claimants over 60</b>          |                 |                                       |                           |
| Passported benefits               | 11,599          |                                       |                           |
| Non passported benefits           | 4,216           |                                       |                           |
| <b>Total</b>                      | <b>15,815</b>   | <b>2,723</b>                          |                           |
| <b>Claimants under 60</b>         |                 |                                       |                           |
| <b>Single no children</b>         |                 |                                       |                           |
| Passported benefits               | 7,573           | 882                                   |                           |
| Non passported benefits           | 2,948           | 452                                   |                           |
| <b>Total</b>                      | <b>10,521</b>   | <b>1,334</b>                          |                           |
| <b>Lone Parent</b>                |                 |                                       |                           |
| Passported benefits               | 5,972           | 746                                   | 1,38                      |
| Non passported benefited          | 2,325           | 329                                   | 668                       |
| <b>Total</b>                      | <b>8,297</b>    | <b>1,075</b>                          | <b>2,606</b>              |
| <b>Couple with no children</b>    |                 |                                       |                           |
| Passported benefits               | 1,283           | 492                                   |                           |
| Non passported benefits           | 537             | 180                                   |                           |
| <b>Total</b>                      | <b>1,820</b>    | <b>672</b>                            |                           |
| <b>Couple with Children</b>       |                 |                                       |                           |
| Passported benefits               | 2,020           | 325                                   | 446                       |
| Non passported benefits           | 3,740           | 671                                   | 92                        |
| <b>Total</b>                      | <b>5,760</b>    | <b>996</b>                            | <b>538</b>                |
| <b>Under 60 Total</b>             | <b>29,162</b>   |                                       |                           |
| 60 and over                       | 15,815          |                                       |                           |
| Under 60                          | 26,398          |                                       |                           |
| <b>Total</b>                      | <b>42,213</b>   | <b>6,800</b>                          |                           |
| <b>Benefits payouts</b>           |                 |                                       |                           |
| Housing Benefits                  | Average         |                                       |                           |
|                                   | £73.60 per week |                                       |                           |

|                      |                 |  |  |
|----------------------|-----------------|--|--|
| Council tax benefits | £14.91 per week |  |  |
|----------------------|-----------------|--|--|

## 2. Benefit caseload breakdown by age, tenure and benefit scheme

| Benefit scheme               | Working Age   |                | Pensioner     |                | Totals        |
|------------------------------|---------------|----------------|---------------|----------------|---------------|
|                              | Passported    | Non passported | Passported    | Non passported |               |
| <b>Council tenant</b>        | 7,111         | 2,610          | 4,448         | 1,443          | <b>15,612</b> |
| <b>Housing Association</b>   | 3,951         | 1,518          | 1,512         | 345            | <b>7,326</b>  |
| <b>Private rented sector</b> | 4,491         | 3,432          | 1,088         | 263            | <b>9,274</b>  |
| <b>Council tax benefit</b>   | 1,828         | 1,547          | 4,535         | 2,181          | <b>10,001</b> |
| <b>Totals</b>                | <b>17,381</b> | <b>9,017</b>   | <b>11,583</b> | <b>4,232</b>   | <b>42,213</b> |

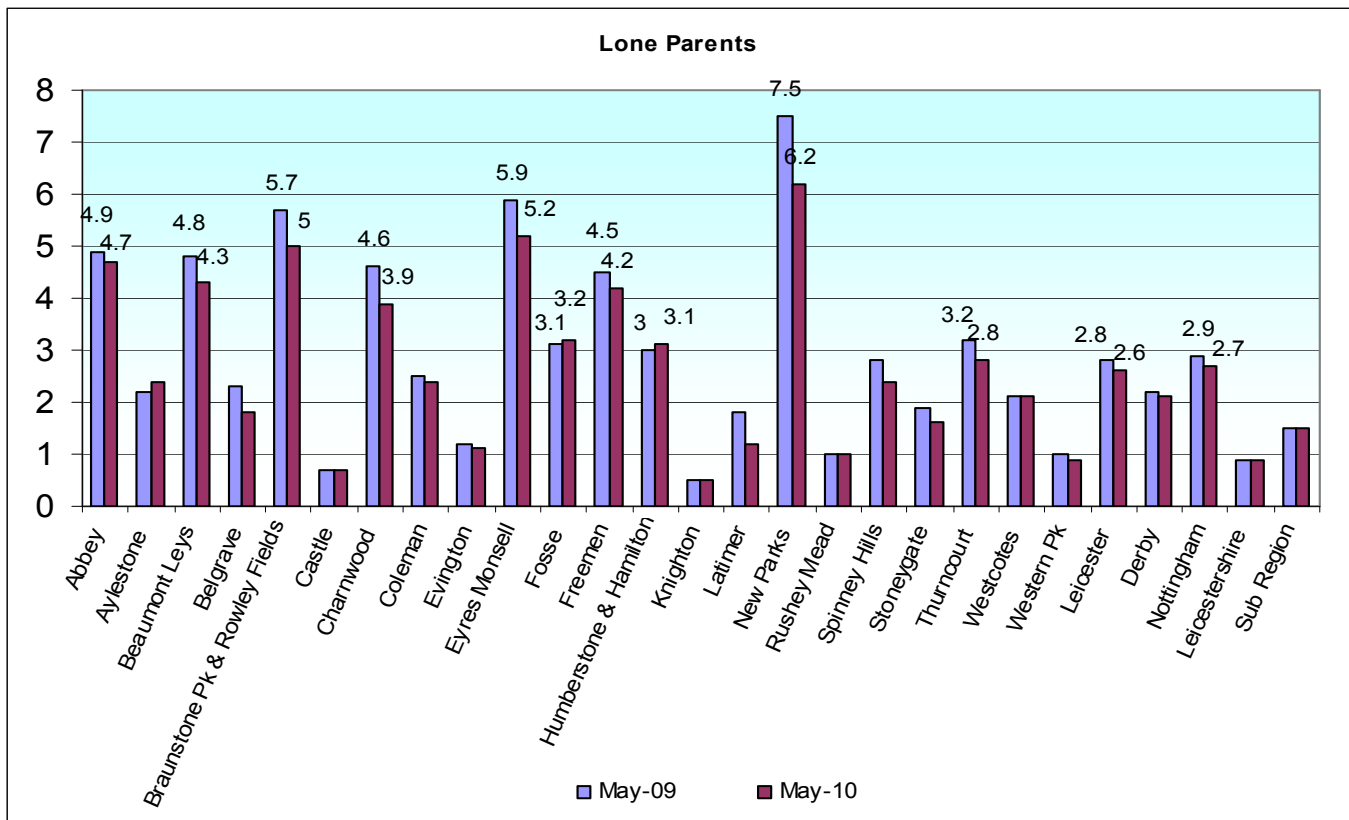
Source: Civica, November 2010

## 2. Working Age Population - Key Benefit Claimants (November 2009)

|                     | Number        | %            |
|---------------------|---------------|--------------|
| Job seekers         | 12,510        | 6.5%         |
| Incapacity benefits | 16,310        | 8.5%         |
| Lone parents        | 5,610         | 2.9%         |
| Other               | 7,060         | 3.6%         |
| <b>Total</b>        | <b>41,500</b> | <b>21.6%</b> |

Source: DWP, November 2009

### 3. % Lone Parent claimants by ward

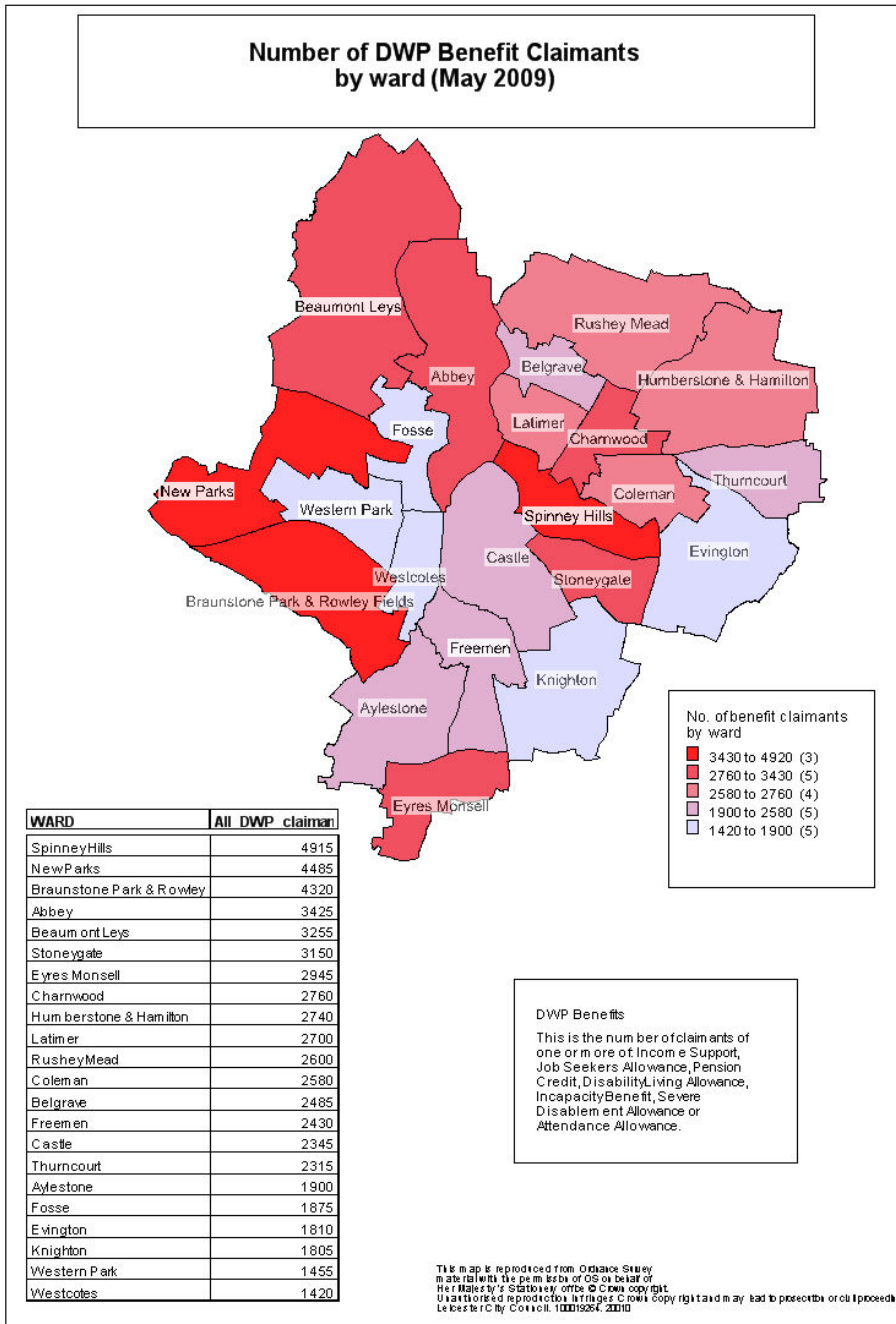


The Graph indicates the highest Lone Parent Claimant rates by ward, city and sub-regional level for 2009 and 2010. The highest of these are New Parks 6.2% and Eyres Monsell 5.2%.



#### 4. Number of DWP benefit claimants by ward

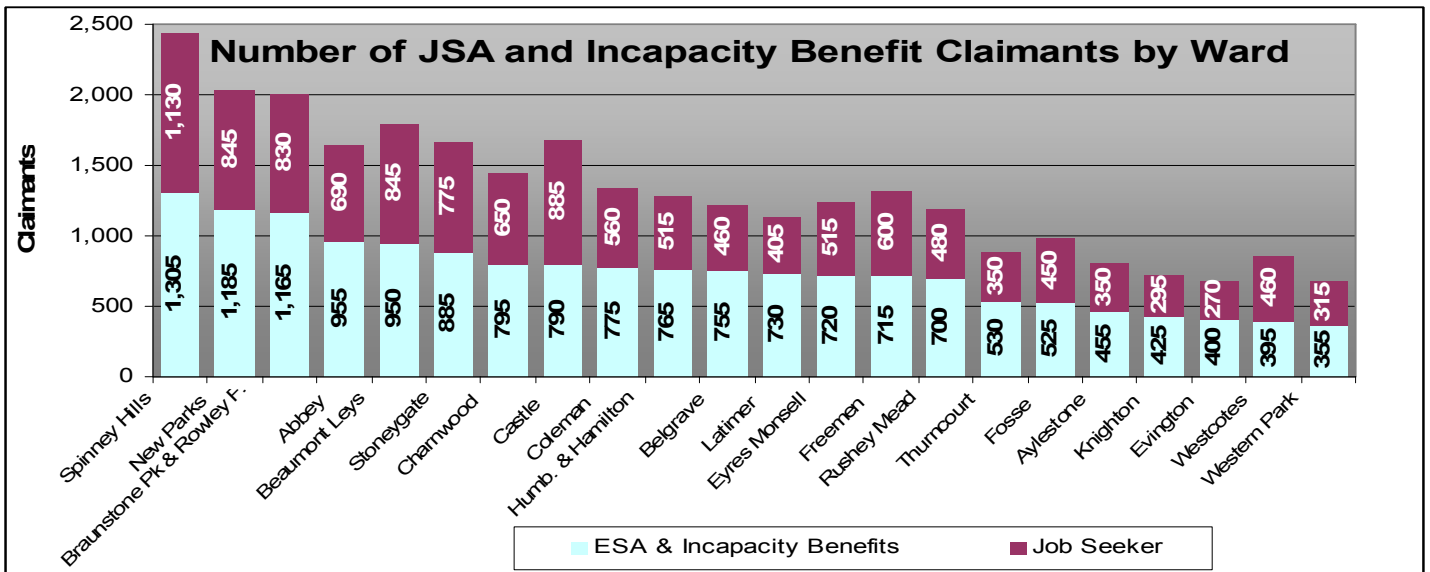
DWP benefits claimants can be used as an indicator of people on low incomes. Map of benefit claimants by ward.



## 5. Number of Job Seekers' Allowance and Incapacity Benefit claimants by ward

The decision to assess claimants of incapacity benefit with a view to some of them moving onto Employment Support Allowance (ESA), which replaces JSA, may have a significant effect on Leicester, as the graph below shows.

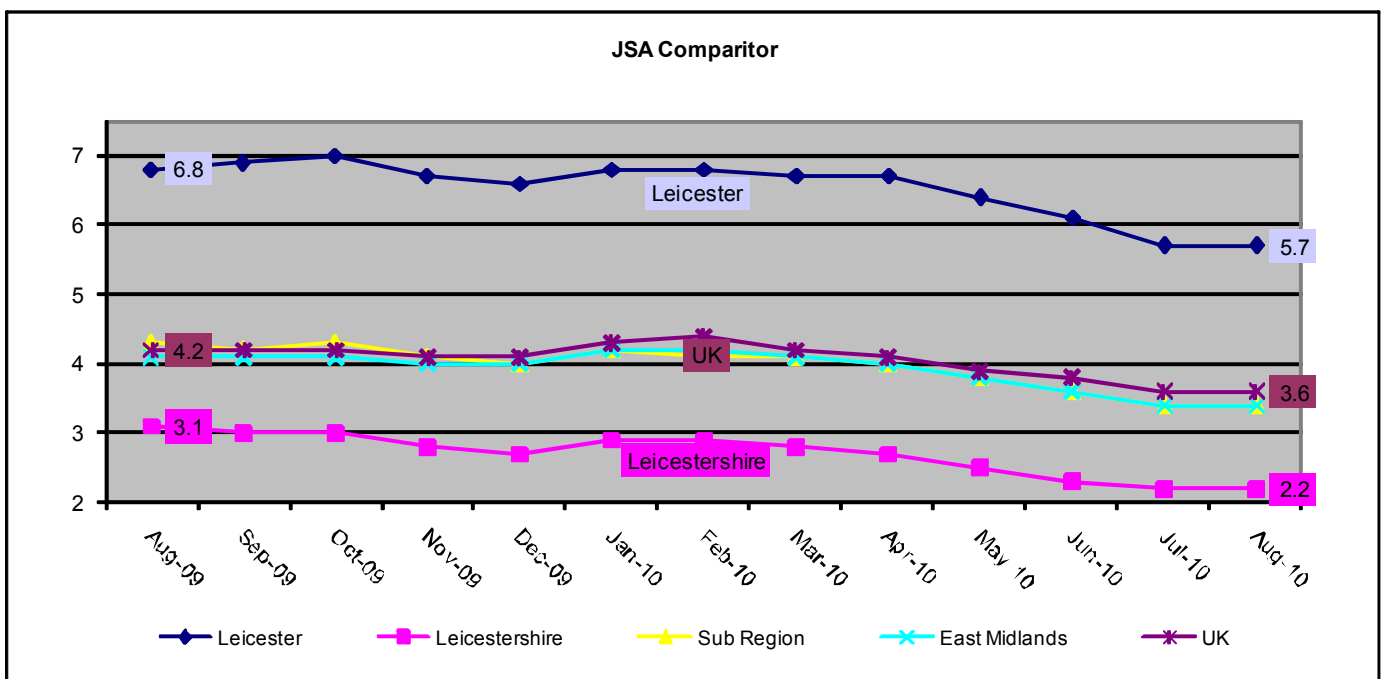
Numbers of JSA & Incapacity Benefit claimants, (greatest number of IB Claimants first)



Analysis shows a large majority of claimants have been receiving IB for 5 years or more. As shown, IB claimants outnumber JSA recipients in all areas of Leicester. A large number of people, many of whom have been out of the labour market for many years will, under the new arrangements, be expected to look for work. If after 12 months they have not found employment, they will lose ESA.

Source: DWP Information Directorate Working Age Client Group data

## 6. Job Seekers' Allowance take-up over time



Source: ONS, Nomis

## 7. Proportion of JSA claimants by ward and age

| JSA Ward                      | Aged 18-24 | Aged 25-49 | Aged 50+ |
|-------------------------------|------------|------------|----------|
| Abbey                         | 26.5       | 59         | 13.9     |
| Aylestone                     | 29.8       | 55         | 14.6     |
| Beaumont Leys                 | 26.9       | 61         | 11.2     |
| Belgrave                      | 30.5       | 52.5       | 16.5     |
| Braunstone Pk & Rowley Fields | 32.4       | 52.6       | 14.3     |
| Castle                        | 23.8       | 63.8       | 12.3     |
| Charnwood                     | 25.2       | 59.3       | 15       |
| Coleman                       | 25         | 54.7       | 20.3     |
| Evington                      | 28.8       | 49.6       | 21.6     |
| Eyres Monsell                 | 28.7       | 57.4       | 13.5     |
| Fosse                         | 26.2       | 59.3       | 14.5     |
| Freemen                       | 33.5       | 55.6       | 10.7     |
| Humberstone & Hamilton        | 28         | 55.6       | 16.2     |
| Knighton                      | 29.7       | 54.2       | 15.8     |
| Latimer                       | 27.8       | 49.6       | 22.6     |
| New Parks                     | 28.5       | 59.2       | 12       |
| Rushey Mead                   | 26.9       | 54.5       | 18.6     |
| Spinney Hills                 | 23.7       | 58.2       | 17.9     |
| Stoneygate                    | 25.9       | 57.8       | 16.2     |
| Thurncourt                    | 31.9       | 52.1       | 15.3     |
| Westcotes                     | 25.2       | 64.3       | 10.5     |
| Western Pk                    | 23.9       | 64.2       | 11.9     |
| Derby                         | 31.3       | 55.3       | 12.6     |
| Leicester                     | 27.3       | 57.4       | 15       |
| Nottingham                    | 30.2       | 58.1       | 11.6     |
| Leicestershire                | 29.7       | 51.9       | 18.2     |
| Sub Region                    | 28.3       | 55         | 16.4     |
| East Midlands                 | 30.5       | 53.8       | 15.4     |
| GB                            | 28.9       | 55.6       | 15.2     |

- Highest levels of JSA Claimants are for the 25 to 49 age bracket and are in Westcotes , Western Parks ,Castle, Beaumontleys , Fosse , New Parks , Charnwood and Abbey

Source: Nomis (ONS Claimant Count)

## 8. Duration of JSA claims by ward

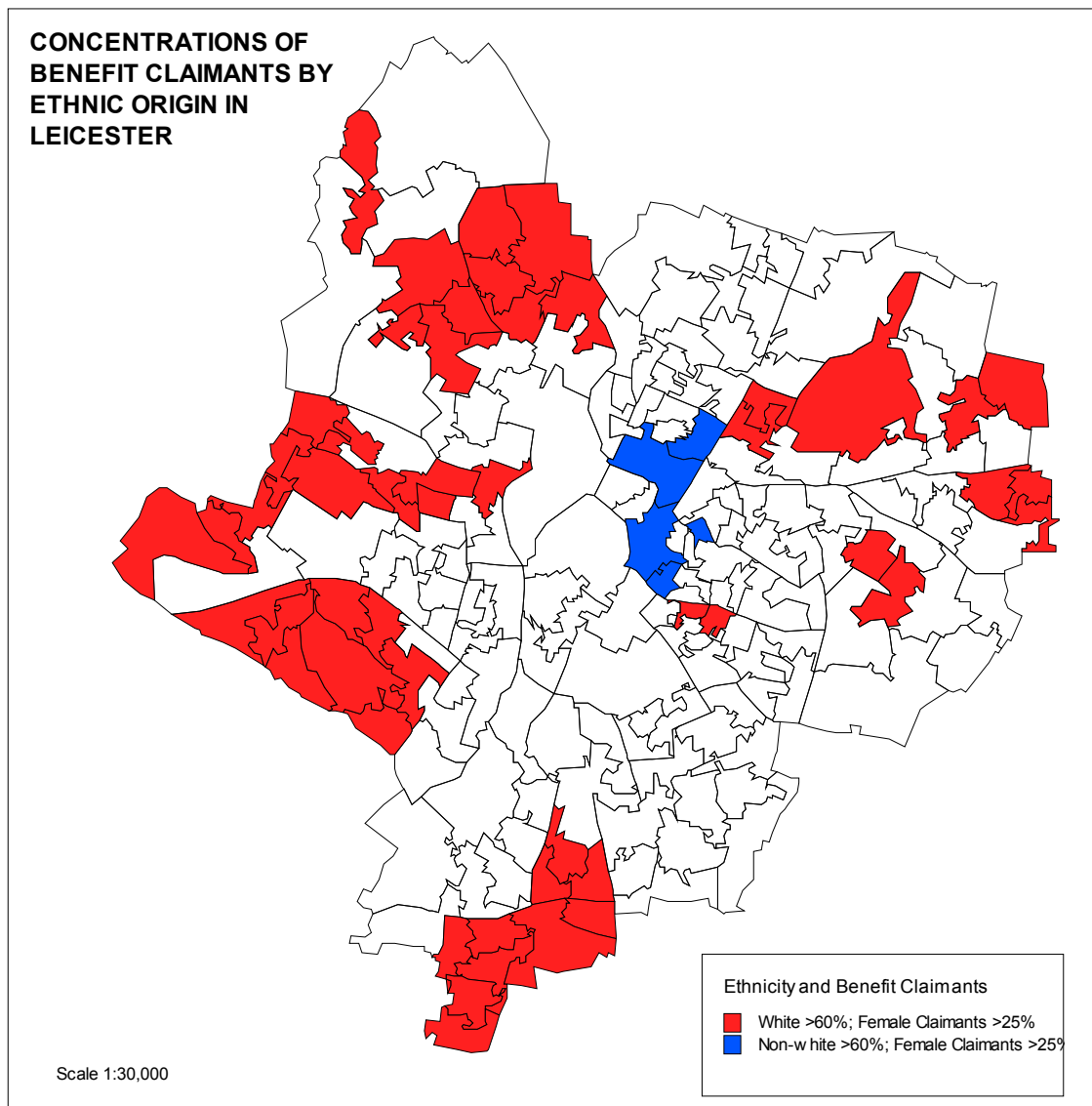
|                               | Up to 6 Mths | 6 to 12 Mths | Over 12 Mths |
|-------------------------------|--------------|--------------|--------------|
| Abbey                         | 55.1         | 18.6         | 26.3         |
| Aylestone                     | 59           | 17.4         | 23.6         |
| Beaumont Leys                 | 50.9         | 18.1         | 31           |
| Belgrave                      | 56.3         | 17.9         | 25.8         |
| Braunstone Pk & Rowley Fields | 54.8         | 19.2         | 26           |
| Castle                        | 53.2         | 17.3         | 29.5         |
| Charnwood                     | 53.5         | 17.6         | 28.8         |
| Coleman                       | 58.7         | 16           | 25.3         |
| Evington                      | 60.8         | 19.2         | 20           |
| Eyres Monsell                 | 51.6         | 19.1         | 29.4         |
| Fosse                         | 60.2         | 15.2         | 24.5         |
| Freemen                       | 51.3         | 17.8         | 31           |
| Humberstone & Hamilton        | 59.5         | 17.9         | 22.6         |
| Knighton                      | 66.5         | 12.3         | 21.3         |
| Latimer                       | 61           | 18.4         | 20.5         |
| New Parks                     | 48.1         | 19.9         | 32           |
| Rushey Mead                   | 62.6         | 19.3         | 18.2         |
| Spinney Hills                 | 51.5         | 20.6         | 27.9         |
| Stoneygate                    | 54.3         | 20.1         | 25.6         |
| Thurncourt                    | 55.7         | 16.6         | 27.7         |
| Westcotes                     | 59.6         | 17.9         | 22.5         |
| Western Pk                    | 54.9         | 18.1         | 27           |
| Derby                         | 63.4         | 19.3         | 17.3         |
| Leicester                     | 55.2         | 18.2         | 26.5         |
| Nottingham                    | 57.9         | 18.6         | 23.5         |
| Leics County                  | 65.7         | 16.5         | 17.8         |
| Sub Region                    | 59.9         | 17.5         | 22.7         |
| East Midlands                 | 61.6         | 18.1         | 20.3         |
| GB                            | 63.2         | 19           | 17.8         |

- The majority of claims last under 6 months across all wards.
- Residents in Eyres Monsell, Castle, Spinney Hill, Western Park, Abbey, and Thurncourt have the highest % of claims that are over a 12-month period.
- Impact of CSR will mean that there will be increased numbers of people who have lost employment that start to claim JSA, there fore JSA claimant will be greatly increased.
- More people on JSA looking for employment but competing for decreased jobs. This will hit the lowest skilled and poorest household because competing will be more difficult

Source: Nomis (ONS Claimant Count)

## 9. Distribution of female claimants across the city

The Areas with a majority of white population are more likely to contain areas with a high percent of female benefit claimants. This suggests that large numbers of Asian women who are economically inactive or unemployed do not necessarily enter the benefits system. Therefore wards that have a large percentage of BME will not accurately reflect the reality of worklessness and poverty within those wards.



Source: ONS, published through Unemployment Bulletin

## 10. Impact of budget cuts on people with low incomes – TUC briefing paper

The TUC briefing paper produced in June (Don't forget the spending cuts! Horton and Reed, June 2010) highlights that the impact of the budget cuts are deeply regressive and that the poorest households will be the worst hit. It estimates that that if the budget cuts fall evenly across non ring fenced departments the average annual cut to public spending for the poorest tenth of households is £1,344 equivalent to 20.5% of their household income. Whereas the annual cut for the richest tenth of households is £1,135 which is just 1.6% of their household income.

## 11. Centre for Cities: Measuring vulnerable cities

| Indicators:                                     | Leicester | GB Average |
|---|-----------|------------|
| Claimant count rate (Dec 2010)                  | 4.2       | 3.5        |
| Employment rate*                                | 65.7%     | 70.4%      |
| Potential public sector job losses**            | 2.0*      | N/A        |
| Residents with high level qualifications (2009) | 23.3%     | 29.9%      |
| Business stock***                               | 286.9     | 334.7      |

\* % of working age population in employment: Jul 2009 - Jun 2010

\*\* based on forecast loss of 330,000 UK public sector jobs

\*\*\* VAT registration per 10,000 population: 2009

Source: [www.centreforcities.org/outlook11](http://www.centreforcities.org/outlook11)

## Housing

### 12. Existing housing stock – All tenures

There are currently 126,244 dwellings in Leicester. 92,792 are in the private sector.

| %                   | Asian or Asian British | Black or Black British | Chinese & Other | White  | Mixed  |
|---------------------|------------------------|------------------------|-----------------|--------|--------|
| Owner Occupier      | 74.66%                 | 34.66%                 | 34.64%          | 55.66% | 39.39% |
| Rented from council | 6.72%                  | 26.53%                 | 8.46%           | 23.72% | 28.64% |
| Other social rented | 6.17%                  | 14.32%                 | 5.97%           | 5.54%  | 15.32% |
| Private rented      | 10.07%                 | 17.72%                 | 31.17%          | 11.30% | 13.22% |
| Other               | 2.39%                  | 6.77%                  | 19.75%          | 3.79%  | 3.43%  |
|                     | 100%                   | 100%                   | 100%            | 100%   | 100%   |

### Council and housing Association dwellings

**22,297** are Council, 10,600 are Housing Association (RSL) and 550 are other public sector.

Source: Housing Strategy Statistical Appendix (HSSA) 2010

### 13. Equality Profile of Housing Service Users

Equality Profile of LCC Tenants - There are 25,483 tenants in council properties

| <b>Ethnicity</b> |        |
|------------------|--------|
| Asian            | 11.27% |
| Black            | 7.32%  |
| Chinese          | 0.14%  |
| White            | 55.39% |
| Dual Heritage    | 1.12%  |
| Other            | 2.06%  |
| Not Known        | 22.72% |
| <b>Gender</b>    |        |
| Male             | 40.5%  |
| Female           | 59.4%  |
| Unknown          | 0.02%  |
| <b>Age</b>       |        |
| 18 - 24          | 4.84%  |
| 25 - 34          | 16.89% |
| 35 - 44          | 19.41% |
| 45 - 54          | 18.68% |
| 55 - 64          | 14.65% |
| 65 - 74          | 11.44% |
| 75+              | 12.91% |
| Unknown          | 1.18%  |

| <b>Disability / Vulnerability Type</b> | <b>Percentage</b> |
|--|-------------------|
| Deaf or hard of hearing                | 1.9%              |
| Has a perceived disability             | 38.3%             |
| First language French                  | 0.3%              |
| First language Gujarati                | 0.6%              |
| First language Kurdish                 | 0.3%              |
| First language Somali                  | 1.3%              |
| First language Urdu                    | 0.3%              |
| History of Debt                        | 0.3%              |
| Long-term illness                      | 1.6%              |
| Learning Difficulties                  | 0.6%              |
| Mental Health Issues                   | 1.3%              |
| Mobility Impairment Issues             | 6.1%              |
| Previous Homeless Applicant            | 1.0%              |
| Reading Difficulties                   | 1.3%              |
| Speech Difficulties                    | 0.3%              |
| Visual Impairment                      | 1.9%              |
| Assisted Visit Required                | 28.8%             |
| Support Services Required              | 0.3%              |
| See Case Notes                         | 0.3%              |
| Interpreter Required                   | 2.2%              |
| Older Person                           | 6.7%              |
| Other                                  | 4.2%              |
| <b>Total</b>                           | <b>100.0%</b>     |

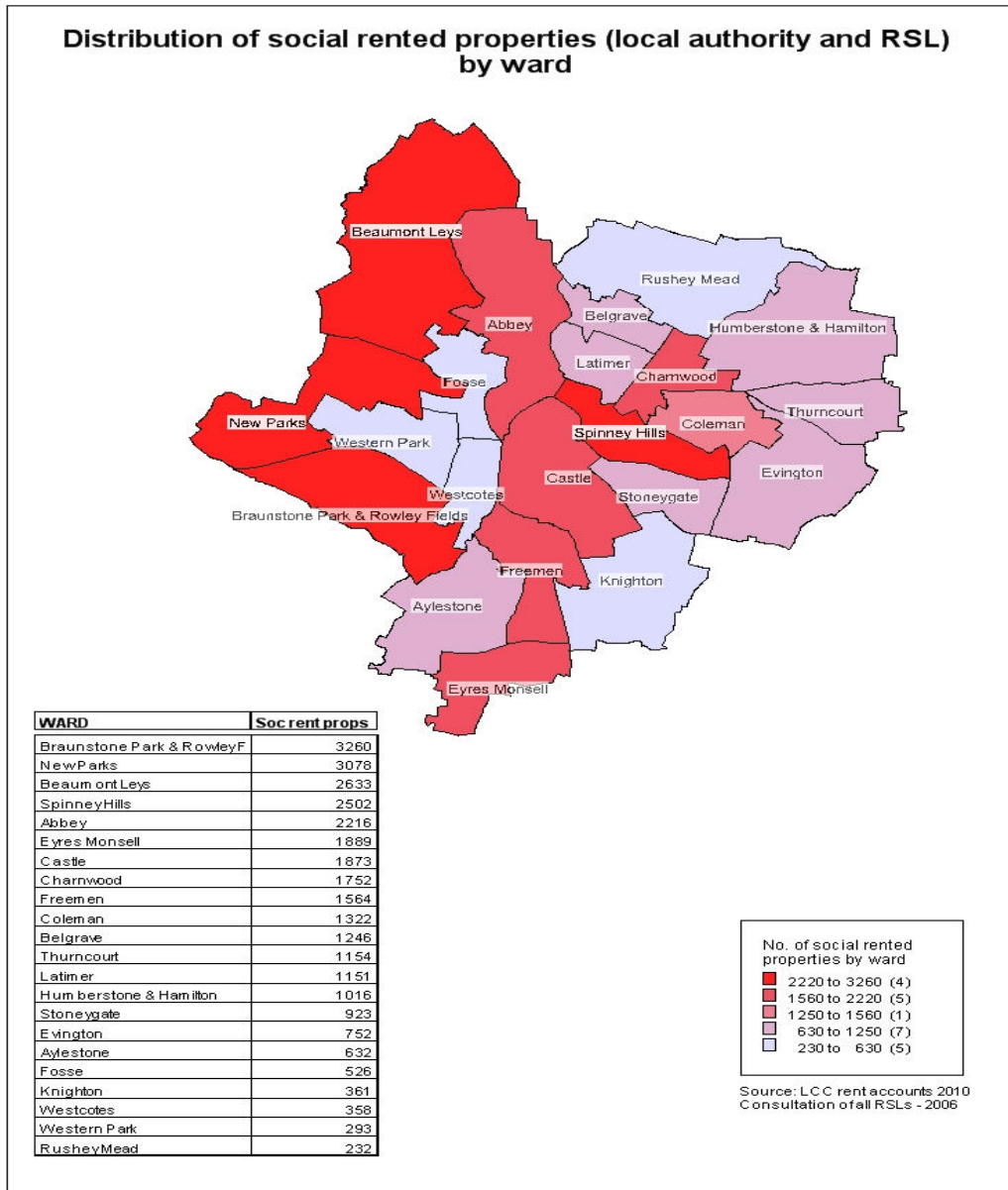
Source: Equality monitoring information from Housing Services, April 2010

#### STAR Ethnicity of Service Users

| <b>Ethnicity</b>        | <b>Number</b> | <b>Percentage</b> |
|-------------------------|---------------|-------------------|
| Asian or Asian British  | 121           | 15.88%            |
| Black or Black British  | 115           | 15.1%             |
| Chinese                 | 4             | 0.52%             |
| Dual/ Multiple Heritage | 26            | 3.4%              |
| White                   | 447           | 58.67%            |
| Gypsy/Romany/ Traveller | 26            | 3.41%             |
| Other Ethnic Group      | 8             | 1.05%             |
| Prefer not to say       | 14            | 1.83%             |
| <b>Total</b>            | <b>761</b>    | <b>100%</b>       |

Source: Equality monitoring information from STAR Service, April 2010.

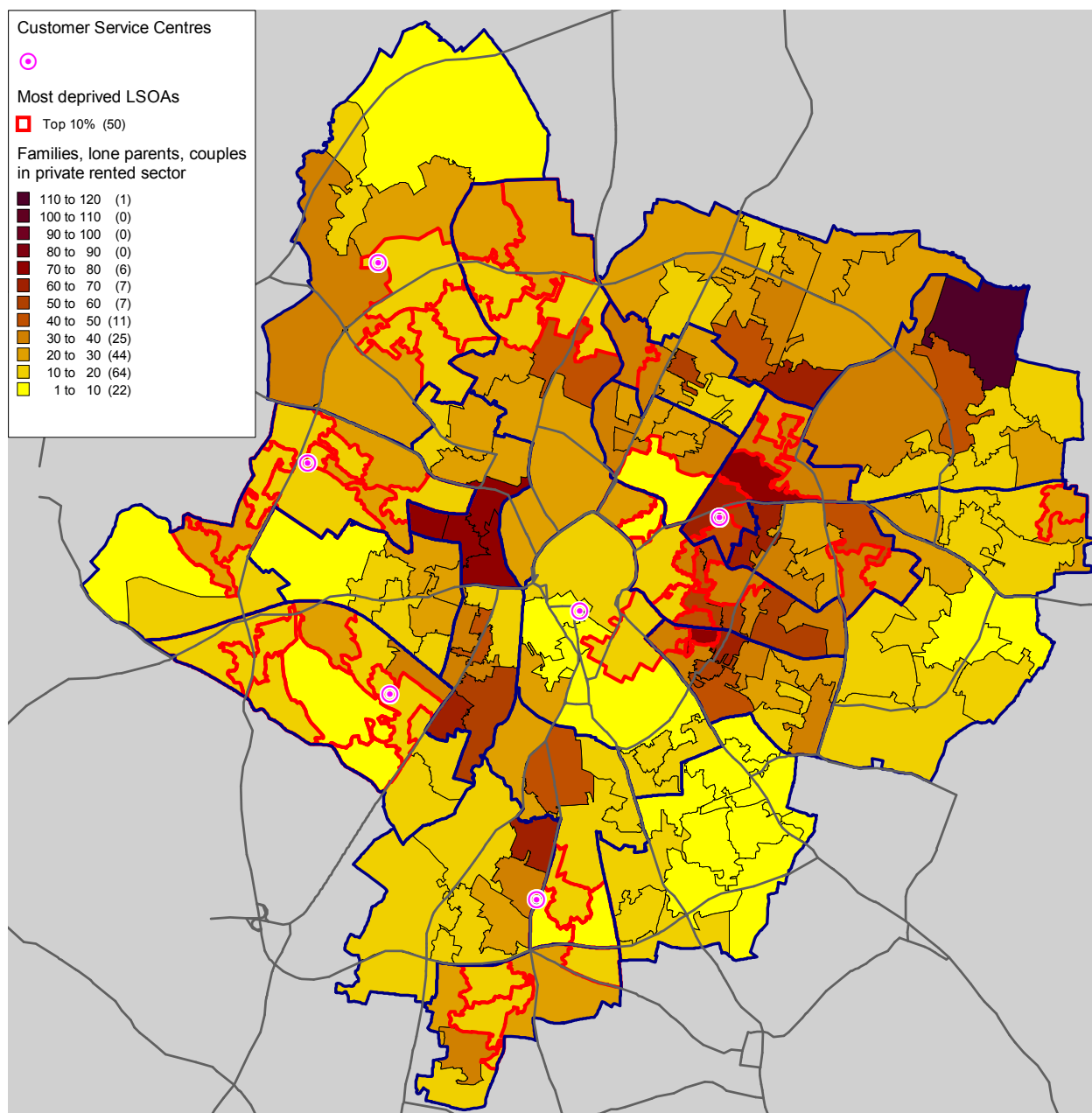
## 14. Distribution of social rented properties by ward



Source: LCC Rent Accounts 2010; Consultation of all Registered Social Landlords in the City, 2006



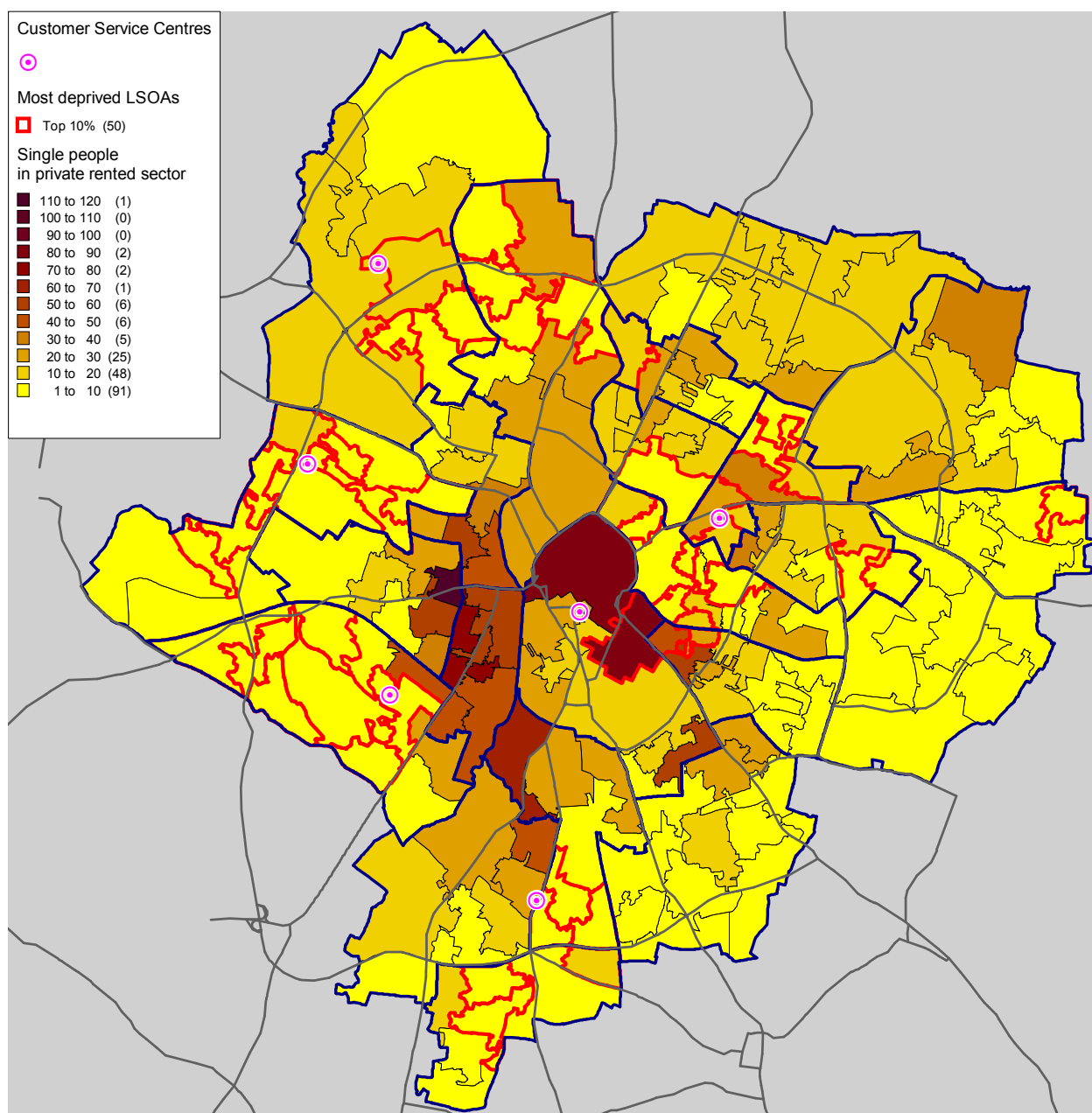
## 15. Families and lone parent in private rented accommodation in receipt of Housing Benefit



A number of changes to the LHA rules will impact every household to some degree.

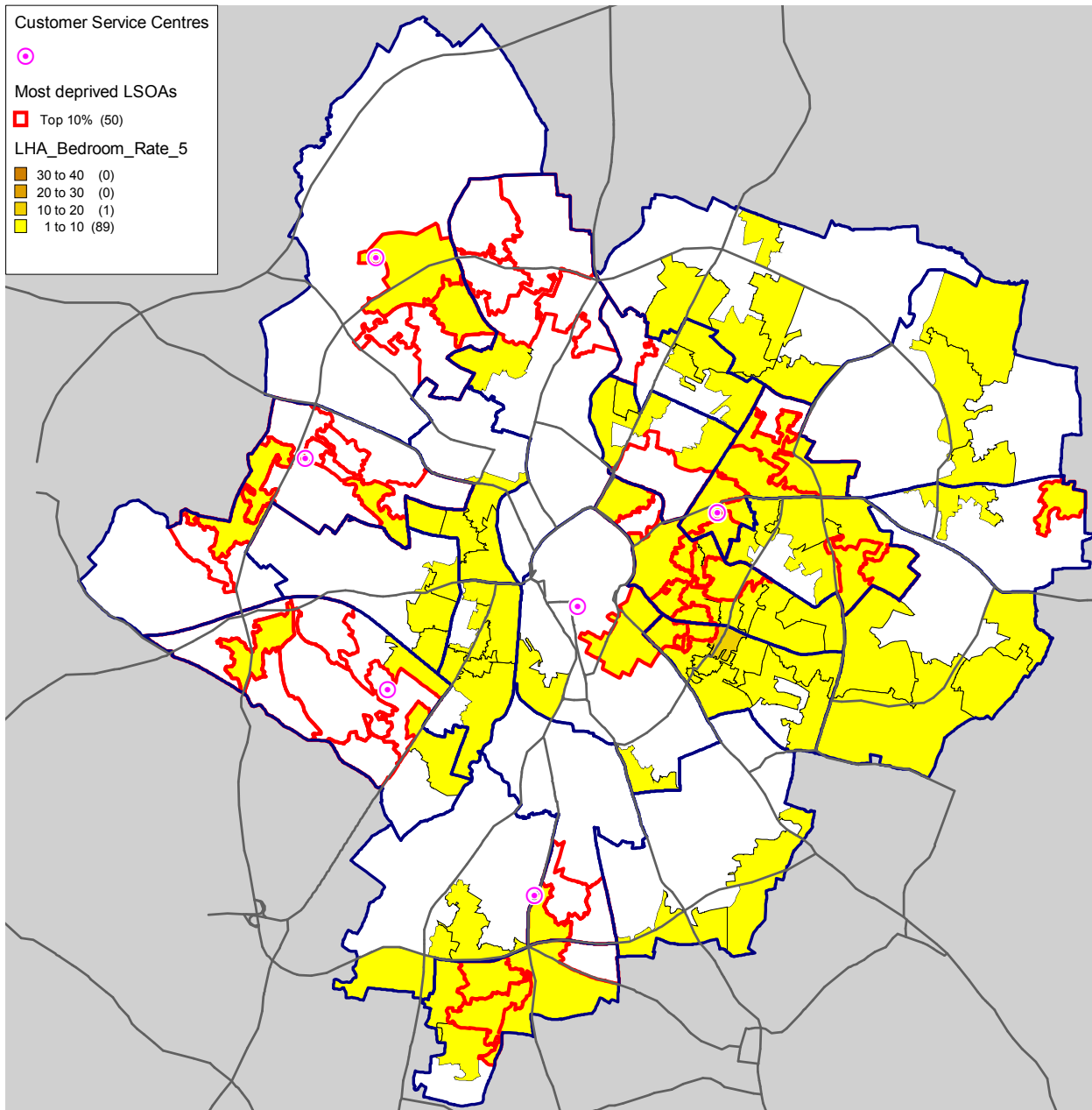
Source: Civica, 2010

## 16. Single claimants in private rented accommodation in receipt of Housing Benefit



Source: Civica, 2010

## 17. 5 Bedroom rate Local Housing Allowance properties



Source: Civica, 2010

## 18. Housing Register applicants and lettings by ethnicity

### Housing Register Applicants by Ethnicity

| Ethnic Origin Group | Total       | %           |
|---------------------|-------------|-------------|
| White               | 3230        | 40.12%      |
| Asian               | 2347        | 29.16%      |
| Black               | 948         | 11.78%      |
| Dual Heritage       | 188         | 2.34%       |
| Other               | 254         | 3.16%       |
| Unknown             | 1083        | 13.45%      |
| <b>Total</b>        | <b>8050</b> | <b>100%</b> |

### Lettings by Ethnicity

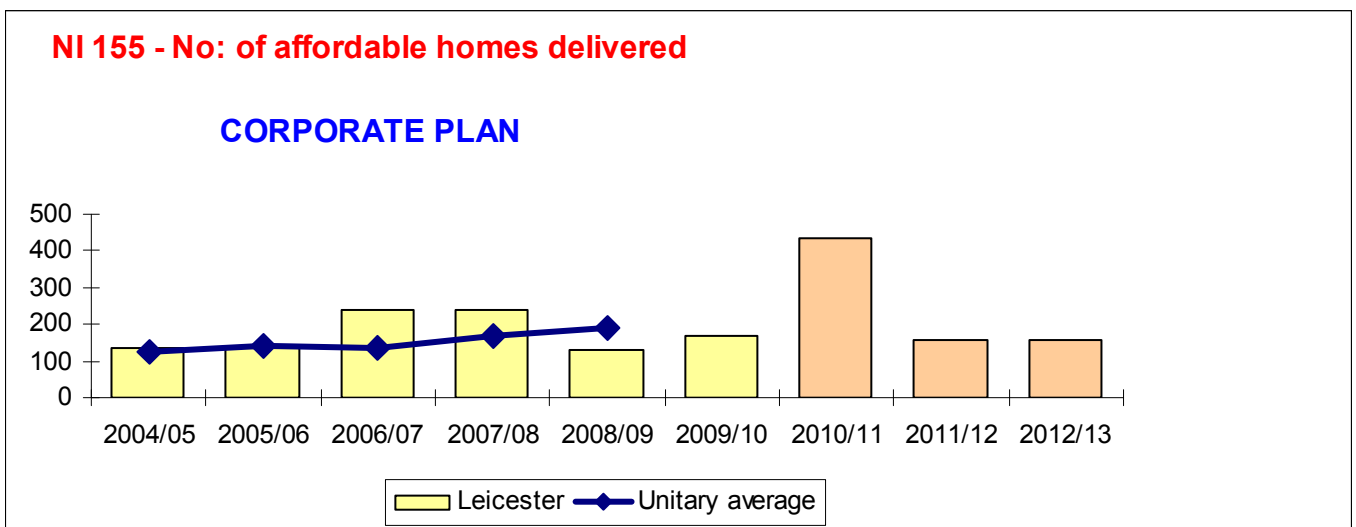
| Ethnicity    | Number      | Percentage  |
|--------------|-------------|-------------|
| White        | 935         | 48.88%      |
| Asian        | 349         | 18.24%      |
| Black        | 335         | 17.51%      |
| Mixed        | 45          | 2.35%       |
| Other        | 71          | 3.71%       |
| Unknown      | 178         | 9.30%       |
| <b>TOTAL</b> | <b>1913</b> | <b>100%</b> |

## 19. Housing Register Applicants by Ward November 2010

| Ward                            | Number of Applicants |
|---------------------------------|----------------------|
| Spinney Hills                   | 1162                 |
| Charnwood                       | 601                  |
| Stoneygate                      | 564                  |
| New Parks                       | 509                  |
| Beaumont Leys                   | 503                  |
| Coleman                         | 483                  |
| Braunstone Park & Rowley Fields | 418                  |
| Abbey                           | 408                  |
| Castle                          | 408                  |
| Latimer                         | 402                  |
| Belgrave                        | 336                  |
| Eyres Monsell                   | 302                  |
| Freemen                         | 263                  |
| Fosse                           | 258                  |
| Westcotes                       | 248                  |
| Humberstone & Hamilton          | 223                  |
| Rushey Mead                     | 191                  |
| Aylestone                       | 189                  |
| Thurncourt                      | 171                  |
| Western Park                    | 136                  |
| Evington                        | 124                  |
| Knighton                        | 103                  |

## 20. Number of affordable homes delivered over time

There is increasing demand for affordable housing in Leicester because of the decline in the number of Council / Housing Association properties available for re-letting. Affordable housing are homes for people whose needs are not met by the market. There is currently a shortfall of 790 affordable homes per annum. Please see chart highlighting the number of affordable homes delivered.



Source: Data from Housing Development as reported in the Corporate Plan.

## 21. % of private sector dwellings that are non-decent by ward

| Ward                              | Dwellings | Percentage that are non - decent |
|-----------------------------------|-----------|----------------------------------|
| Westcotes                         | 3716      | 53-58%                           |
| Castle                            | 4859      | 53-58%                           |
| Freemen                           | 2439      | 51-52%                           |
| Stoneygate                        | 5170      | 51-52%                           |
| Fosse                             | 4408      | 49-50%                           |
| Latimer                           | 3117      | 49-50%                           |
| Spinney Hills                     | 4549      | 49-50%                           |
| Belgrave                          | 2735      | 46-48%                           |
| Coleman                           | 3409      | 46-48%                           |
| Western Park                      | 4059      | 46-48%                           |
| Charnwood                         | 2533      | 46-48%                           |
| Braunstone Park and Rowley Fields | 3446      | 44-45%                           |
| Aylestone                         | 4245      | 44-45%                           |
| Abbey                             | 3574      | 41-43%                           |
| Knighton                          | 6290      | 41-43%                           |
| Thurncourt                        | 2818      | 37-40%                           |
| Eyres Monsell                     | 2481      | 37-40%                           |
| Rushey Mead                       | 5406      | 33-36%                           |
| Evington                          | 3439      | 23-32%                           |
| Humberstone and Hamilton          | 3636      | 23-32%                           |
| New Parks                         | 3420      | 23-32%                           |
| Baumont Leys                      | 3522      | 22%                              |

Source: Building Research Establishment Stock Model  
Data Copyright © 2007 Building Research Establishment

## 22. Homeless enquiries by ethnicity

The new benefit cap (including on Housing Benefit) may mean some households being unable to afford to remain in their current accommodation. This could trigger additional demand for social housing and in some cases could result in homelessness.

### All Homeless Enquiries by Ethnicity

| Ethnic Origin Group | Total | %     |
|---------------------|-------|-------|
| Asian               | 1870  | 18.8% |
| Black               | 1114  | 11.2% |
| Not Known           | 1859  | 18.6% |
| Not Known/Given     | 614   | 6.2%  |
| Other               | 554   | 5.6%  |
| White               | 3960  | 39.7% |

### Ethnicity of all homeless decisions

| Ethnic Origin Group | Total | %      |
|---------------------|-------|--------|
| White               | 160   | 45.8%  |
| Black               | 85    | 24.4%  |
| Asian               | 45    | 12.86% |
| Other               | 26    | 7.4%   |
| Not Known/Given     | 33    | 9.5%   |

Source: Equality monitoring information from the Housing Options Service, April 2010

### 23. Ethnicity of hostel residents

#### Ethnicity of Hostel Residents

| Ethnicity                    | Number | Percentage |
|------------------------------|--------|------------|
| Asian or Asian British       | 139    | 11.40%     |
| Black or Black British       | 215    | 17.64%     |
| Chinese                      | 3      | 0.25%      |
| Dual/ Multiple Heritage      | 20     | 1.64%      |
| White                        | 676    | 55.46%     |
| Other Ethnic Group           | 21     | 1.72%      |
| Prefer not to say/ Not Known | 145    | 11.89%     |
| Total                        | 1219   | 100.00%    |

Source: Equality monitoring information from the Hostels Service, April 2010

The above table shows that 55.46% of residents are from a White background which is below to the city average. 17.64% of residents are from a Black or Black British background which is much higher than the city average. 11.4% of residents are from an Asian background which is much lower than the city average.

The reasons for the high percentage of Black and African people in hostels are the same reasons for people being accepted as statutorily homeless. Please see paragraph above in the Housing Options section as to why Black and African people are overrepresented in homelessness services.

As such a large proportion of hostel residents have indicated that they are disabled the service needs to ensure that it is sensitive to this client group and disability and access needs are met.

## Health

### 24. Leicester's main health issues

Leicester is recognised nationally for having high levels of health inequalities. In 2005, Leicester became part of the Spearhead Group, based upon local authorities and primary Care trusts (PCTs) in the bottom fifth nationally for 3 or more of 5 indicators:

- Male life expectancy at birth
- Female life expectancy at birth
- Cancer mortality rate in under 75s
- Cardio-vascular disease mortality rate in under 75s
- Index of Multiple Deprivation (IMD), average score.

It is difficult to measure progress in health in the short term. Plenty of research nationally points to specific indicators of good or poor health. The most significant of these is the link between deprivation and poor health. This is most recently reinforced in the Marmot Review of 2010. The Black Review of 2008 demonstrates that work is good for health, and from this it is reasonable to assume that being out of work is bad for health and that, as the economic situation worsens, there will be greater levels of poorer health.

### **Leicester's Health issues, based on current national developments:**

#### **Fact**

- STRONG LINK between deprivation and poor health
- High levels of poverty and deprivation in the city
- Leicester is one of 9 areas nationally identified as 'health priority areas'.

#### **Main issues**

- Recession impact (higher unemployment levels; higher dependence on benefits and public services; poverty and deprivation levels expected to rise)
- Loss of posts in public services (about 1 in 3 people in Leicester are employed in public services)
- Lots of INSECURE employment (low pay, part time, not necessarily public sector; people move in and out of benefits).

#### **Health impacts**

- Unemployment as 'significant life event' (negative impacts on mental and physical health; increased use of public services)
- Anxiety and depression (mental health impacts)
- People with poor mental health look after their physical health less well (reduction in wellbeing and physical health levels).

#### **General risks**

- Performance in current health priorities worsened by increases in volume
- Increase in health funding nationally of 0.1% per year "feels like a loss" against the estimated 3% per year needed to stand still
- Capacity of health services to respond to expected volume increase in crisis events
- Capacity of adult social care to respond to increased need for preventative work, required to offset increases in social need / worsening health impacts
- Capacity of voluntary and community (VCS) sector to fill the vacuum left by the local authority deficit
- Resilience of health, social care and VCS sectors in responding quickly to changing health circumstances
- Effectiveness of Leicester's portion of the £1 billion nationally available to address the gaps between health and social care, given the expected 24 - 29% funding loss to local authorities and Leicester's disproportionately high levels of health crisis and emergency care.

## **25. Most significant health risk: mental health**

A decrease in mental health and wellbeing is widely seen as the most significant specific health risk in the current financial situation:

### **Mental health**

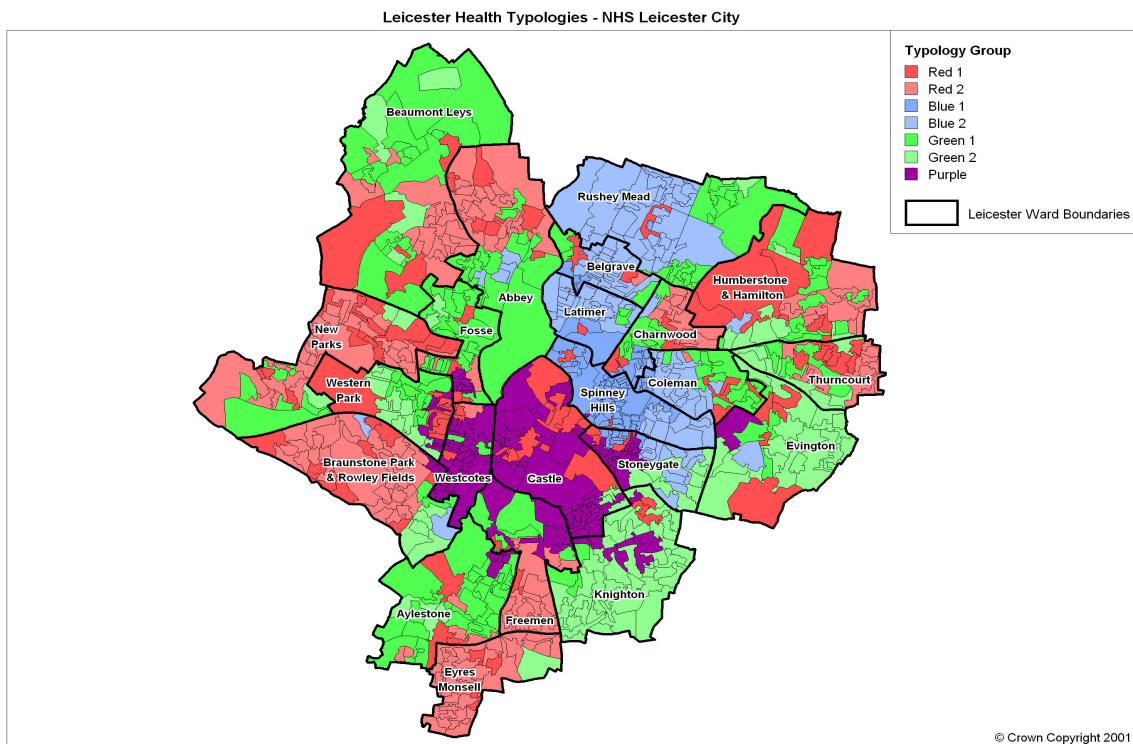
Poor mental health is both a contributor to and a consequence of wider health inequalities. It is associated with health-risk behaviours and increased morbidity and mortality from physical ill health. Promoting good mental health has multiple potential benefits. It can improve health outcomes, life expectancy and educational and economic outcomes, and reduce violence and crime.

(Report from Mark Wheatley - identify author / source)

## 26. Map of health segmentation / typologies in Leicester by ward

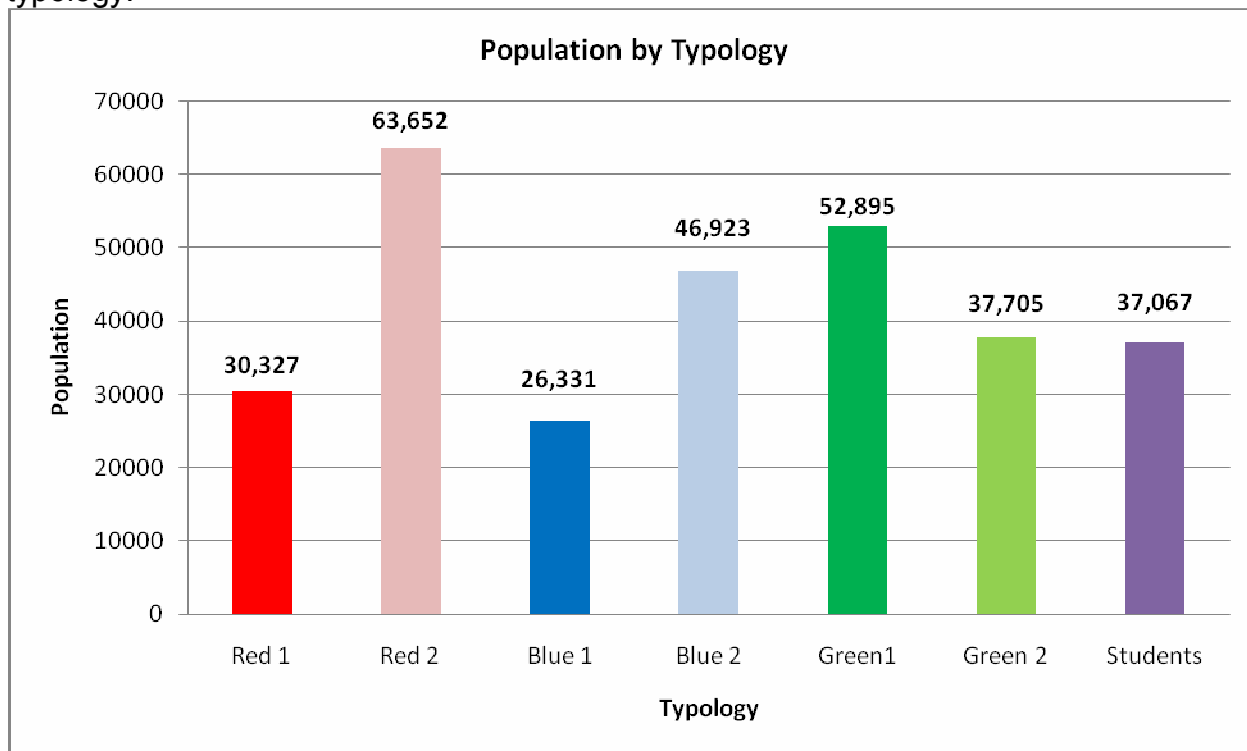
In a special study commissioned by NHS Leicester City from Dr. Foster Intelligence in 2009, a wide variety of data about Leicester's health was synthesised into broad categories and volumes, and mapped across the city. These health typologies can be viewed as a whole city 'proxy for need' and are highly useful in informing planning.

**Special note:** The data below presents a ward-based and a city-wide picture. In using the data, **we must take care not to stereotype any particular area or community.** The data presents a general overview and actual health needs in any particular geographical area or community will be more specific and more detailed than this overview. We should treat the data with caution as it is internal to Leicester only and the health needs described are relative. The underlying issue is the **range** of health needs; the differences in population are not as great.

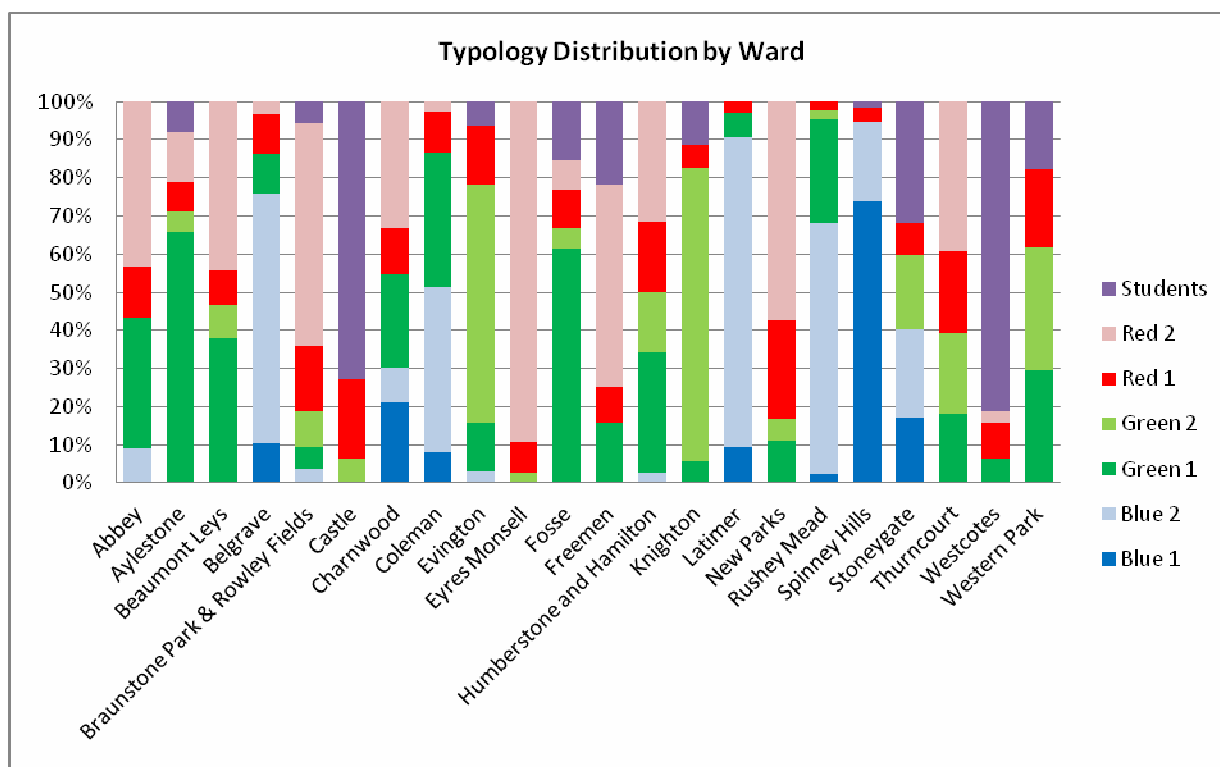




The chart below shows the the NHS Leicester City population by typology:



The chart below shows the typology population breakdown by ward:



The following provide descriptions of the different typologies:

**Red 1**

30,000 people

**22 of 22 Wards – inc New Parks, Thurncovegate, Western Park, Castle:**

- Principally White British (77%) and BME ethnicity
- Most deprived areas (80% in bottom two quintiles)

- High proportion of retirement age residents 65+
- Low/no qualifications, elementary occupations
- High admissions for A & E, CHD, all cancers, COPD, abdominal aortic aneurism, diabetes, hypertension, respiratory and stroke
- High deaths from chronic conditions, cancer, coronary heart disease etc.
- Higher than the Leicester average for learning difficulties, perpetrator of domestic assault and harassment.
- Higher than average use of child and adolescent services and experience of mental health problems more generally.
- More likely to have Year 6 and Reception children overweight
- Higher child harm cases.
- Higher for A&E admissions, alcohol admissions, number of elective procedures, number of emergency admissions, number of excess bed days, high impact users.

## **Red 2**

65,000 people

**14 of 22 Wards – Eyres Monsell, Freeman, New Parks, Thurncourt, Braunstone Park and Rowley Fields, Beaumont Leys and Abbey:**

- 89% White British
- Family based. More older people 65+ and children.
- Mostly in the most deprived areas of the City.
- The majority of the population without qualifications & work in elementary occupations, others in personal services, process, plant and machinery and skilled trade occupations.
- High teenage births, mental health early intervention services, unpaid care, mental health – older people, smoking, domestic assault, residential care with LTC.
- Higher than Leicester average for child and adolescent services, positive drug tests and use of the drugs services, mental health prevalence, Reception children overweight and obese, community alcohol team assessments, use of crisis resolution, A & E attendances and deaths from cancers.
- A higher proportion of lone parent households with dependant children and living in socially rented housing, particularly from the Council.

## **Blue 1**

27,000 people

**7 of 22 Wards – Spinney Hills (72%) then Stoneygate, Rushey Mead, Coleman and Belgrave:**

- Majority Indian, ethnic population, other BME. Some 79% of this typology is BME, 18% of White ethnicity.
- A young, family setting. More 0 – 4's, larger numbers aged 5 – 19 and 20 – 39. Fewer aged 40+ than city generally
- Found in the most deprived quintile of deprivation
- The majority without qualifications. Low proportions in employment - process, plant and machinery and elementary occupations.
- High infant mortality, low birth weight, Reception and Year 6 children obese, DNA out-patient appointments, Low take up of general psychiatry within the City.
- Higher than average admissions for asthma, diabetes, coronary heart disease, respiratory disease, and deaths from diabetes.
- Lower (than average) use of eating disorder services, services for people with learning disabilities, adult and non acute mental health services.
- Lower respiratory deaths and lower numbers of smoking 4 week quitters.

## **Blue 2**

47,000 people

**10 of 22 Wards – Belgrave, Latimer, Rushey Mead, Coleman and Spinney Hills, Stoneygate, Charnwood and Abbey:**

- Majority Indian and Other Asian, Pakistani ethnicity. 74% BME, 21% White.
- Family setting. More middle aged 40 – 64 year olds and higher numbers of children aged 5 – 19.
- Over 70% in the most and some 25% in the second most deprived quintile in the city.
- A high proportion without qualifications. The majority work in process, plant and machinery occupations, some in sales and customer service occupations.
- High for complications of birth, long term illnesses, provision of unpaid care.
- Below the 25th percentile for alcohol team assessments and for mental health prevalence or in-patient status, lung cancer deaths and prostate cancer admissions and child harm.
- Higher than average health impacts, including coronary heart disease, asthma admissions, low birth weight, breast cancer admissions.
- It is lower than average for drugs, mental health services, use of eating disorder services, child and adolescent services, four week quitters, perpetrators of assault and harassment, total residential care, assertive outreach.

### **Green 1 (“Family focus”)**

52,000 people

#### **14 of 22 Wards – mainly Evington, Knighton and Western Park:**

- Principally White British, Indian, then other BME groups
- In all quintiles of deprivation, but mainly in the mid-range
- High proportion middle aged, but also with high numbers of younger people and children
- Personal service, skilled trade, admin & secretarial
- Less likely to be admitted for or die from diabetes
- More likely to experience breast cancer admissions and higher than average (for Leicester) deaths
- Higher than average suicides and use of assertive outreach

### **Green 2**

65,000 people

#### **17 of 22 Wards – includes Aylestone, Fosse, Abbey, Beaumont Leys, Humberstone, Western Park:**

- Mainly White, Indian, then other BME groups
- Live in a family setting in the least deprived areas (80% in top three quintiles)
- Dominant age is 40-79 but also high number over 80 years
- Majority work in professional occupations, managers, technical occupations
- Lower users of A&E, less likely to DNA at outpatients, and less likely to use psychiatric services or drug services or be involve in domestic assault and harassment
- Has higher prevalence of all cancers, breast and prostate cancer admissions, elective procedures and hypertension admissions
- Has higher than Leicester average for breast, all cancer and diabetes deaths and mental health service use in older people’
- “Older- long term conditions kicking in”

### **Purple (“Students”)**

37,000 people

#### **9 of 22 Wards – inc. Castle, Westcotes, Stoneygate, Knighton, Freeman:**

- Mostly White British with high numbers of other ethnic origin. 66% are White, 29% BME and 2% Mixed.
- The highest proportion of the population is aged 20 – 39 and they live in areas of high deprivation. There are some, but few, older people identified in this typology and similarly some, but few, younger people below the age of 20.
- Some 65% of this typology live in the bottom 2 quintiles of deprivation and some 22% in the 3rd quintile.

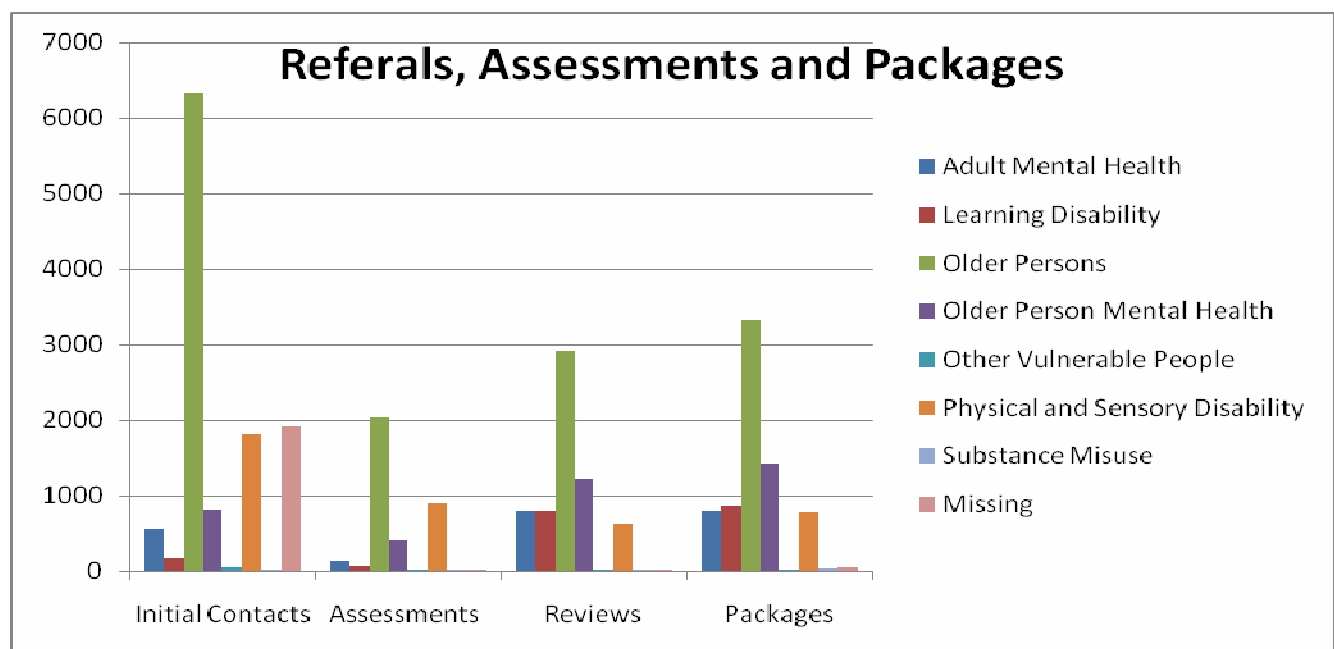
- They are well qualified, with qualification attainment levels of 3 and 4/5 and the majority work in professional occupations with high numbers working in associate, professional and technical occupations.
- Low admissions generally
- More likely to be involved in mental health/emotional issues. Deaths from suicide are above the 75th percentile, the use of general psychiatry similarly.
- Higher than Leicester City average for eating disorders, suicide, community alcohol team assessments, users of the drug services etc. Less likely to be represented in smoking four week quitters.

## Adult Social Care

### 27. Referrals, Assessments and Packages 2009/10 by Client Type

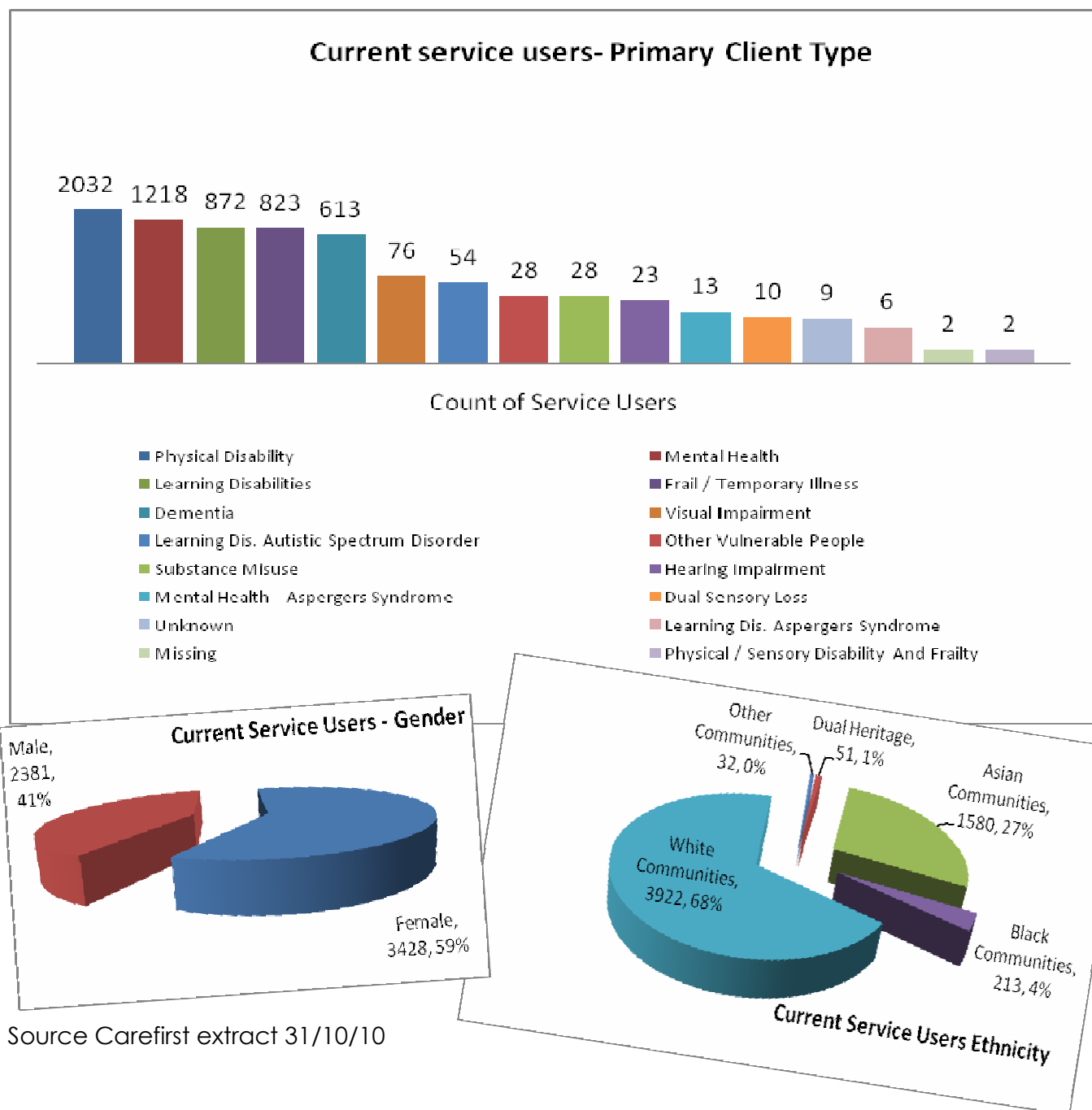
| Client Type                     | Initial Contacts |        | Assessments |        | Reviews     |        | Packages    |        |
|---------------------------------|------------------|--------|-------------|--------|-------------|--------|-------------|--------|
|                                 | Cases            | %      | Cases       | %      | Cases       | %      | Cases       | %      |
| Adult Mental Health             | 559              | 4.78%  | 136         | 3.75%  | 795         | 12.40% | 799         | 10.92% |
| Learning Disability             | 171              | 1.46%  | 69          | 1.90%  | 797         | 12.44% | 866         | 11.83% |
| Older Persons                   | 6317             | 54.03% | 2044        | 56.40% | 2914        | 45.47% | 3322        | 45.39% |
| Older Person Mental Health      | 825              | 7.06%  | 417         | 11.51% | 1221        | 19.05% | 1432        | 19.57% |
| Other Vulnerable People         | 53               | 0.45%  | 14          | 0.39%  | 11          | 0.17%  | 16          | 0.22%  |
| Physical and Sensory Disability | 1819             | 15.56% | 902         | 24.89% | 634         | 9.89%  | 793         | 10.83% |
| Substance Misuse                | 30               | 0.26%  | 20          | 0.55%  | 28          | 0.44%  | 37          | 0.51%  |
| Missing                         | 1918             | 16.40% | 22          | 0.61%  | 9           | 0.14%  | 54          | 0.74%  |
| <b>Total</b>                    | <b>11692</b>     |        | <b>3624</b> |        | <b>6409</b> |        | <b>7319</b> |        |

Source Adult Social Care Annual Equality Report Leicester City Council 2009/10



## 28. Profile of Adult Social Care Users

Approximately 6,000 service users with 10,000 packages of care.  
Data from Care extract at 31st October 2010<sup>1</sup>.

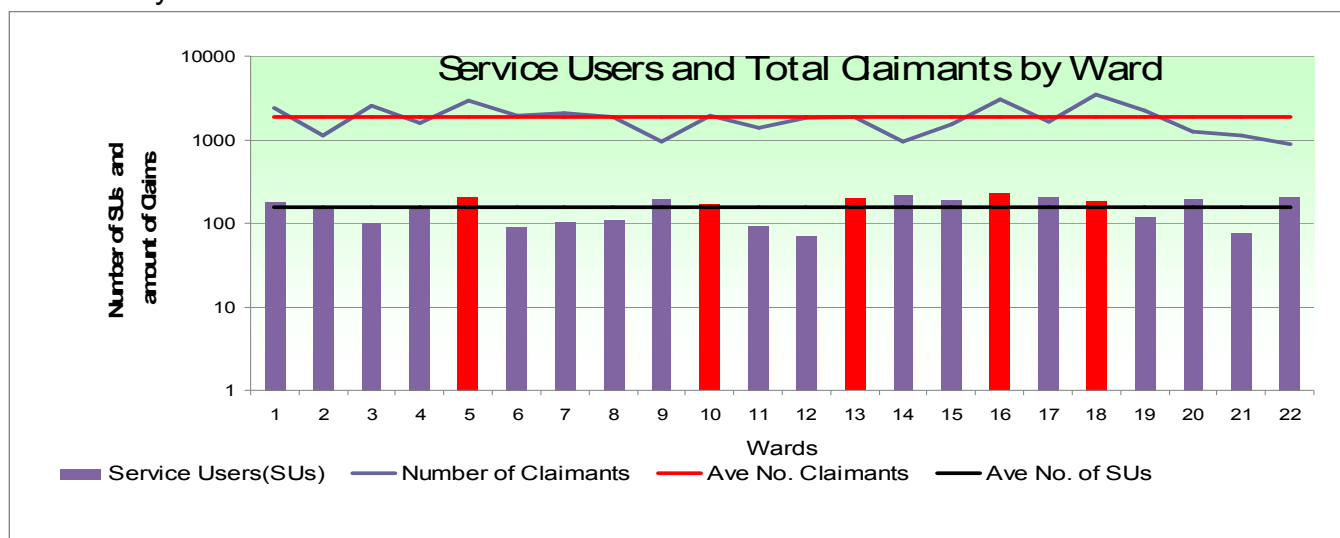


<sup>1</sup> Source Carefirst extract taken at 31/10/10; this extract does not include data relating to the provision of equipment

## 29. Current Adult Social Care service users by ward

| Name of Ward                      | Dementia | Other Vulnerable groups | Physical and Sensory | Learning Disability | Mental Health | Grand Total |
|-----------------------------------|----------|-------------------------|----------------------|---------------------|---------------|-------------|
| Abbey                             | 23       | 10                      | 161                  | 67                  | 39            | 300         |
| Aylestone                         | 42       | 7                       | 85                   | 46                  | 38            | 218         |
| Beaumont Leys                     | 15       | 5                       | 83                   | 48                  | 53            | 204         |
| Belgrave                          | 15       | 3                       | 139                  | 40                  | 49            | 246         |
| Braunstone Park & Rowley Fields   | 45       | 7                       | 160                  | 47                  | 66            | 325         |
| Castle                            | 12       | 8                       | 90                   | 18                  | 61            | 189         |
| Charnwood                         | 21       | 6                       | 82                   | 35                  | 66            | 210         |
| Coleman                           | 18       | 2                       | 79                   | 22                  | 54            | 175         |
| Evington                          | 46       | 4                       | 132                  | 19                  | 49            | 250         |
| Eyres Monsell                     | 32       | 11                      | 115                  | 24                  | 51            | 233         |
| Fosse                             | 15       | 2                       | 75                   | 17                  | 46            | 155         |
| Freemen                           | 11       | 9                       | 57                   | 42                  | 42            | 161         |
| Humberstone & Hamilton            | 28       | 10                      | 159                  | 30                  | 55            | 282         |
| Knighton                          | 32       | 10                      | 168                  | 19                  | 74            | 303         |
| Latimer                           | 19       | 9                       | 184                  | 24                  | 27            | 263         |
| New Parks                         | 46       | 4                       | 176                  | 40                  | 77            | 343         |
| Rushey Mead                       | 29       | 11                      | 172                  | 49                  | 33            | 294         |
| Spinney Hills                     | 20       | 11                      | 168                  | 61                  | 55            | 315         |
| Stoneygate                        | 4        | 7                       | 103                  | 47                  | 72            | 233         |
| Thurncourt                        | 35       | 12                      | 133                  | 44                  | 42            | 266         |
| Westcotes                         | 12       | 5                       | 60                   | 17                  | 32            | 126         |
| Western Park                      | 42       | 6                       | 121                  | 38                  | 60            | 267         |
| Grand Total                       | 562      | 159                     | 2702                 | 794                 | 1141          | 5358        |
| Source Carefirst extract 31/10/10 |          |                         |                      |                     |               |             |

The chart below looks at how many of our current service users live in wards with above average benefit claims. The red bars represent the wards with above average numbers of service users and above average numbers of total claimants. From this analysis we can argue that new referrals will come from those wards, due to the link between deprivation and vulnerability.



Source Nomis Nov 2010

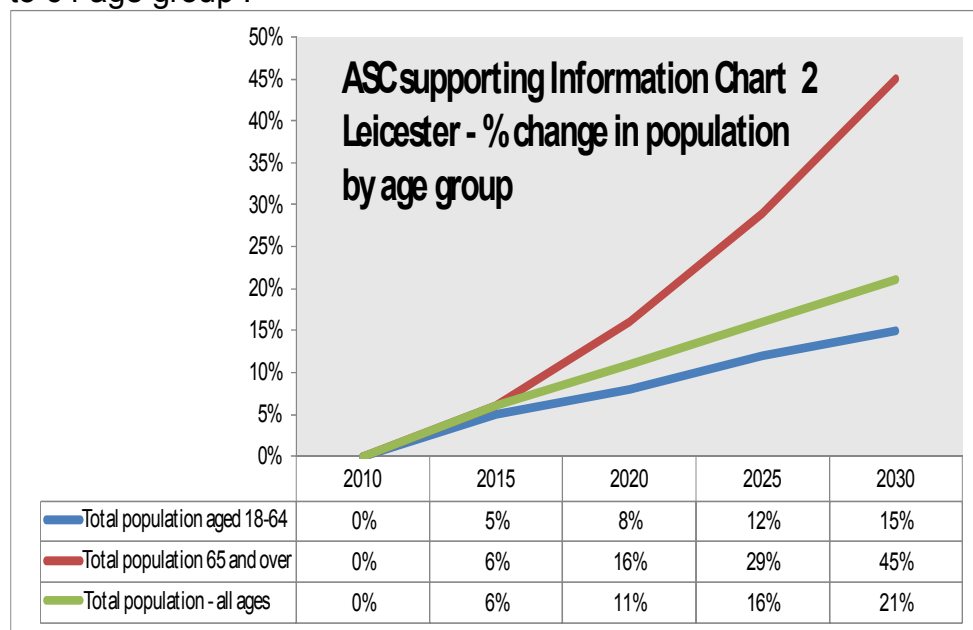
9 February 2011

**KEY:** 1, Abbey. 2, Aylestone. 3, Beaumont Leys. 4, Belgrave. 5, Braunstone Park & Rowley Fields. 6, Castle. 7, Charnwood. 8, C4oleman. 9, Evington. 10, Eyres Monsell. 11, Fosse. 12, Freeman. 13, Humberstone & Hamilton. 14, Knighton. 15, Latimer. 16, New Parks. 17, Rushey Mead. 18, Spinney Hills. 19, Stoneygate. 20, Thurncourt. 21, Westcotes. 22, Western Park.

### 30. % Change in Population by Age Group

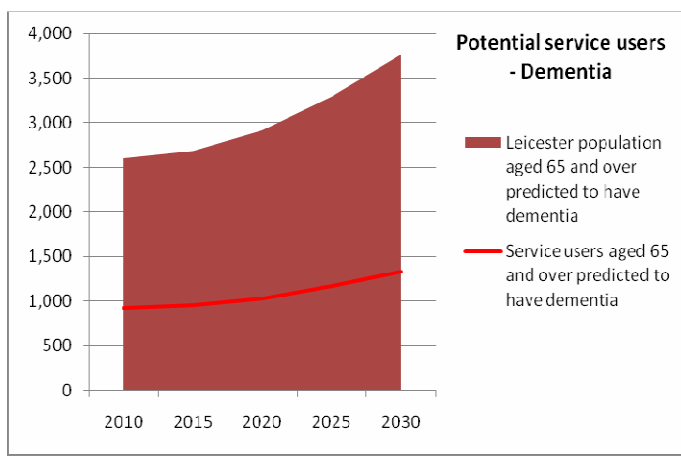
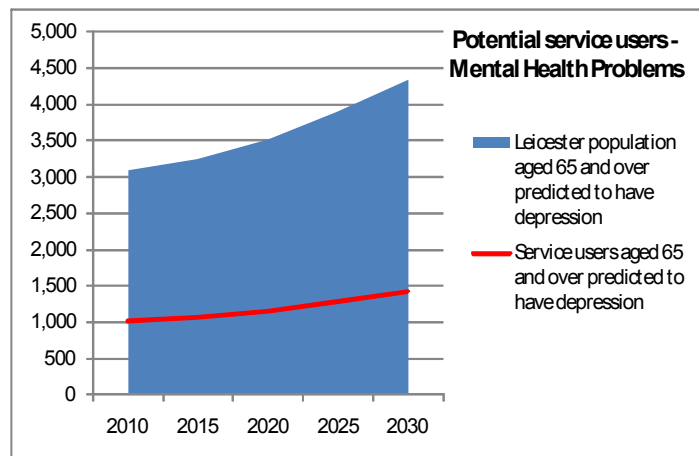
In Leicester, there are almost 200,000 people aged between 18 and 60 and almost 50,000 people over the age of 60. 75% of adults over the age of 18 are aged between 18 to 60 with a gender split of 50:50, female to male and 25% are aged 60+ with a gender split of 45:55 male to female. The gender splits reflect longer females life expectancy.

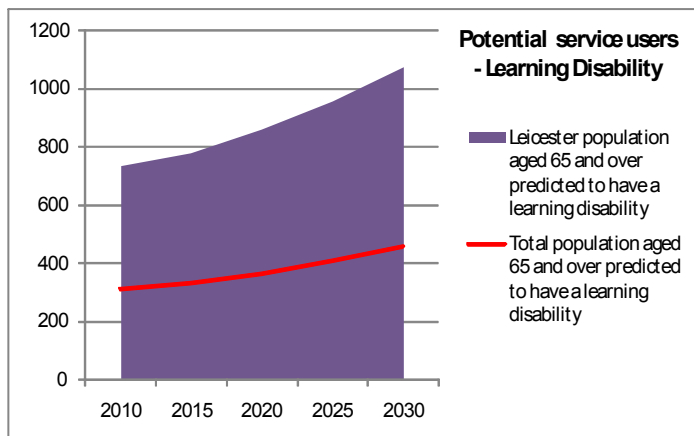
Currently Leicester has a relatively young population in comparison to some cities. However, in 20 years the number of older persons will have increased at more than twice the rate of the 18 to 64 age group.



Figures are taken from Office for National Statistics (ONS) subnational population projections by sex and quinary age. The latest subnational population projections available for England, published 27 May 2010, are based on the 2008 mid year population estimates and project forward the population from 2008 to 2033.

### Comparison of numbers of Service users to number of potential service users





The red line on the three charts above represents the 'Prevention Safety Net' (eligibility criteria, unpaid carers, voluntary organisations, The Supporting People initiative,)

| Data for potential service user charts  | Years |       |       |       |       |
|---|-------|-------|-------|-------|-------|
|   | 2010  | 2015  | 2020  | 2025  | 2030  |
| Leicester population aged 65 and over predicted to have depression            | 3,074 | 3,233 | 3,510 | 3,882 | 4,332 |
| Leicester population aged 65 and over predicted to have dementia              | 2,601 | 2,683 | 2,915 | 3,294 | 3,765 |
| Leicester population aged 65 and over predicted to have a learning disability | 731   | 777   | 855   | 955   | 1,072 |
| Service users aged 65 and over predicted to have depression                   | 1012  | 1064  | 1156  | 1278  | 1426  |
| Service users aged 65 and over predicted to have dementia                     | 921   | 950   | 1032  | 1166  | 1333  |
| Total population aged 65 and over predicted to have a learning disability     | 313   | 333   | 366   | 409   | 459   |

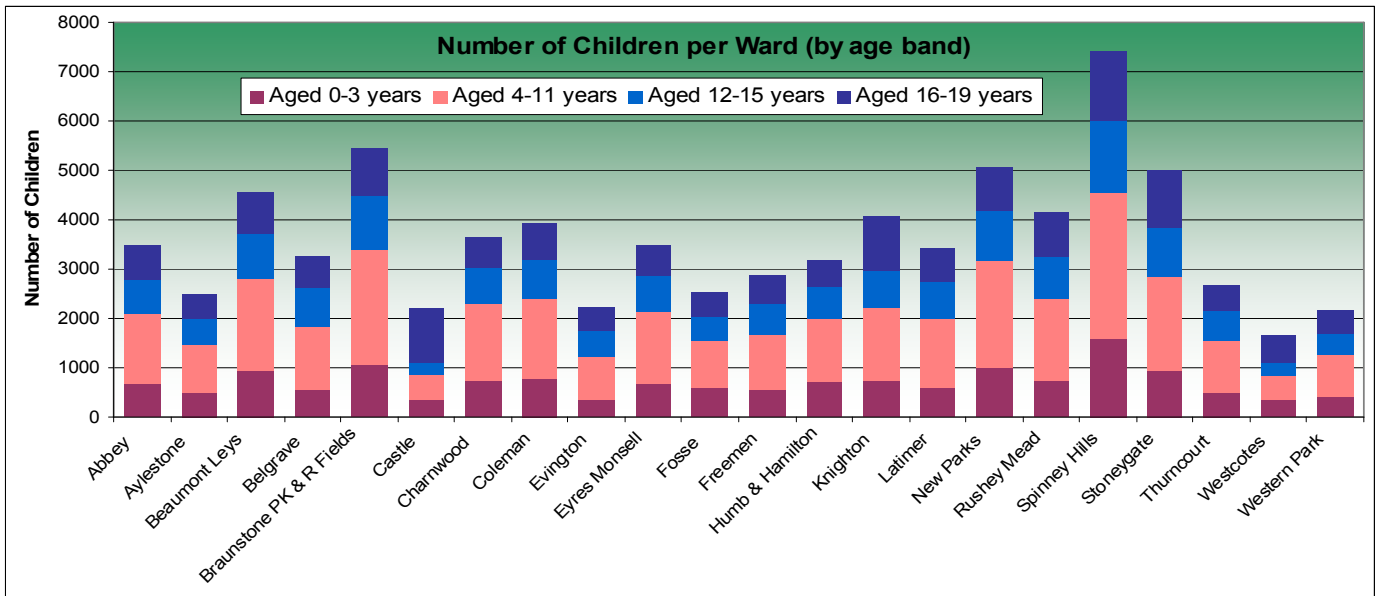
The charts and tables above look at older persons, because our records show that they are the most likely recipients of ASC. The same analysis is available for people of working age. There are other factors that influence how many people access ASC.



# Children & Young People

## 31. Number of children per ward by age band

Total population 0-19yrs-olds in Leicester is 79,890 (ONS Mid year population 2009)  
 The graph below shows the number of children and young people by ward, and the number/proportion falling within each of the age bandings 0-3, 4-11, 12-15 and 16-19 years



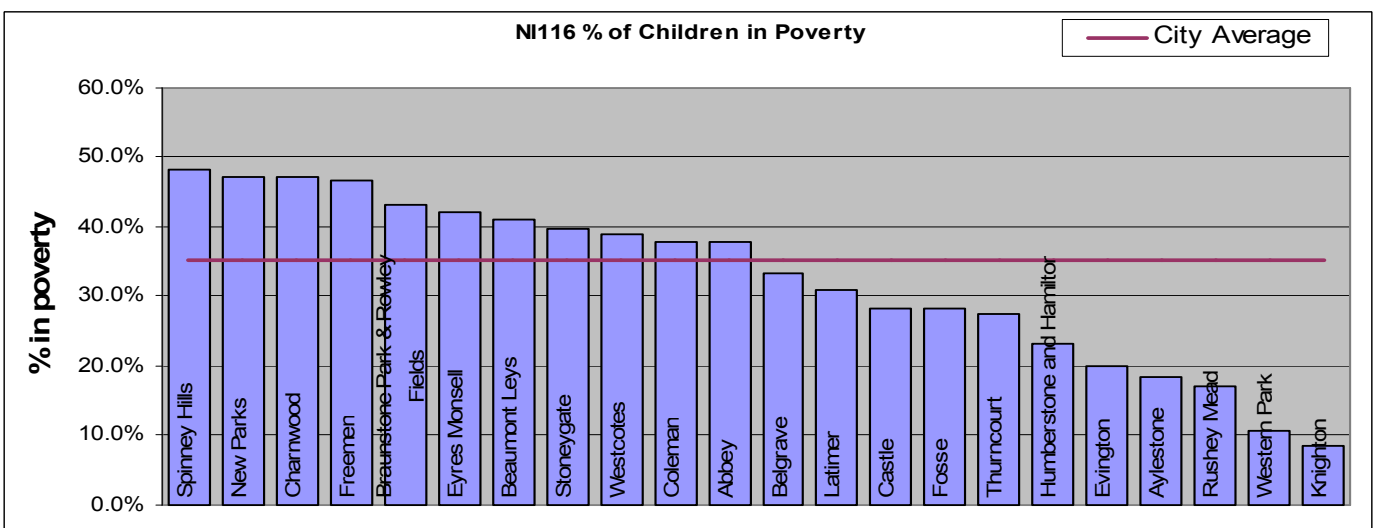
(Source 2001 Census Data ONS Neighbourhood Statistics)

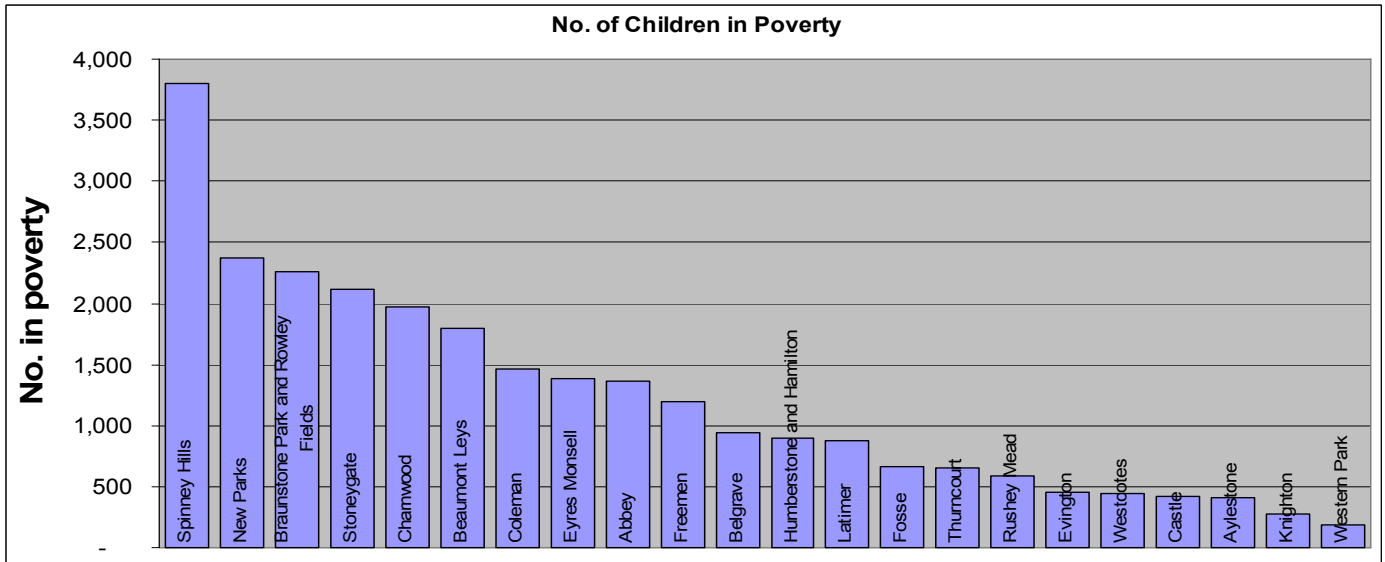
## 32. Number and % of children and young people in poverty by ward

Of the total 0-19yr-olds in Leicester there are **26,565** children and young people living in poverty, amounting to 35.5% of the city's 0 – 19 year-olds.  
 The latest comparable national average is 28.6% (2008-2009).

The graphs below show the percentage and numbers of children living in poverty by Ward; these are significant indicators of where the greatest hardship effects of local and/or national cuts may be felt. The indicator includes both those children whose parents are dependent on “out of work” benefits, and those whose parents are working, but earn too little to lift them out of relative poverty.

These two groups are important because these families may have the least resilience to any reductions in their income or changes in employment circumstances.

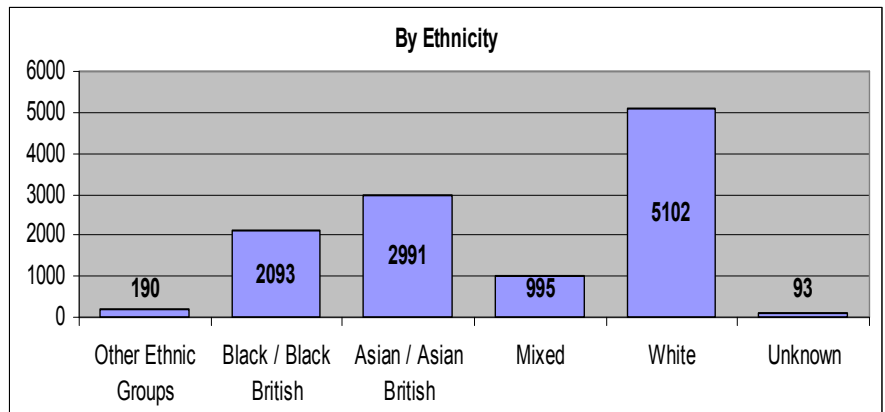
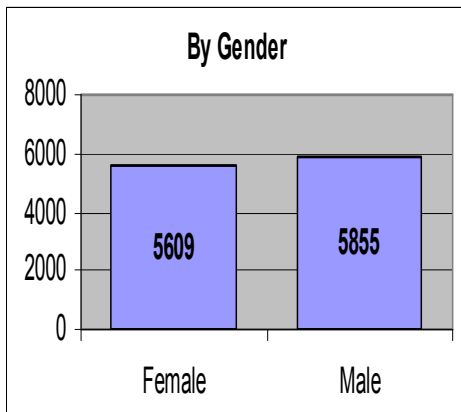




### 33. The number of children receiving free school meals

The population of children and young people 5-16yrs on school rolls in Leicester is **46,943**.  
(May 2010 Schools Census)

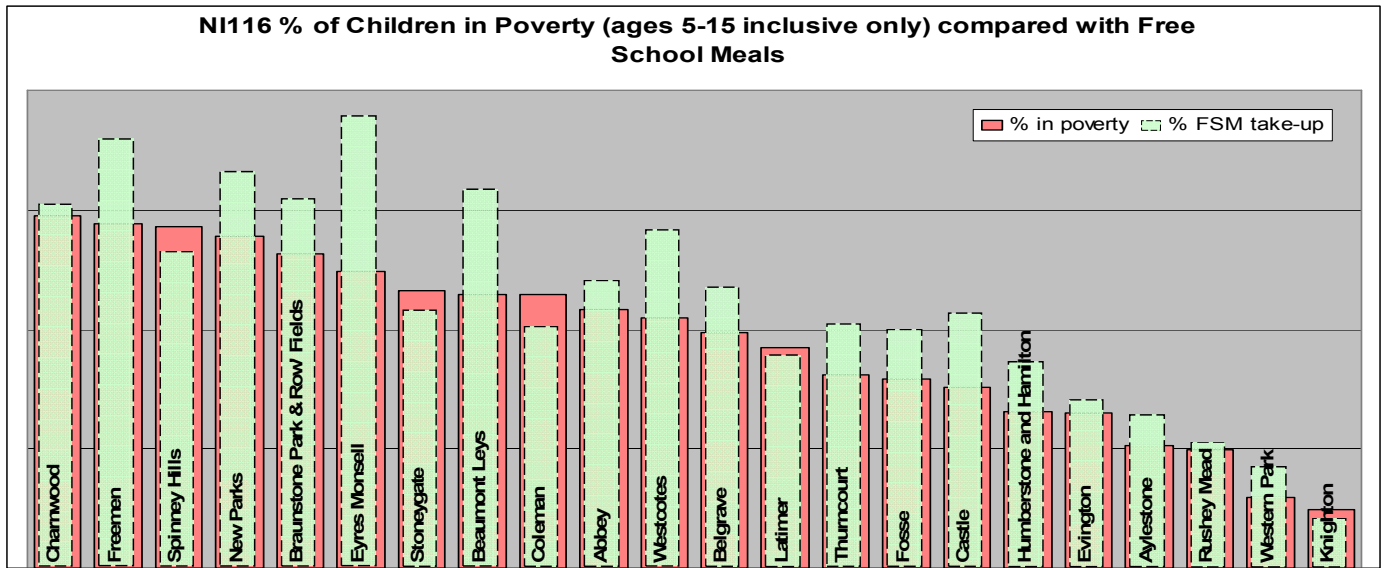
Of this amount **11,464** pupils claim free school meals (FSM) 24.4%



### 34. The % of children in poverty compared to % of free school meals take-up by ward

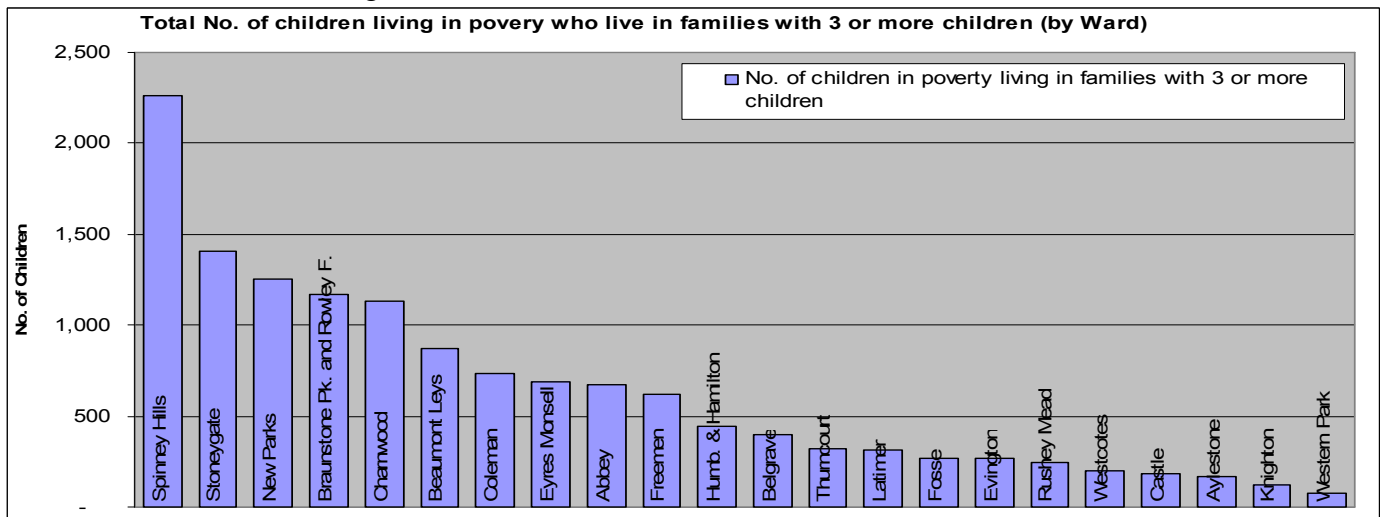
The graph below shows that fewer children in Spinney Hill, Stoneygate and Coleman Wards take up FSM than are entitled to receive them.

Source: HMRC/ONE datanet, 2008



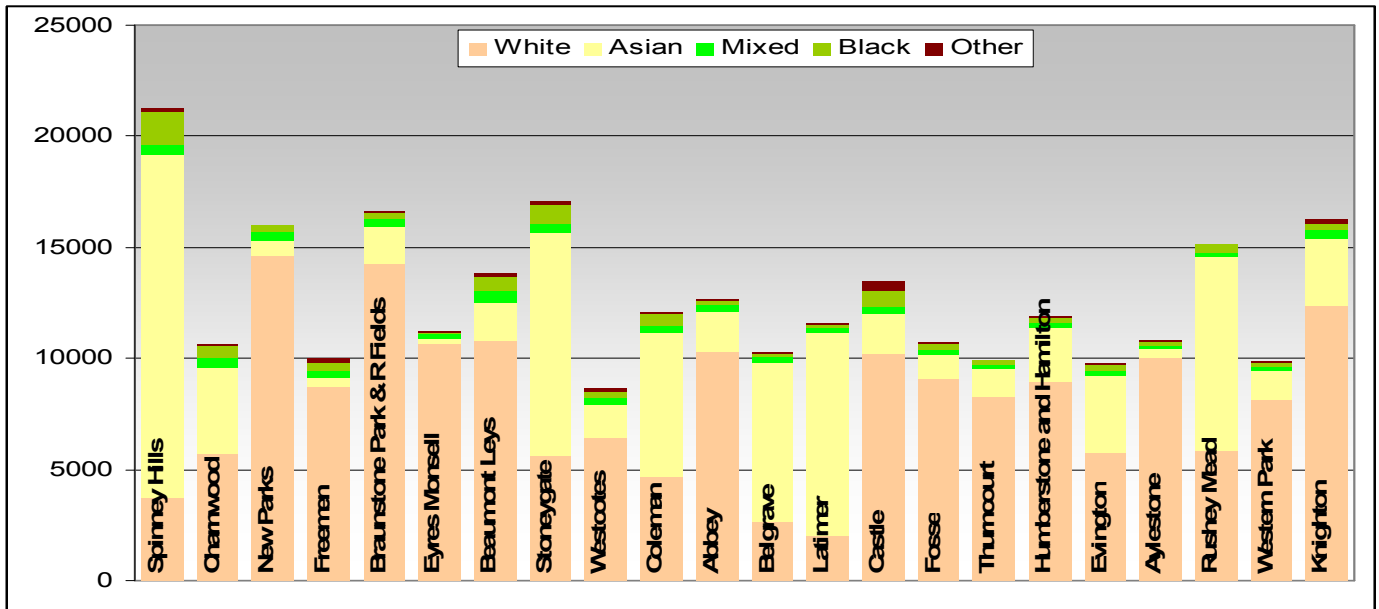
### 35. The number of children in poverty who live in families with 3 or more children by ward

The graph below shows the numbers of children living in poverty in large families by Ward. Larger families are at greater risk of living in poverty as they need more resources to achieve the same standard of living as smaller ones.



Source: HMRC, 2008

### 36. Ethnic composition of the population by ward



Source: ONS Neighbourhood Statistics, 2001

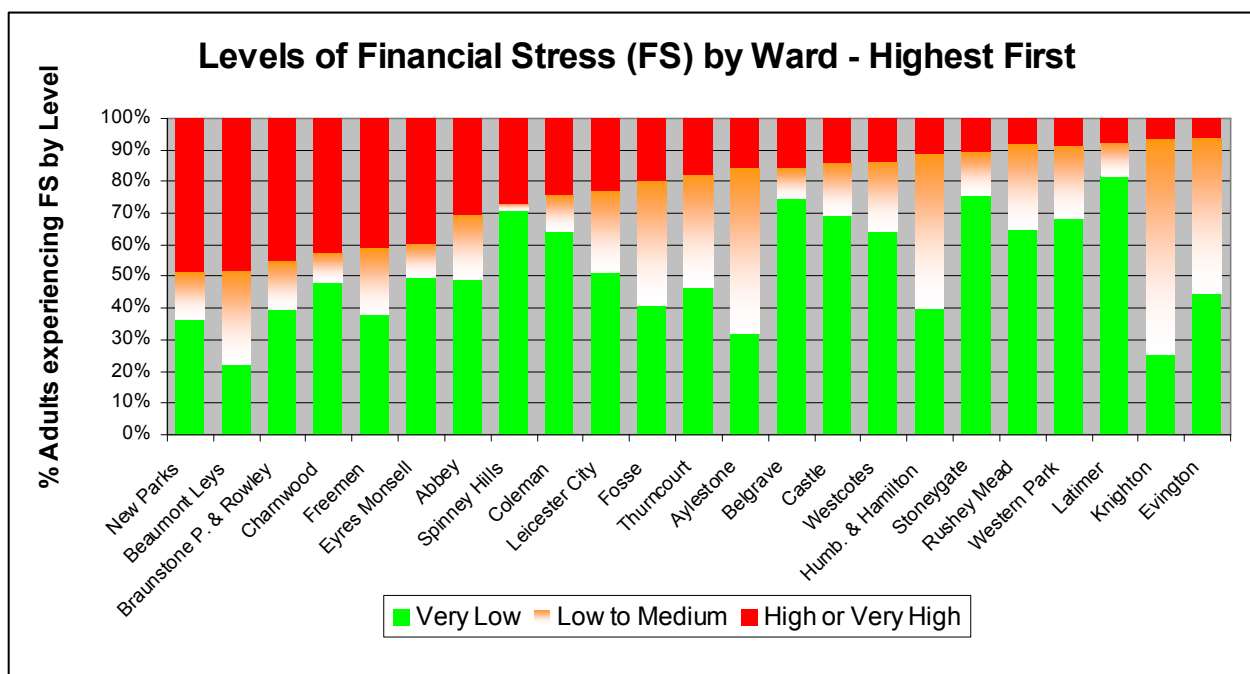
With the ethnic makeup summary above, the graphs suggest that children living in poverty in large families are more likely to be from BME backgrounds, e.g. high numbers in Spinney Hills, Stoneygate Ward, Charnwood and Coleman.

### 37. Levels of financial stress (as measured by Experian) by ward

The graphs on child poverty indicate where the greatest concentrations of children living in poverty are in Leicester, by number and by percentage. This can be combined with data about levels of financial stress such as that published by Experian in 2009 and shown below.

The Financial Stress measure includes elements of measures of: gross income (e.g. wages/salaries and social security payments); deductions e.g. income tax and interest payments; disposable income; consumer expenditure and risk of unemployment.

- **Green** shading shows % of the population in each ward experiencing Very Low Financial Stress
- **White/Orange** shading shows % of the population in each ward experiencing Low to Medium Financial Stress
- **Red** shading shows % of the population in each ward experiencing High or Very High Financial Stress



Source: Experian (2009)

Combined with the poverty data above, this graph shows that the communities which have high levels of child poverty were also those (unsurprisingly) experiencing the greatest levels of financial stress in 2009. Data on financial stress levels and child poverty shows the areas of Leicester with highest levels of pre-existing poverty and financial strain and the lowest resilience to further reductions in family income or loss of employment.

## Employment & Economic Development

### 38. % of working age population in employment

#### % In Employment - All People

|                  | Jan 08 - Dec 08 | Apr 07 - Mar 08 | Jun 08 - Jun 09 | Oct 08 - Sep 09 | Jan 09 - Dec 09 |
|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Derby            | 71.9            | 71.1            | 70.5            | 70.3            | 71.8            |
| <b>Leicester</b> | <b>62.1</b>     | <b>62.9</b>     | <b>63.2</b>     | <b>63.4</b>     | <b>62.9</b>     |
| Nottingham       | 63.8            | 61.8            | 59.5            | 57.4            | 56.8            |
| Leics            | 77.8            | 76.8            | 78.5            | 77.4            | 75.8            |
| Sub Region       | 72.9            | 72.4            | 71.7            | 71.5            | 71.7            |
| East Midlands    | 73.9            | 74.7            | 72.9            | 72.2            | 72.2            |
| Great Britain    | 72.2            | 75.8            | 71.5            | 71.1            | 70.7            |

#### % In Employment - Males

|                  | Jan 08 - Dec 08 | Apr 08 - Mar 09 | Jun 08 - Jun 09 | Oct 08 - Sep 09 | Jan 09 - Dec 09 |
|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Derby            | 77.7            | 77.1            | 76.1            | 76              | 78              |
| <b>Leicester</b> | <b>69.8</b>     | <b>70.8</b>     | <b>71.1</b>     | <b>70.4</b>     | <b>70.9</b>     |
| Nottingham       | 68.5            | 64              | 61.4            | 59              | 59              |
| Leics            | 83.7            | 82              | 81.8            | 80.8            | 82              |
| Sub              | 79.4            | 78.5            | 78.5            | 77.3            | 78.2            |

|                  |                                  |                 |                 |                 |                 |
|------------------|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| Region           |                                  |                 |                 |                 |                 |
| East Midlands    | 79.1                             | 78.3            | 78.2            | 77.6            | 77.5            |
| Great Britain    | 78                               | 77.7            | 77              | 76.3            | 75.8            |
|                  | <b>% In Employment - Females</b> |                 |                 |                 |                 |
|                  | Jan 08 - Dec 08                  | Apr 08 - Mar 09 | Jun 08 - Jun 09 | Oct 08 - Sep 09 | Jan 09 - Dec 09 |
| Derby            | 66                               | 64.9            | 64.7            | 64.3            | 65.3            |
| <b>Leicester</b> | <b>55.2</b>                      | <b>54.9</b>     | <b>55.3</b>     | <b>56.3</b>     | <b>55</b>       |
| Nottingham       | 58.7                             | 59.5            | 57.5            | 55.7            | 54.4            |
| Leics            | 71.9                             | 71.6            | 69.4            | 68.4            | 69.4            |
| Sub Region       | 66.3                             | 66.3            | 64.9            | 64.6            | 64.8            |
| East Midlands    | 68.1                             | 67.9            | 67.5            | 66.9            | 66.9            |
| Great Britain    | 66.5                             | 66.3            | 66              | 65.9            | 65.7            |

### 39. Number of jobs in public sector related employment (2009)

| <b>Industry:</b>                | <b>Number</b> | <b>%</b>  |
|---------------------------------|---------------|-----------|
| Public administration & defence | 11,000        | 7         |
| Education                       | 18,500        | 12        |
| Human Health & Social Work      | 25,800        | 17        |
| <b>Total</b>                    | <b>55,300</b> | <b>35</b> |

Source: BRES. PMS Crown Copyright Reserved (from Nomis, 5 January 2011)

### 40. Leicester Labour Market

#### **Leicester City Working Residents:**

84% work in Leicester  
13% work in Leicestershire  
97% work in the sub-region

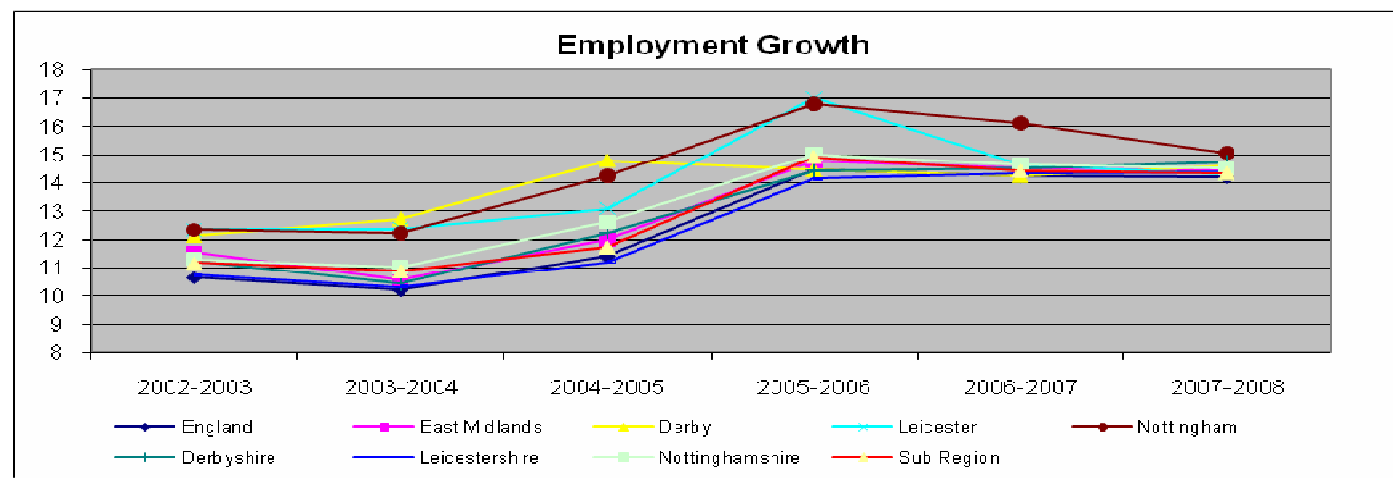
#### **Leicester City Council Workforce:**

54% live in Leicester  
35% live in Leicestershire  
89% live in the sub-region

Source: 2008 Annual Population Survey and 2009 Leicester City Council Employment Monitoring Report

## 41. Employment growth over time

### Employment Growth N1 172



## 42. Employment activity for women by ethnicity

|                               | Leicester | Comparator areas | England   |
|-------------------------------|-----------|------------------|-----------|
| <b>White</b>                  | <b>72</b> | <b>73</b>        | <b>76</b> |
| <b>Asian or Asian British</b> | <b>56</b> | <b>49</b>        | <b>50</b> |
| <b>Indian</b>                 | <b>58</b> | <b>66</b>        | <b>67</b> |
| <b>Pakistani/Bangladeshi*</b> | <b>35</b> | <b>35</b>        | <b>38</b> |
| <b>Black or Black British</b> | <b>59</b> | <b>64</b>        | <b>67</b> |
| <b>Other**</b>                | <b>48</b> | <b>55</b>        | <b>60</b> |
| <b>Total</b>                  | <b>65</b> | <b>66</b>        | <b>73</b> |

Source: APS, 2004/05-2008/09, Crown copyright.

\*The small group classified as 'other Asian' have also been included in this group

\*\*This includes those classified as Mixed, Chinese, or Other

- The chart above shows the activity rate for white women is highest at **72%**, which is still below the national average at **76%** and comparator rate of **73%**.
- BME women with lowest economic activity rates are Bangladeshi and Pakistani women at **35%** and further more **40%** of BME live in the poorest house holds.
- Widest gaps for BME women are Indian at **58%** this is **9%** lower than national average and **8%** lower than comparator rates (the Indian category includes participation rates of some Muslim women of Indian decent).
- The table above indicates the economic activity rates of women are **65%** (e.g. those in employment and actively seeking employment).
- Participation rate of women in the workplace is low at **54.1%**.

### 43. 2009 median earnings by workplace and by residence

- Leicester has the lowest medium earnings by workplace
- Leicester at £456
- Derby at £574.9
- Nottingham at £481.3
- East Midlands at £456.6
- Also Leicester has the lowest medium earnings by residence with a figure of £385.1 compared to a figure of £460.5 for the East Midlands region.

### 44. Skills in Leicester

Skill levels of adults in Leicester are lower than the national average. The city is below national and regional averages for qualifications attained, and more people than average have no qualifications. See Table 22.

#### Adult Qualifications in Leicester (Jan 2008-Dec 2008)

|                      | Leicester City<br>(numbers) | Leicester City<br>(%) | East Midlands<br>(%) | Great Britain<br>(%) |
|----------------------|-----------------------------|-----------------------|----------------------|----------------------|
| NVQ4 and above       | 40,600                      | 21.4                  | 25.4                 | 29                   |
| NVQ3 and above       | 63,200                      | 33.4                  | 43.5                 | 47                   |
| NVQ2 and above       | 94,700                      | 50                    | 62.4                 | 65.2                 |
| NVQ1 and above       | 120,200                     | 63.4                  | 78.1                 | 78.9                 |
| Other qualifications | 27,100                      | 14.3                  | 8.8                  | 8.7                  |
| No qualifications    | 42,300                      | 22.3                  | 13.2                 | 12.4                 |

Source: ONS Annual Population Survey 2010

The 'no qualifications' and high proportion of people with low qualifications, mean that many people in Leicester may struggle to read and write English easily.

### 45. Centre for Cities: City level economic performance

| Indicators:   | Leicester | GB     | Ranking |
|---|-----------|--------|---------|
| Annual population growth rate: 1999-2009                        | 0.62%     | 0.51%  | 20/64   |
| Business stock per 10,000 population: 2009                      | 286.9     | 334.7  | 24/64   |
| % of working age population in employment: Jul 2009 - Jun 2010  | 65.70%    | 70.40% | 51/63   |
| Average weekly earnings: 2010                                   | £415      | £491   | 54/64   |
| % of working age population with NVQ4+*: 2009                   | 23.30%    | 29.90% | 41/64   |
| % of working age population with no formal qualifications: 2009 | 19.90%    | 7.90%  | 63/63   |

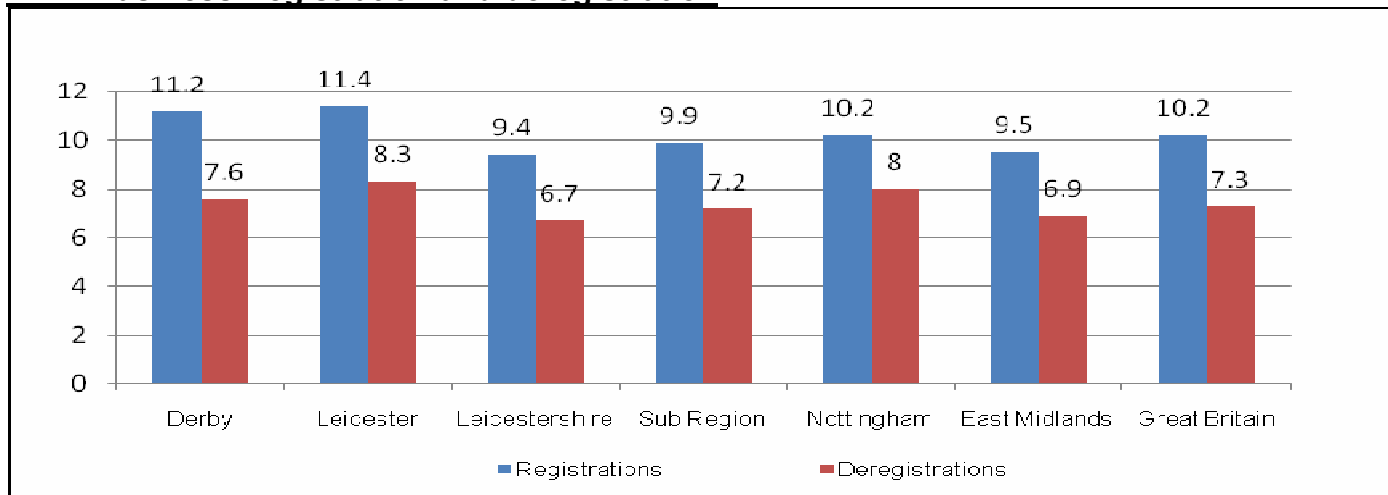
\* equivalent to a first degree

Source: [www.centreforcities.org/outlook11](http://www.centreforcities.org/outlook11)

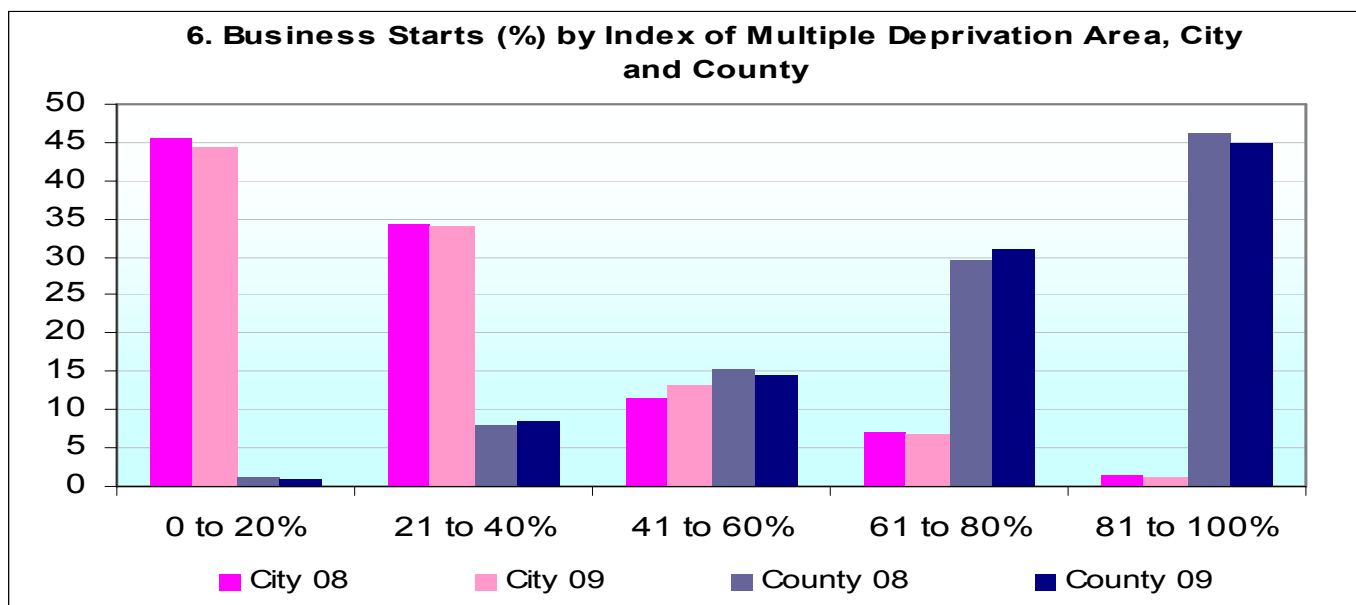


## 46. Business growth: business registration and deregistration

### NI171 Business Registration and deregistration



## 47. Business starts 2008 and 2009



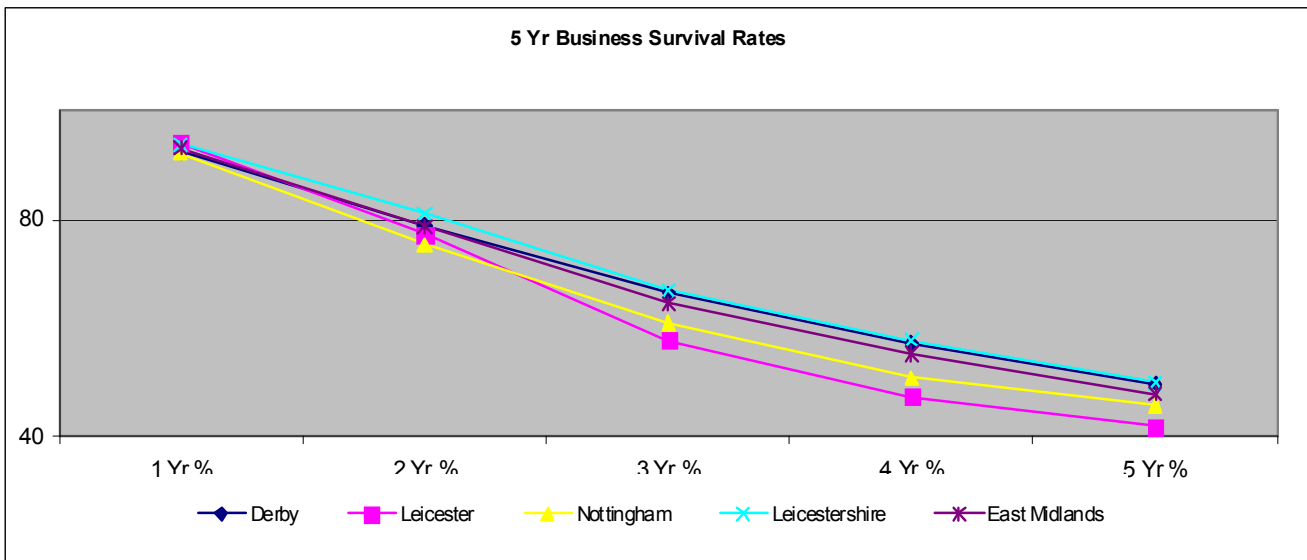
Most of Leicester business starts are in the most deprived areas in stark contrasts to the county where they are in more affluent areas.

The cumulative figures for the majority of business start-ups in 2010 are found in the areas of Castle, Coleman, Rushey Mead, Spinney Hill, Stoneygate and Westcotes. In the future business starts within these areas will be reduced, having a further on effect on employment and economic growth in those areas.

The cuts to WNRF and to the funding regime will impact on the support we able to offer to businesses and particularly impact on the greatest user of the service e.g. BME and female owned SME's.

## 48. 5 year business survival rates

- Business start up rates are higher in Leicester compared to rates in Leicestershire and East Midlands. (see graph 29 above)



- Survival Rates are low for all comparators and all seem to dip considerably after two years. Evidence suggests that for some BME Businesses who have low survival rate due to not having market research and business planning in place.
- With the reduction in the funding regimes Leicester will not be able to support business start up of continuity in the way that was previously under taken, therefore start up rates and survival rates will decline.

### Impact of the recession

- Changes included one in three companies (**30%**) said they had not replaced staff that had left and **29%** had made staff redundant.
- 24%** had cut back on overtime and **15%** had introduced short time working (reduced hours). Half the companies (**50%**) had not had to do any of these actions.
- 42%** of manufacturers had made staff redundant, **40%** had not replaced staff that had left, **38%** had cut back on overtime and **24%** had reduced working hours.
- Overall, **24%** of service sector companies had made staff redundant with **26%** not replacing staffs that has left, **18%** cutting back on overtime and 11% introducing shorter working hours.
- The level of redundancies in the wholesale retail and hospitality sector was the lowest at **21%**. The companies surveyed have made almost **2150** staff redundant in the previous twelve months, **1175** in the manufacturing sector and **975** in the service sector.

### Planning for growth

- Two in three companies (**69%**) plan to grow
- 66%** of manufacturing companies said they plan to grow compared with **71%** of service sector companies much same as was found in the Summer 2009 survey.
- Larger companies are more likely than small firms to be planning to grow (**86%** of large (200+) compared with **73%** of medium (20-199) and **65%** of small (1-19) companies).

### 49. 16-18 year olds Not in Education Employment or Training (NEET) by ward

The areas with the highest levels of NEETs can be seen in the table below. Westcotes figure is the highest at **22%** NEETS. Followed by New Parks at **16.2%** and Freemans at **14.6%** NEET. This is the male and females of all ages by their wards.

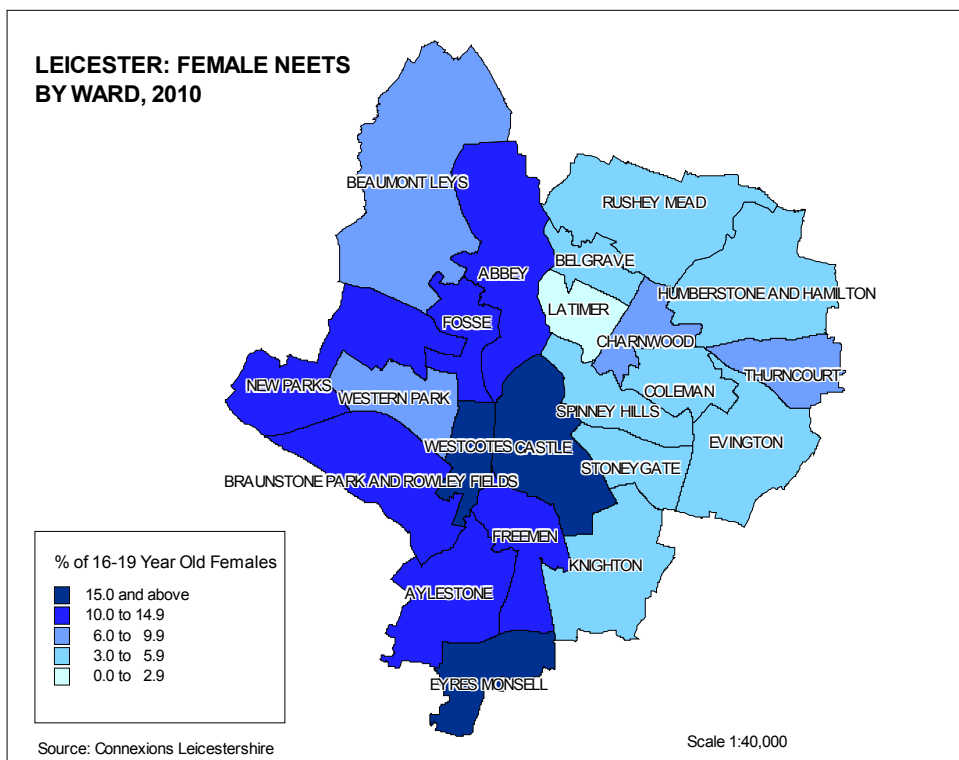
|           | Aug-10 | Jul-10 |
|-----------|--------|--------|
| Westcotes | 20.1   | 22     |
| New Parks | 17.7   | 16.2   |

|                               |      |      |
|-------------------------------|------|------|
| Freemen                       | 16.7 | 14.6 |
| Eyres Monsell                 | 15.2 | 14.2 |
| Fosse                         | 14.6 | 12.8 |
| Braunstone Pk & Rowley Fields | 14.1 | 13.8 |
| Charnwood                     | 12.6 | 10.4 |
| Abbey                         | 12.4 | 11.7 |
| Aylestone                     | 11.4 | 12.1 |
| Beaumont Leys                 | 10.7 | 10.2 |
| Castle                        | 9.5  | 12.5 |
| Coleman                       | 8.6  | 7.1  |
| Thurncourt                    | 8.2  | 7.5  |
| Western Park                  | 7.1  | 5.6  |
| Belgrave                      | 6.5  | 5.7  |
| Humberstone & Hamilton        | 6.3  | 6.5  |
| Spinney Hills                 | 6    | 5.7  |
| Evington                      | 5.9  | 6    |
| Knighton                      | 4.5  | 4.2  |
| Stoneygate                    | 4.2  | 3.3  |
| Rushey Mead                   | 3.8  | 4    |
| Latimer                       | 3.6  | 2.9  |

### NEETS by Ward 16-18 year olds

From 2005 to 2010 the city NEET rates have fallen from **14.6%** to **8.6%**. Our figures are higher than the county rates which have fallen from **9.7%** to **5.3%**.

For Leicester the NEET for females between 16-18 year olds is **8%**, which is higher at the west of the city. There is an East West divide, with New Parks, Aylestone, Castle, Eyres Monsell etc being the areas for male and females having the highest level of NEETs in the city.



## Appendix 2: Equalities Implications

### Equality Groups

#### National profile

Source: **How Fair is Britain?** Equality and Human Rights Commission, Triennial Review 2010, Appendix 3.

#### Age

Age is almost always defined as 'age last birthday' and wherever possible is collected in surveys via date of birth.

For studying employment and labour market issues, two groups are usually used: 'working age' and 'over state retirement age'. 'Working age' is defined as 16-59 for women, and 16-64 for men, and 'over state retirement age' is defined as 60 or over for women and 65 or over for men. These will be the same when the retirement age for women and men will be equalised.

#### Gender

Gender differences are shown through disaggregating by gender, i.e. male or female.

For the resident population aged 16 or over by gender in Britain, mid-2009, men outnumber women in all age groups up to the 25-34 year old band and thereafter women outnumber men due to the higher mortality of younger men compared to women. Boys or men account for 51% of those aged 0-34, but from 35-74, constitute 48% of the population. For those aged above 85, only 32% are men.

#### Ethnicity

Ethnic group is defined as an individual's self-defined identity, and ethnic group questions are mainly based on the 2001 Census questions. There is a difference in opinion over the definition of ethnic minorities: historically only visible ethnic minorities were included, but increasingly, White minorities are also being included.

For the British household population, the proportion of those non-White aged 16 and over is around 11%.

Non-White ethnic groups have a younger age profile compared to the White population: 57% of Chinese adults, 56% of Pakistani/Bangladeshi adults, 60% of mixed ethnicity adults, 51% of Black Africans, and 50% of 'other' ethnicity groups, are under the age of 35, compared to 29% of White adults and 30% of Black Caribbean adults. Over a third of White people and a quarter of Black Caribbean people are aged 55 and over, compared to 1 in 5 Indian people, and 1 in 7 of the above minority groups.

#### Religion and belief

The official statistics approach to measuring religion and belief is to record broad identity or religious affiliation and not to ask about belief or practice.

On the basis of religious affiliation, 73.7% of adults in England report Christian affiliation; 18.2% say they have no religious affiliation, and 8.1% are affiliated to non-Christian religions. The age profile of non-Christian groups is younger: 55% of Muslim adults, 43% of Hindu adults, and 41% of Sikh adults are below the age of 35

compared to 25% of adults reporting a Christian affiliation. The age profile of Jewish people is similar to those with Christian affiliation, while more Buddhist people are aged under 55 (81% compared to 60% Christian). Those with no religious affiliation are also younger: 47% of adults with no religious affiliation are aged under 35 compared with 25% of Christians.

### **Disability**

Surveys questions have used different sets of questions on disability and/or illness. The ONS and Office for Disability have developed a suite of questions on disability as defined in the Disability Discrimination Act (DDA) and disability defined in relation to the social barriers faced by people with impairments.

The identification of disability covered by the DDA defines the disabled as people with a long-standing illness, disability or impairment, and who have substantial difficulty with day-to-day activities. On this basis, 21% of adults in England and Britain are disabled.

Disabled people have an older age profile than non-disabled people: 45% of disabled people are more likely to be aged over 65 than non-disabled people (13%). For adults aged 16-64, 64% of disabled people are over 45 compared to only 36% of non-disabled people.

### **Sexual orientation**

Survey questions on sexual orientation ask about sexual identity, how an individual identifies themselves. No surveys have yet collected data from a large enough sample to provide a precise estimate of the size of the lesbian, gay and bisexual population, and many people choose not to answer the question about sexual identity. The 2009-2010 Integrated Household Survey included the harmonized question on sexual identity and found that 1.5% of the population surveyed identified themselves as lesbian, gay or bisexual, which the ONS consider to be consistent with other UK surveys. The Government is using the figure of 5-7% of the population which Stonewall feels is a reasonable estimate.

## **Leicester profile**

### **Population**

The ONS mid year estimate for 2010 is 311,500.

### **Age**

Leicester has a younger than average population – 46% of the population is under 29 years old (2008 Estimates). The average age of the ethnic minority population is approximately 8 years younger than that of the White population. Nearly a quarter of older people are from ethnic minority communities (2001 Census).

### **Gender**

52% of Leicester's population is female and 48% is male. This distribution is in line with national averages for English cities.

### **Ethnicity**

The ethnic composition of Leicester is as follows:

| <b>Ethnicity</b>                  | <b>Leicester %</b> | <b>England %</b> |
|-----------------------------------|--------------------|------------------|
| <b>White</b>                      | 61.3%              | 88.2%            |
| <b>Asian</b>                      |                    |                  |
| Asian or A. British: Indian       | 25.0%              | 2.6%             |
| Asian or A. British: Pakistani    | 2.0%               | 1.8%             |
| Asian or A. British: Bangladeshi  | 0.8%               | 0.7%             |
| Asian or A. British: Other        | 1.8%               | 0.7%             |
| <b>Black</b>                      |                    |                  |
| Black or Black British: Caribbean | 1.4%               | 1.2%             |
| Black or Black British: African   | 3.2%               | 1.4%             |
| Black or Black British: Other     | 0.3%               | 0.2%             |
| <b>Mixed</b>                      | 2.6%               | 1.7%             |
| <b>Chinese</b>                    | 1.0%               | 0.8%             |
| <b>Other</b>                      | 0.6%               | 0.7%             |

Source: ONS Population Estimates 2008

Inward migration into Leicester, along with a higher than average birth rate means that the above ethnicity statistics may be conservative. Leicester experiences significant population displacement with generally older people moving out and new migrants moving in. Many new migrants are young and single.

## Religions

| <b>Main Religions</b> | <b>Leicester %</b> |
|-----------------------|--------------------|
| Christians            | 45%                |
| Hindus                | 15%                |
| Muslims               | 11%                |
| Sikhs                 | 4%                 |
| Jews                  | 0.20%              |

Source: 2001 Census

## Disability

In the East Midlands, 19.4% of people of working age identified themselves as disabled. A higher proportion of men than women were disabled in the East Midlands. Leicester at 8.4% has a higher proportion of disabled people claiming invalidity benefits compared to the national average of 6.8% (Annual Population Survey 2005).

## Sexual Orientation

The Government figure of 5-7% of the population is used to describe the estimated proportion of LGB people. The Council uses the median: 6%.

## Likely equality impacts and outcomes

Source: Source: How Fair is Britain? Equality and Human Rights Commission, Triennial Review 2010, Executive Summary

The EHRC's 2010 Triennial Review is a useful reference source for likely impacts and outcomes for different equality groups. For the purpose of the CSR measures described in this report, the following equality impacts and outcomes can be expected within Leicester on the basis of the national trends described in the Triennial Review.

### Standard of living:

- Income poverty remains persistent for some groups such as some groups of women, ethnic minority groups and families with disabled members.
- One person in 5 lives in households with less than 60% median income (after housing costs). This rises to nearly 1 in 3 for Bangladeshi households. 1 in 4 families with disabled people live below the 60% median income.
- Nearly  $\frac{3}{4}$  of Bangladeshi children and  $\frac{1}{2}$  of Black African children grow up in poverty.
- The experience of poverty is closely related to poorer outcomes in terms of living conditions, overcrowding, crime in the neighbourhood and destitution, leading to poor health and low life expectancy.
- Female-headed households are four times as likely as average to be overcrowded.
- Ethnic minority and disabled people and religious minority groups are over-represented in the most deprived neighbourhoods in England.

### Employment:

- Men have been more adversely affected than women by the recent recession, and young people more than older people.
- Disabled men are substantially less likely to work than in the past. For low qualified men with disabilities, the chances of working halved from 77% to 38% from the 1970s to the 2000s. Employment rates vary by impairment. Figures suggest that 45% of disabled people in their early 20s are not in education, employment or training.
- Only 1 in 4 Bangladeshi and Pakistani women works and almost half of Bangladeshi (49%) and Pakistani (44%) women are looking after the family or home, compared to 20% or fewer of other groups.
- There is persistent gender and ethnic segregation in the labour market. 40% of female jobs are in the public sector compared to 15% of male jobs.
- Although women now do better than men in every aspect of educational qualifications, the pay gap between men and women remains.
- Disabled men experience a pay gap of 11% compared with non-disabled men. Disabled women experience a 31% pay penalty compared to non-disabled men.

### Education:

- Educational outcomes differ markedly by gender, socio-economic group, ethnicity and disability. Boys, pupils from some ethnic minority groups, and those eligible for Free School Meals are performing less well as early as age 5.
- For students from lower socio-economic groups, the gap widens during the school years. This gap is accentuated when combined with other factors associated with educational underperformance, such as gender and disability.

- 17% of children with Special Educational Needs (SEN) get five good GCSEs compared to 61% of children without identified SEN. When SEN is combined with those eligible for Free School Meals, outcomes drop even further. Disabled adults are three times as likely as others to have no qualifications.
- More ethnic minority students are now going to university (23% of total university students in 2009), but they are less likely to attend Russell Group Universities.
- In some ethnic and religious groups there are large numbers of people without any qualifications. The relationship between ethnicity, literacy and numeracy is very strong and specific cases extremely negative – for example, being Black and male appears to have a greater impact on levels of numeracy than having a learning disability.

### **Care and support:**

- Over the next decade there will be a steep increase in the demand for personal care for older people.
- Early year's childcare can influence children's learning and development, with high quality formal settings having the greatest positive impact. Ethnicity and lone parenthood are the two factors most strongly associated with the use of childcare. Lone parents, non-working parents and lower income parents use less childcare, and when childcare is used, are less likely to use formal childcare. Parents with disabled children also use less childcare.

### **Health:**

- Geography matters, as does socio-economic circumstance – incidence of ill health is closely associated with area deprivation, especially among those under 65.
- Some ethnic minority groups appear to have worse general self-reported health than the White British majority, particularly Bangladeshi and Pakistani people. These health disparities persist even taking socio-economic circumstances into account.
- Groups vulnerable to pressures such as poverty and victimization show high rates of mental illness. The risk of having poor mental health scores is higher for certain ethnic groups with high poverty rates.
- Women are more likely to report potential problems, but under-reporting may mean that levels of mental health problems for men are higher than they appear.



## Appendix 3: Equality Impact Assessments of CSR Measures

Equality Impact Assessments have been carried out for the following CSR measures:

### Benefit Impacts

- Overall Cap on Household Benefit Payments
- Move from Incapacity Benefit/Employment Support Allowance to Job Seekers' Allowance
- Introduction of Universal Credit and Work Programme

### Housing Impacts

- Cut in Capital Budget for Affordable Housing
- End funding for Private Sector Renewal
- New Caps on Local Housing Allowance – June Budget Announcement
- Reduction in Housing Benefit by 10% for people on JSA for 12 months or more – June Budget Announcement
- Increasing the age threshold for Shared Room Rate in Housing Benefit from 25 to 35
- Housing Association Rent Increase
- Homelessness grants to remain £100m a year.
- Supporting People base level 11.5% cut
- Disabled Facilities Grant (DFG)
- Introduction of Intermediate Tenancies
- Local Housing Allowance rates set to 30<sup>th</sup> percentile – June Budget Announcement
- Local Housing Allowance excess of £15 removed – June Budget Announcement
- Local Housing Allowance to increase by Consumer Price Index – June Budget Announcement
- Staggered increases in the rates of non-dependent deductions – June Budget Announcement

### Health Impacts

- Health Budget

### Adults Impacts

- Extra Funding for Social Care
- Removal of mobility component of Disability Living Allowance for those in residential care

### Children & Young People's Impacts

- Rationalising and ending centrally directed programmes for children, young people and families
- Free Early Years Education Provision for Disadvantaged 2yr olds
- Pupil Premium (Targeted support for disadvantaged C&YP)

- Education Maintenance Allowance (EMA)
- Potential Impacts requiring further investigation

### Employment and Economic Development Impacts

- Economic Growth and Development
- Changes to Higher Education Provision – Leicester College
- Public Sector Employees

### Benefit Impacts

#### CSR Announcement: Overall Cap on Household Benefit Payments

There will be a cap on household benefit payments from 2013 at around £500 a week for a couple and lone parent households and around £350 a week for a single adult household.

#### Who are the people affected by the CSR Announcement?

The types of households that will be most affected are families with children. Implications for households with three or more children, as a cap on overall benefits will mean that they can only be paid Housing Benefit on what they are entitled to after other benefits have been paid, this means larger families will only be able to claim low levels of Housing Benefit. Therefore these families will not benefit from any other increases in other benefits such as the increases in Child Tax Credit. We fear that those with 4 or more will get no Housing Benefit at all. **(Head of Revenues & Benefits, Director for Housing Strategy & Options LCC 2010)**

#### How are they affected?

This may mean that families will have affordability issues and may be unable to pay their rent leading to an increase in evictions for rent arrears.

#### What is the anticipated impact on them?

The cap could lead to more people becoming homeless in Leicester and more homeless people moving to Leicester.

This could lead to an increase in child protection plans, impact on educational attainment, impact on health and employment prospects for households.

“The risk of a child having a Child Protection Plan rises from 1% to 12%. It also can mean that families have to leave areas they lived in, adding to ‘churn’ in local schools, disrupting education and family life.” **Leicester Homelessness Strategy 2008 -2013**

Homelessness also leads to health impacts, recent studies found that 78% of homeless households living in temporary accommodation had at least one specific health problem and 58% had their health adversely affected as a result of their living conditions.

The affect of homelessness on children’s health is even more marked as they are 4 times more likely to develop respiratory infections, have twice as many hospital admissions and six times as many speech and stammering problems compared to non-homeless children

#### Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?

Overall welfare cuts will negatively impact on impact on women and families on low

incomes. Some BME communities, pensioners, disabled people and carers will also be impacted adversely as a result of the welfare cuts as some of these groups tend to be on low incomes.

“18 billion savings will be made from welfare cuts, benefits make up twice the percentage of women’s incomes that as they do of men’s”. **Guardian 20.10.2010**

Currently people who have indicated they are from a “Black” background which includes people from new migrant communities are over represented on the Housing Register and within Homeless Services and Housing Related Support services such as STAR. This trend may increase as a result of these changes. Any further cuts in this area may disproportionately affect people from this particular background.

**If there are adverse impacts, will any particular area of the city be affected?**

Spinney Hill, Stoneygate, New Parks and Braunstone are all areas of the City that have a high percentage of families with 3 or more children living in poverty, so the changes could particularly affect these areas of the City.

**Can these negative impacts be reduced or removed? If so, how?**

Families affected will need assistance from services that can help with debt management, tenancy support, and support into work.

The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal.

**Outcomes most likely to be impacted**

Increasingly limited access to affordable housing in area where living: may be forced to leave current housing because of build up of arrears and then eviction, leading to homelessness – increase in child protection plans, impact on educational attainment, impact on health (mental health, affects of substandard housing – overcrowding, damp), impact on job prospects - availability of work locally, access and cost of access to work.

Cheaper housing in Leicester tends to be private sector rental of a lower decency standard – impact on health/overcrowding, impact on educational attainment - kids changing schools, access to work/job prospects.

Move away from Leicester to cheaper accommodation elsewhere – impact on work - may be leaving job, impact on educational attainment - kids leaving schools, impact on community cohesion/identity - leaving community of interest and social support network.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**CSR Announcement: Move from Incapacity Benefit/Employment Support Allowance to Job Seekers’ Allowance**

**Who are the people affected by the CSR Announcement?**

Currently 16,320 people claim Incapacity Benefit in the city.

**How are they affected?**

The Employment Support Allowance (ESA) was brought in to replace Incapacity Benefit (nationally 1.5m people are on incapacity benefit as reported by the

Guardian, 21 October 2010) and supports people who are unable to work because of ill-health or disability. Those who have moved on to ESA (.5m people) and who previously worked, will now only be able to claim it for one year as a contributory benefit. Currently, people in receipt of Incapacity Benefit are being assessed to determine whether they are 'fit for work' (DWP estimate that .4m people will fit this category) and will be moved on to Job Seekers' Allowance. About .3m people are likely to be deemed too incapacitated to work, and will not see their benefits time-limited; leaving .8 m people will have their benefits cut after one year. Single people with no assets may be able to qualify for a means-tested safety net.

**What is the anticipated impact on them?**

Many people on Incapacity Benefit have not been in work for a number of years. For those deemed 'fit to work' (nationally estimated to be 21%), many will not be 'job ready' to compete effectively for available jobs. Many disabled people, and their families, who have never contemplated them working, may have to prepare for work for the first time. However, there are positive benefits for disabled people going into work: increased social contact will contribute to better health (recent research by the Royal Society for Psychiatry). The most significant impact will be on those households where ESA will end after a year (above estimate of 53% of those currently receiving Incapacity Benefit). The ESA rates lost, quoted by Demos report, 'For disabled people, cuts to welfare will have a deep and lasting impact', varied from an initial £51.85 a week to the support group rate of up to £96.85 a week. It is likely that the disability portion of the Universal Credit will also be more stringently assessed.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

The most significant impact will be on disabled people who are in receipt of Incapacity Benefit. Because of their not being in work for a significant period of time, they will not be 'job ready' to compete for available work. Disabled people need a longer period of time to be supported back into work (LCIL estimates 6x longer than for non-disabled people), particularly those with learning disabilities. The limited time period for receipt of ESA will disproportionately impact on disabled people becoming prepared for access to work, than for non-disabled people who do not face the same type of barriers to employment. However, there are positive benefits for disabled people going into work: increased social contact will contribute to better health (recent research by the Royal Society for Psychiatry).

**If there are adverse impacts, will any particular area of the city be affected?**

All wards have residents who claim Incapacity Benefits as shown by Appendix 1, no. 3. The wards with the highest number of claimants are: Spinney Hills, New Parks and Braunstone Park.

**Can these negative impacts be reduced or removed? If so, how?**

Appropriate support for disabled people, based upon the nature of their impairment, will be needed to prepare them for entry/re-entry into work. In addition, disabled people are subject to discrimination in the workplace, being twice as likely to be unemployed as non-disabled people and if in employment, in receipt of substantially lower income. (EHRC Income Inequality Audit) Outreach work is required with local employers to encourage them to consider hiring disabled people, particularly those with learning disabilities who are least likely to get employment. The CSR has maintained the Access to Work budget, but has changed what can be funded and increased the level of costs all but the smallest employers are asked to contribute. The costs of making reasonable adjustments may deter employers from hiring disabled people.

**Household/individual outcomes most likely to be impacted**

Will need to begin to look for work or become work ready if they have not been in employment for a long time. May affect their continuing to carry out

community/volunteer work they may do with their time. Nationally, many of those who have claimed incapacity benefit have stopped claiming instead of being assessed – newspaper reports say 75% of claimants stop claiming. Impact will be that the family income has been substantially reduced. May not be claiming benefits they are entitled to, which in turn could affect the household's ability to keep their housing tenure.

**Services areas most likely to be affected by increased demand**

Services supporting disabled people into work; services supporting people who have not worked for a while into work; welfare advice.

**CSR Announcement: Introduction of Universal Credit and Work Programme**

**Who are the people affected by the CSR Announcement?**

The Universal Credit will replace working tax credit, child tax credit, housing benefit, income support, Job Seekers' Allowance, and income related allowances, for new claimants as of 2012. It is estimated that it will take up to 10 years to 'migrate' current recipients into the system. In the city, there are 41,726 claimants for housing benefits, council tax benefits and other income support benefits (November 2010) – almost 1/3 of the city's households.

**How are they affected?**

Claimants will receive a basic personal amount with additional sums for disability, caring costs, housing costs and children, with single people and couples getting different rates. Most contact will be online – claimants are expected to manage their claims as they would an online bank account. Support will be provided for those unable to use the online system. The new element is the introduction of conditionality: individuals who are able to look for or prepare for work should be required to do so as a condition of receiving benefit. Those who fail to meet their responsibilities will face a financial sanction. There will be four conditionality groups: full conditionality (jobseekers); work preparation (people with a disability or those with a health condition which means they have limited capability for work at the current time); keeping in touch with the labour market (lone parent or lead carer in a couple with a child over age one but below age five); and no conditionality (people with a disability or health condition which prevents them from working, carers, lone parents or lead carers with a child under the age of one). Failure to meet a requirement to prepare for work will lead to 100% of payments ceasing until the recipient re-complies with requirements and for a fixed period after re-compliance.

**What is the anticipated impact on them?**

This will be dependent on the claimant's ability to manage their claims account. As a result of Legal Aid cutbacks, they will not have access to this facility to challenge any benefits appeals. They will need to keep their online accounts updated. This will adversely affect those who do not have access to a computer or who are not computer literate enough to be able to navigate an online account. Also, this is dependent on a claimant actively meeting the requirements of being on benefit based on their conditionality group. For those who do not, benefit payments will cease, for varying periods, with the potential resulting impact of their going into rent arrears and as a result of that, being threatened with eviction and homelessness. It is likely the sanction of losing 10% of the housing benefit after being on Job Seekers Allowance for a year will be continued under Universal Credit, causing another potential source of rental arrears for tenants. The targeted approach to directing people into work will have significant impacts on those who have not ever worked/worked for a period of time and who will now be required to prepare for and look for work.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

30% of housing benefits recipients in the city are over the age of 65 (slightly higher than national average of 27%); another 30% are single with no children (lower than the national average of 56%); 20% are lone parents with children (slightly lower than national average of 23%); 14% are couples with children (slightly higher than national average of 10%); and 6% are couples with no children. No detailed demographic breakdown of recipients is currently available. The groups most likely to be adversely affected are: disabled people who will need to prepare for and look for work, and who face barriers to being employed as described in the previous section; women who are lone parents, who are also more likely to have a BME background, will have to prepare for and look for work as their children grow up who face barriers of access to affordable childcare and the transport costs they must meet in order to get into the workplace; women from couple households with children who must prepare for and look for work who may not have worked/been in work for a while, again facing barriers of access to affordable childcare and the transport costs they must meet to get into the workplace. Many people may lack the computer literacy skills required to manage their online Universal Credit, particularly those with learning disabilities or mental health issues, or direct access to a computer. Those who cannot effectively manage their accounts, may be most likely to break their conditionality requirements and incur financial sanctions. Those most likely to be affected are people with learning disabilities, those with mental health issues, those whose English language skills are poor (people from BME communities and new migrants), and with low literacy skills (cross range of White and BME communities in the city).

**If there are adverse impacts, will any particular area of the city be affected?**

All wards have residents have benefits claimants, as illustrated by Appendix 1, no. 2 and 3. The wards with the highest number of claimants are: Spinney Hills, New Parks and Braunstone Park.

**Can these negative impacts be reduced or removed? If so, how?**

For women with children, access to affordable childcare and ability to pay for transport costs that enables them to access work preparation, job interviews, going into work, is required. Access to and use of childcare varies with some BME groups choosing family and social networks instead of more standard childcare provision. Transport costs are expensive for those on income support as cited in the case studies. For those who are unable to manage their online accounts, personal support is required to assist them with inputting and updating the correct information for their accounts. Proactive targeted support (in keeping with the type of support that STAR provides those entering Council housing tenancies) for those who are likely to break their conditionality requirements would enable them to not be financially penalised with the attendant consequences – particularly for those households with children.

**Household/individual outcomes most likely to be impacted**

The need to proactively look for work, and comply with the requirements of the Universal Credit and Work Programme (an integrated package of support providing personalized help for those who find themselves out of work). Non-compliance will result in the cessation of benefits until the recipient re-complies with requirements. The cessation of benefits for households with children and living in social housing/private rental housing, could result in their going into rent arrears, with the potential of their being evicted and made homeless. A similar range of impacts described in the CSR measure on the household benefits cap above could come into effect, with all the attendant consequences.

**Services areas most likely to be affected by increased demand**

If the Universal Credit recipient is looking for work and satisfied the Work Programme requirements, the area of most demand would be support for getting back into work, which could also include basic skills development provided through

the Adult Education Service. However, adults over 25 years would be responsible for paying the costs of such courses, which could suppress demand.

If the Universal Credit recipient defaults in their Work Programme requirements, and their benefits cease, then the service areas mentioned in the benefits cap CSR above, would apply: dealing with arrears and homelessness; dealing with changing homes and schools; dealing with changing take-up of local services; dealing with access to health services and personal health impacts.

## Housing Impacts

### CSR Announcement: Cut in Capital Budget for Affordable Housing

Cut in capital budget for affordable housing to £4.4 billion over the next 4 years, down from £8.4 billion over the last three year period.

#### Who are the people affected by the CSR announcement?

All types of households will be affected. Housing register applicants waiting for offers of affordable housing.

#### How are they affected?

##### Nationally

“It’s a great blow to see that housing, one of the most basic needs for every single person in this country is facing some of the biggest cuts” **Shelter’s Chief**

**Executive, Campbell Robb, 20.10.2010**

“Social housing stock in England will decline by 123,000 homes over the next four years as a result of government Announcements, the National Housing Federation has calculated.

The housing association umbrella body said cuts to the budget for building new affordable housing, coupled with plans to increase rents to near market levels, would leave 307,000 people without social housing.....

The NHF said to deliver the required number of affordable homes, housing associations will have to charge all new tenants the higher rents, and one in four tenants who are moving into existing social housing.

This would mean the stock of social housing – which is let at lower rents – would decline by around 30,000 homes a year.” **Inside Housing 9<sup>th</sup> November**

##### Locally

In Leicester we fear that it will not be possible for Housing Associations or the Council to build any new social rented housing when we have finished the 600 in the pipeline. We have 8,900 people on our Housing Register. (**Director for Housing Strategy & Options LCC 2010**)

In Leicester the Affordable Housing Subsidy will reduce from £34m from last 3 years to £13.6m based on the national reduction. (**Head of Housing Development LCC 2010**)

Leicester already has an annual shortfall of 790 affordable homes (**Strategic Housing Market Needs Assessment 2008**).

#### What is the anticipated impact on them?

People will be more likely to find accommodation in the private rented sector.

This sector has grown in the last three years in Leicester; however there is a higher proportion of properties that do not meet the decent homes standard in the private rented sector. This coupled with decreased capital for repairs and renovation will result in more people living in substandard/over crowded private sector. In

Leicester as of 2007 44% (88,060) of private sector rented properties were



considered non decent. (**Building Research Establishment, 2007**)

From 2011/12 there will be no Government Capital Funding to support the work of the Private Sector Decent Homes team. The Leicester Housing Renewal Programme which started in 1976 will end. (Please see separate EIA for details)

The single biggest reason for people coming on the Housing Register is overcrowding. 11% of all Leicester's households are overcrowded, compared with 7% nationally (**Housing Register April 2010, Census 2001**). Leicester has been chosen as a pathfinder authority by the CLG because it is recognised there are high levels of overcrowding and to look at new initiatives to address this issue. Overcrowding remains concentrated around the inner-city areas where there is a large BME community.

In 2003 the British Medical Association investigated the relationship between health and overcrowding and concluded that 'it was as bad a risk to health as smoking, and worse than excessive alcohol consumption'. Furthermore, overcrowding is suspected to be a major contributing factor towards 2% of all infant mortalities across the UK.

Living in substandard and overcrowded housing in the private sector will impact on educational attainment and other areas such as hospital discharges etc.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

All, however people from a Black ethnic category make up 11.5% of Housing Register applicants, which is much higher when compared to the profile of the City for this group.

**If there are adverse impacts, will any particular area of the city be affected?**

Will affect areas of the city where affordable housing was being planned in the future, therefore sites will not be developed. It will affect 9000 people on the housing register. An analysis of where applicants live shows that a significant proportion of applicants live in the Spinney Hill, Charnwood, Stoneygate, New Parks and Beaumont leys wards.

The main adverse impact will be on our affordable housing targets. The One Council corporate plan target to deliver 992 affordable homes in the five year period ending March 2013 is already in danger of not being met. A further slowdown in the development of affordable housing will result in the target not being achieved.

**Can these negative impacts be reduced or removed? If so, how?**

Resources to improve private sector decent homes. There are no capital grants now and enforcement against private landlords can only deal with very severe problems. Housing advice and support for people looking for alternative accommodation.

We will need to closely monitor affordable housing delivered and the numbers and profile of those on the Housing Register.

**Outcomes most likely to be impacted**

Tenancy sustainment, children living in poverty, health outcomes, education attainment, 16/17 year olds in education and safeguarding outcomes and mortality rates

**Services areas most likely to be affected by increased demand**

Housing Options, tenancy support, welfare advice and employment support services

**CSR Announcement: End funding allocation for Private Sector Renewal**



**Who are the people affected by the CSR announcement?**

Households living in non decent housing in the private sector, mainly families with young children and older people on low incomes.

**How are they affected?**

The private sector decent homes programme has targeted vulnerable and low-income homeowners and has provided financial assistance so that they can improve their homes up to the decent homes standard since 1976.

The Government defined vulnerable households as those that would be most at risk from the effects of poor housing - young children or older people – and who are least able to do anything about their housing conditions due to receiving a very limited income. This translates as those households in receipt of at least one of the principal means tested or disability related benefits (e.g. income support, housing benefit, disability living allowance).

The main targeted areas are our declared Home Improvement Areas, which were selected for inclusion in the programme as they were known to have high proportions of houses in generally poor condition that are owned by vulnerable and low-income households.

The Government set a national target (PSA7) of raising the percentage of vulnerable households living in private sector homes from the baseline of 57% in 2001 to 70% by 2010 and to 75% by 2020.

Annual funding was allocated to each local housing authority in England to assist with this work. In 2009-10 Leicester was allocated £2.1m; in 2010-11 the allocation reduced to £1.4m; and now the Government have announced that they will not provide further support at all due to the need to cut spending in support of their deficit reduction action.

Each year Leicester's Housing Capital Programme has shown how the annual funding allocation received is distributed between various schemes that have been run. The capital programme only used the funding allocated and no other resources. Now that the Government have stopped providing funding it will not be possible to continue our private sector decent homes work as we do not have the resources to do so.

The Corporate Plan target for private sector decent homes will now need to be reviewed and reduced.

**What is the anticipated impact on them?**

The main outcomes of the programme were an increase in the total number of homes in Leicester that meet the decent homes standard and an increase in the percentage of vulnerable households that live in decent homes. However with the ending of the private sector decent homes programme the number of non-decent homes will increase, bringing with it a wide range of problems for their residents.

The Leicester Private Sector Stock Survey 2010 found the level of private sector (owner occupied and private rented) decent homes failures in Leicester is 41.7%. Nationally this figure is 35.8%, but Leicester has a low income economy with an older than average housing stock, so it's still relatively high in spite of the renewal work that's been carried out.

The percentage of homes failing the decent homes standard in the private sector because of thermal comfort is 10.8% - 8,806 households (thermal comfort is assessed on the basis of controllable heating and insulation). There are currently no

homes in local authority housing that fail the decent homes standard because of thermal comfort. There are 10,861 households in fuel poverty in the private sector. Households in fuel poverty are those who spend more than 10% of their income on fuel to heat their homes. **(Leicester Private Sector Stock Survey 2010)**

The link between poor housing and issues involving health, education and crime has long been established.

The link between poor housing and issues involving health, education and crime has long been established.

For example areas of poor housing have increased levels of criminality and delinquency. It is estimated that the overall costs of criminal activity is in the region of £1.8 billion nationally according to the English House Condition Survey. The survey also highlights non-decent homes are associated with a variety of health hazards including the potential for accidents or through causing illness or medical conditions. The range of potential hazards include damp, mould, excess cold or heat, carbon monoxide, danger of falls and so on. It is estimated that costs incurred by the NHS in dealing with patients affected by these hazards amounts to £600m per year, although when other costs are totalled i.e.: loss of earnings this could rise to £1.5b p.a.

Living in substandard and overcrowded housing in the private sector will impact on educational attainment and other areas such as hospital discharges etc.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

A number of Home Improvement Areas have high proportions of BME households. According to the Housing Strategy Statistical Appendix 2007 the percentage of households living as owner occupiers in Leicester is higher amongst the BME groups than other white households.

Equality profile information from the service indicates that the occupants of the older, poorer housing in Leicester tend to be members of the BME communities and older people of all ethnic groups. It is mainly these groups that will be adversely impacted by the cessation of the private sector decent homes programme.

**If there are adverse impacts, will any particular area of the city be affected?**

The areas of the City where there is the most non decent housing are Westcotes, Castle, Freeman and Stonegate. **(Building Research Establishment, 2007)**

**Can these negative impacts be reduced or removed? If so, how?**

Resources to improve private sector decent homes. As there are no capital grants now and enforcement against private landlords can only deal with very severe problems. Housing advice and support for people looking for alternative accommodation and renewal advice services.

**Outcomes most likely to be impacted**

Health outcomes, education attainment, 16/17 year olds in education and safeguarding outcomes and mortality rates.

**Services areas most likely to be affected by increased demand**

Housing Options, tenancy support, welfare advice, private sector housing team and renewal advice services.

**June Budget Announcement: New Caps on Local Housing Allowance**

A nationwide maximum for weekly rates will be introduced from 1 April 2011. The maximum amount will be based on the number of bedrooms your household qualifies for and the removal of the five bedroom rate.

- £250 for a one bedroom property

- £290 for a two bedroom property
- £340 for a three bedroom property
- £400 for a four bedroom property

**Who are the people affected by the CSR announcement?** In Leicester this will mainly affect families on low income with 4 or more children in private rented accommodation.

**How are they affected?**

**Nationally**

“Of 283 local authorities outside of the capital, 81 (29%) will see two bedroom households in their area lose an average of £50 or more, while 156 (55%) will see households losing an average of over £30 a month when the rate at which LHA is paid is cut from October next year.” **Shelter 9<sup>th</sup> November**

**Locally**

The new caps on Housing Benefit will impact on people living in private rented housing and our HomeCome properties. Taken with all the changes to the benefit system, we are particularly concerned about the impact on families with 3 or more children. We fear that those with 4 or more will get no Housing Benefit at all. There are 210 families in Leicester who will be affected by the removal of the five bedroom rate. (**Head of Revenues & Benefits and the Director for Housing Strategy & Options LCC 2010**)

The caps may result in more people moving to Leicester from the south of the country. This may include people from new migrant BME communities. The report ‘New Migrants in England and their Needs’ (Middlesex University on behalf of Refugee Support, November 2007) states that ‘Leicester has often been described as the second best option for immigrants to the UK after London.’

New migrants to the City from BME backgrounds tend to settle in the St Matthews and Highfields areas of the City. The 2007 Index of Multiple Deprivation sites St Mathews is the most income deprived in the Country.

**What is the anticipated impact on them?**

The caps could lead to more people becoming homeless in Leicester and more homeless people moving to Leicester. This could lead to an increase in child protection plans, impact on educational attainment, impact on health and employment prospects for households.

“The risk of a child having a Child Protection Plan rises from 1% to 12%. It also can mean that families have to leave areas they lived in, adding to ‘churn’ in local schools, disrupting education and family life.” **Leicester Homelessness Strategy 2008 -2013**

Homelessness also leads to health impacts, recent studies found that 78% of homeless households living in temporary accommodation had at least one specific health problem and 58% had their health adversely affected as a result of their living conditions.

The affect of homelessness on children’s health is even more marked as they are 4 times more likely to develop respiratory infections, have twice as many hospital admissions and six times as many speech and stammering problems compared to non-homeless children.

The adverse impact is people will receive less benefit to cover their rent which will give rise to affordability issues and could lead to homelessness and people having to migrate to more affordable areas of the country.

**Are there any differential impacts/outcomes between different equality**

**groups? Who is likely to be adversely affected?**

Overall welfare cuts will negatively impact on impact on women and families on low incomes. Some BME communities, pensioners, disabled people and carers will also be impacted adversely as a result of the welfare cuts as some of these groups tend to be on low incomes.

“18 billion savings will be made from welfare cuts, benefits make up twice the percentage of women’s incomes that as they do of men’s”. **Guardian 20.10.2010**  
 Currently people who have indicated they are from a “Black” background which includes people from new migrant communities are over represented on the Housing Register and within Homeless Services and Housing Related Support services such as STAR. This trend may increase as a result of these changes. Any further cuts in this area may disproportionately affect people from this particular background.

**If there are adverse impacts, will any particular area of the city be affected?**

Spinney Hill, Stoneygate, Coleman, Evington and Charnwood are particularly affected. (See Children’s Supporting Information)

**Can these negative impacts be reduced or removed? If so, how?**

Families affected will need assistance from services that can help with debt management, tenancy support, and support into work.

The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal.

**Outcomes most likely to be impacted**

Tenancy sustainment, children living in poverty, health outcomes, education attainment, 16/17 year olds in education and safeguarding outcomes.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**June Budget Announcement: Reduction in Housing Benefit by 10% for people on JSA for 12 months or more.****Who are the people affected by the CSR announcement?**

This could affect all types of households where individuals claim JSA in conjunction with Housing Benefit in all tenures.

**How are they affected?**

In Leicester for a single person in a local authority tenancy it will be a shortfall of approx £5.50 a week. Housing association tenancies will be a similar level. For people in the private rented sector and housing association tenancies the short fall could be considerably more, from £5 to £17.30 per week for families.

These changes will apply to people living in hostel accommodation in the City. This sector will see the greatest impact as they receive the highest Housing Benefit award. It will have a major impact – from £16.00 to £47.74 per week.

“In Leicester 90% of hostel residents are on JSA and the likelihood is that most of these are long term unemployed. This could lead to £400,000 shortfall in funding currently met by Housing Benefits which the service will probably not be able to collect, leading to a reduction of the hostel service.” (**Head of Hostels LCC October 2010**) **NB.** There will also be an impact on the voluntary sector, who currently provide hostel accommodation such as the YMCA.

**What is the anticipated impact on them?**

Affordability issues for low income households will lead to more tenants in rent

arrears and lead to an increase in evictions and homelessness.

If hostel residents were impacted by this announcement this will lead to an increase in street homelessness which will cause significant health problems for people. A high proportion of rough sleepers have mental health issues, substance abuse dependency and a variety of health problems exacerbated by poor access to GP's. Homeless Link 2010 estimates that rough sleepers cost the NHS £85 million per year with twice as many admitted to A&E than the general population. In Leicester this figure rises to 6 times more likely than the rest of the local population. Tenants with rent arrears will not meet LCC eligibility criteria to be re-housed off the Housing Register.

The proposed cuts will have serious implications for marginalised groups and impact on people's employment prospects and health if they become homeless.

Homelessness also leads to health impacts, recent studies found that 78% of homeless households living in temporary accommodation had at least one specific health problem and 58% had their health adversely affected as a result of their living conditions.

The affect of homelessness on children's health is even more marked as they are 4 times more likely to develop respiratory infections, have twice as many hospital admissions and six times as many speech and stammering problems compared to non-homeless children.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

This will impact on all groups receiving JSA.

**If there are adverse impacts, will any particular area of the city be affected?**

The greatest impact will be Castle as the majority of hostels are centrally located within the Castle district.

Areas of the City with a high percentage of people receiving JSA are Spinney Hill, Castle, Braunstone and Beaumont Leys.

**Can these negative impacts be reduced or removed? If so, how?**

Support into work, tenancy support, welfare advice. Application to the Discretionary Housing Payment fund.

Corporate Plan indicator to reduce numbers in temporary accommodation will need to be monitored closely as well as the numbers of people rough sleeping.

**Outcomes most likely to be impacted**

Tenancy sustainment, health outcomes, education attainment.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**CSR Announcement: Increasing the age threshold for Shared Room Rate in Housing Benefit from 25 to 35.**

**Who are the people affected by the CSR Announcement?**

Households affected will be single people between the ages of 25 to 35 claiming housing benefit in the private rented accommodation.

**How are they affected?**

The impact on Leicester will be that until you are over 35 you will be expected to find a room in a shared house for no more than £55 per week. 560 households may be affected.

**What is the anticipated impact on them?**

It will lead to more people living in houses in multiple occupation in the private rented sector and will require the council to look at additional licensing of properties for which it does not currently have the resources. Therefore this could lead to more unlicensed, substandard accommodation in the City and increase vulnerability of tenants.

Leicester has a high proportion of homes in the private sector that are deemed to be non decent. With the decent homes programme effectively curtailed the number of these non-decent homes will continue to increase, bringing with it a wide range of problems for their residents.

The link between poor housing and issues involving health, education and crime has long been established.

For example areas of poor housing have increased levels of criminality and delinquency. It is estimated that the overall costs of criminal activity is in the region of £1.8 billion nationally according to the English House Condition Survey. The survey also highlights non-decent homes are associated with a variety of health hazards including the potential for accidents or through causing illness or medical conditions. The range of potential hazards include damp, mould, excess cold or heat, carbon monoxide, danger of falls and so on. It is estimated that costs incurred by the NHS in dealing with patients affected by these hazards amounts to £600m per year, although when other costs are totalled i.e.: loss of earnings this could rise to £1.5b p.a.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

Single people from all equality groups. This may particularly impact adversely on young Lesbian, Gay and Bisexual (LGB) people who are more vulnerable to becoming homeless through having to leave home due to homophobia in the family home. People may then go on to experience homophobia in shared households.

**If there are adverse impacts, will any particular area of the city be affected?**

The areas of known high proportion of single claimants receiving LHA are Castle, Fosse, Westcotes and Freemans. There is one particular deprivation area in Castle that is likely to be affected to a greater degree than the others.

**Can these negative impacts be reduced or removed? If so, how?**

Increased resources for licensing houses in multiple occupation and resources to make private sector homes decent. Support for young LGB people.

**Outcomes most likely to be impacted**

Health outcomes, reducing crime rates will be impacted.

**Services areas most likely to be affected by increased demand**

Housing Advice Services, Private Sector Housing Group, Health Services, LGB Centre

**CSR Announcement: Housing Association Rent Increase**

Housing Associations will be allowed to raise their rents to 80% of market rents to help pay for new affordable housing. (Government plans to deliver 150,000 new affordable homes.)

**Who are the people affected by the CSR announcement?**

Housing Association Tenants

**How are they affected?**

People may move from worse hit areas such as London to areas like Leicester. We do not fully know what the impact of this will be on Leicester yet.

“Nationally the average rent for a three-bedroom social home is about £85 a week; this could triple to a "staggering" £250 a week. This could lead to thousands of low-



income families having to pay up to £9,000 a year more in rent. Cuts on this scale will come as a devastating blow to the millions of low-income families currently stuck on housing waiting lists," By dramatically increasing rents to fund new housing schemes, ministers believe that 150,000 affordable homes could still be built in England between 2011 and 2015." (**David Orr Chief Exec, National Housing Federation. 20.10.2010**)

60,000 of these new affordable homes that the government plans to deliver are already in the pipeline so the real number of new homes is actually 90,000. (**Inside Housing 29.10.2010**)

"The proposed figure of up to 150,000 affordable homes over 4 years represent less than a third of what the country urgently requires" **Shelter's Chief Executive – Campbell Robb – 20.10.2010**

The impact of this will be people on low incomes being unable to afford social housing at this rent level unless they are on housing benefits.

**What is the anticipated impact on them?**

In Leicester this could increase the number of households on the housing register, more people will need temporary accommodation and more people/families could become homeless. Homelessness leads to an increase in child protection plans, impact on educational attainment, impact on health and employment prospects for households.

"The risk of a child having a Child Protection Plan rises from 1% to 12%. It also can mean that families have to leave areas they lived in, adding to 'churn' in local schools, disrupting education and family life." **Leicester Homelessness Strategy 2008 -2013**

Homelessness also leads to health impacts, recent studies found that 78% of homeless households living in temporary accommodation had at least one specific health problem and 58% had their health adversely affected as a result of their living conditions.

The affect of homelessness on children's health is even more marked as they are 4 times more likely to develop respiratory infections, have twice as many hospital admissions and six times as many speech and stammering problems compared to non-homeless children.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

This will affect housing association tenants adversely from all backgrounds who are subject to the rent rise.

**If there are adverse impacts, will any particular area of the city be affected?**

This will affect areas of the City where Housing Associations who increase their rents have properties.

The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal.

**Outcomes most likely to be impacted**

Tenancy sustainment, children living in poverty, health outcomes, education attainment, 16/17 year olds in education and safeguarding outcomes.

**Services areas most likely to be affected by increased demand**

Housing Options, homelessness servicers, tenancy support, welfare advice and employment support services

**CSR Announcement: Homelessness grant to remain £100m a year**

**Who are the people affected by the CSR announcement?**

All types of households.

Homeless people & people threatened with homelessness.

**How are they affected?**

Leicester got an increase in its Homelessness Grant however this has been offset by greater cuts in the Supporting People allocation.

Considering the impact from the other areas of cuts there is clear indication that homelessness will be on the increase. Therefore for the finances to remain at this level they will be insufficient to deal with the increase in the need for homelessness services.

**What is the anticipated impact on them?**

Lack of temporary accommodation places could lead to more people becoming street homeless; this could have serious implications for marginalised groups and impact on people's employment prospects and health if they become homeless.

A high proportion of rough sleepers have mental health issues, substance abuse dependency and a variety of health problems exacerbated by poor access to GP's. Homeless Link 2010 estimates that rough sleepers cost the NHS £85 million per year with twice as many admitted to A&E than the general population. In Leicester this figure rises to 6 times more likely than the rest of the local population.

There may also be an increase in criminal activity, it was reported in the Leicester Mercury on the 2.12.2010 that a homeless man committed crime to get himself jailed rather than having to sleep rough on the streets of Leicester due the cold weather.

Charities have estimated that 60 people sleep rough in Leicester every night, due to the lack of hostel spaces. The number of people sleeping rough has increased partly due to the economic climate and people from Eastern Europe who have lost their jobs.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

People from a Black ethnic category and disabled people are over represented in homelessness services. This trend may increase as a result of increased homelessness. Any further cuts in this area may disproportionately affect people from this particular background.

It is thought that this rise in the number of black people being accepted as statutorily homeless is linked to migration / asylum in Leicester. Leicester has experienced migrations from the African subcontinent, Zimbabwe and Somalia (many of the Somali population are EU nationals having received refugee status in the Netherlands, Denmark or Sweden). Leicester was a National Asylum Support Service (NASS) dispersal zone and people's claims for asylum are still being processed. The Council has also seen an increase in the number of people accepted as homeless because of leaving asylum seeker accommodation. Whilst the outstanding asylum claims (which we expect until 2009/10) are processed we expect to see higher levels of statutory homelessness. National research has shown that black people are the most over represented group (Shelter, 2004). This report suggests there are a number of factors that make black people more susceptible to become homeless than white people. They include larger family sizes, unemployment, discrimination, racial harassment and lower than average incomes. Black people are also overrepresented in the criminal justice system which is risk



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| factor for homelessness. Homelessness Strategy (2008 – 2013).  |
| <b>If there are adverse impacts, will any particular area of the city be affected?</b><br>City centre could be affected if there is an increase in rough sleepers.   |
| <b>Can these negative impacts be reduced or removed? If so, how?</b><br>Prioritise funding for homeless services or encourage other sectors to provide facilities and resources to help homeless people.<br><br>The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal. The number of rough sleepers will need to be monitored closely. |
| <b>Outcomes most likely to be impacted</b><br>Health outcomes, crime rates, mortality rates  |
| <b>Services areas most likely to be affected by increased demand</b><br>Housing Options, homelessness services, tenancy support, welfare advice and employment support services.   |

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| <b>CSR Announcement: Supporting People base level 11.5% cut</b><br><b>(This is a very brief overview EIA, a full EIA on decommissioning on all services affected is needed as this cut is implemented and translated by LCC)</b><br>£6 billion for Supporting People over the Spending Review Period which is an 11.5% cut.  |
| <b>Who are the people affected by the CSR announcement?</b><br>All types of households.<br><br>People who are receiving support through Supporting People funding such as hostel residents and STAR service users.   |
| <b>How are they affected?</b><br>There will be a reduction in services which will mean that there will be less facilities and support for people who need temporary housing and support in the City.   |
| <b>What is the anticipated impact on them?</b><br>Some people will not be able to access temporary accommodation they need, this could lead to an increase in people being referred to bed and breakfast and in street homelessness. The cut will have serious implications for marginalised groups and impact on people's employment prospects and health if they become homeless.<br><br>Some people will not get support they need to sustain tenancies and therefore there will be an increase in, abandonment and evictions. More people will need temporary accommodation and will become homeless.  |
| <b>Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?</b><br><br>The majority of rough sleepers are white males; they will be disproportionately affected by any reduction to service.<br><br>Currently people who have indicated they are from a "Black" background which includes people from new migrant communities are over represented (in relation to their population profile of the City) in hostels and housing related support services such as STAR. This trend may increase as a result of these changes. Any further cuts in this area may disproportionately affect people from this particular background.<br><br>78% of Hostel Residents in LCC hostels and 18% of STAR service users have indicated that they have a disability if there is a reduction in these services disabled people will be disproportionately affected. |

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| <b>If there are adverse impacts, will any particular area of the city be affected?</b>                   |
| This information is available from Housing Planning and Commissioning.                                   |
| <b>Can these negative impacts be reduced or removed? If so, how?</b>                                     |
| Prioritise resources for homeless services and tenancy support services.                                 |
| <b>Outcomes most likely to be impacted</b>   |
| Tenancy sustainment, health outcomes, education attainment, crime rates                                  |
| <b>Services areas most likely to be affected by increased demand</b>                                     |
| Housing Options, homelessness services, tenancy support, welfare advice and employment support services. |

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| <b>CSR Announcement: Disabled Facilities Grant (DFG) - Summary EIA will need further investigation.</b>   |
| Disabled Facilities Grant (DFG) to rise with inflation  |
| <b>Who are the people affected by the CSR announcement?</b>   |
| People needing and waiting for DFGs.  |
| <b>How are they affected?</b>   |
| The level of finance will still be insufficient to deal with the current level of demand for DFGs excluding the significant backlog of over 500 referrals in Leicester. |
| <b>What is the anticipated impact on them?</b>  |
| People will be unable to get adaptations which will impact on their independence to remain in their own homes.  |
| <b>Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?</b>   |
| Currently 80% of DFGs go to older people, 60% of service users are women and 45% of people are from an Asian background. All service users are disabled.                |
| <b>If there are adverse impacts, will any particular area of the city be affected?</b>  |
| Highest numbers of people waiting for DFGs are in wards such as Rushey Mead, Spinney Hills, Latimer and Stoneygate.   |
| <b>Can these negative impacts be reduced or removed? If so, how?</b>  |
| Continue to identify further funding for DFGs.  |
| <b>Outcomes most likely to be impacted</b>  |
| People remaining independent in their own homes   |
| <b>Services areas most likely to be affected by increased demand</b>  |
| DFG related services, residential homes.  |

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| <b>CSR Announcement: Introduction of Intermediate Tenancies</b>  |
| Introduction of intermediate tenancies will mean that new council tenants will no longer be able to sign up to secure tenancies and will be asked to move on if their circumstances change and they are better able to afford alternative accommodation after a 2 year period. (This is a discretionary power it is not a requirement for all Councils to introduce this type of tenancy.) |
| <b>Who are the people affected by the CSR announcement?</b>  |
| New council tenants will be affected if the Council decides it wants to adopt this type of tenancy. If the Council does decide to go ahead with intermediate tenancies all types of households will be affected.   |
| The current profile of Council tenants as of April 2010 of the 25,483 LCC tenants was, 59.4% were female, 7.32% from a Black ethnic category and 38.3% have a perceived disability.  |
| <b>How are they affected?</b>  |
| If intermediate tenancies are adopted by LCC, Council tenants will no longer have security of tenure. Registered Social Landlords will also have to decide if they want  |

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| <p>to adopt intermediate tenancies and if they do their new tenants will also be affected.</p> <p>For some the impact may be that they are able to afford to move on or to buy their property and are happy to do so.</p> <p>However some tenants have highlighted that they are concerned about a “revolving door syndrome” where people may be forced out only to fail in other types of tenancies and may end up back on the housing register.</p>  |
| <p><b>What is the anticipated impact on them?</b></p> <p>Positive impact could be that it may free up council housing for people in housing need on the housing register.</p> <p>Negative impact may be that the loss of security may adversely affect households, cause churn in terms children having to move schools and people moving out of neighbourhoods they have settled in and feel part of. This may also result in community cohesion impacts. Households may also not be able to sustain accommodation they have moved onto, which could lead to a rise in homelessness or people living in sub-standard private rented/overcrowded accommodation. Leicester has a high proportion of homes in the private sector that are non decent.</p> <p>People will be more likely to try to find accommodation in the private rented sector. This sector has grown in the last three years in Leicester; however there is a higher proportion of properties that do not meet the decent homes standard in the private rented sector. This coupled with decreased capital for repairs and renovation will result in more people living in substandard/over crowded private sector. In Leicester as of 2007 44% (88,060) of private sector properties were considered non decent.</p> <p>From 2011/12 there will be no Government Capital Funding to support the work of the Private Sector Decent Homes team. This follows on from a 30% cut the service received during 2010/11.</p> <p>Living in substandard and overcrowded housing in the private sector will impact on educational attainment and other areas such as hospital discharges etc.</p> |
| <p><b>Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?</b></p> <p>If the profile of new tenants continues to reflect the current tenants profile then this change may impact disproportionately on the groups highlighted above, which is women, people from a Black ethnic category and disabled people.</p>  |
| <p><b>If there are adverse impacts, will any particular area of the city be affected?</b></p> <p>We have council housing in most areas of the City. Most council housing is in areas such as Braunstone, New Parks and Beaumont Leys</p>   |
| <p><b>Can these negative impacts be reduced or removed? If so, how</b></p> <p>Tenants should be given a choice about moving, an assessment process should be sensitive to the needs of tenants when decisions are being made about whether people have the ability to move on or not.</p>  |
| <p><b>Outcomes most likely to be impacted</b></p> <p>People getting on well in their local area, health outcomes.</p>  |
| <p><b>Services areas most likely to be affected by increased demand</b></p> <p>Housing Services, Housing Options, tenancy support, welfare advice and employment support services</p>  |

**June Budget Announcement: Local Housing Allowance rates will be set at the 30<sup>th</sup> percentile instead of the median as currently .**

**Who are the people affected by the CSR announcement?**

This will affect **all** households in receipt of LHA in private rented accommodation.

**How are they affected?**

In Leicester there are 7,130 households in receipt of local housing allowance. The reduction from 50% to 30% percentile effectively reduces the LHA rate used in the calculation of their benefit entitlement.

All new claims will be subject to this change from April 2011. Existing claims will be affected from their claim anniversary date between December 2011 and December 2012.

**What is the anticipated impact on them?**

The impact will be per week:

| Leicester's LHA rates       | Shared        | 1 bed         | 2 bed          | 3 bed          | 4 bed          | 5 bed         |
|-----------------------------|---------------|---------------|----------------|----------------|----------------|---------------|
| Current Dec 2010            | £60.00        | £91.15        | £114.23        | £131.54        | £173.08        | £219.23       |
| <i>Predicted April 2011</i> | <i>£55.00</i> | <i>£86.54</i> | <i>£109.62</i> | <i>£121.15</i> | <i>£150.00</i> | <i>N/A</i>    |
| Reduction                   | <b>£5.00</b>  | <b>£4.61</b>  | <b>£4.61</b>   | <b>£10.39</b>  | <b>£23.08</b>  | <b>£69.23</b> |

These will be the minimum reductions households will see. If the claim is subject to a taper reduction the impact will be on a sliding scale of 65% for every £1 of benefit.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

This will impact on all groups receiving LHA assessment within the housing benefit schemes.

**If there are adverse impacts, will any particular area of the city be affected?**

Area of the City with a high percentage of people receiving LHA live in an interconnecting curving band beginning in Castle through, Spinney Hill, Stoneygate, into Charnwood. Plus central regions of Westcotes and Freeman. There is a merging proportion of Hamilton, which will be adversely affected, greater than any other. All these areas of the City are not known to have a high percentage of families with children living in poverty, but following these changes we may begin to see these areas in particular affected where they did not display these indicators before.

**Can these negative impacts be reduced or removed? If so, how?**

Support into work, tenancy support, welfare advice

Corporate Plan indicator to reduce numbers in temporary accommodation will need to be monitored closely as well as the numbers of people rough sleeping.

**Outcomes most likely to be impacted**

Tenancy sustainment, health outcomes, education attainment.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**June Budget Announcement: Local housing Allowance excess of £15 will be removed from the benefit calculation.**

**Who are the people affected by the CSR announcement?**

This will affect **all** households in receipt of LHA £15 excess in private rented accommodation.

**How are they affected?**

In Leicester there are 1,401 households in receipt of local housing allowance excess

of £15 either as a direct additional payment or this is included (hidden) in the eligible rent for the purpose of the Housing benefit calculation. The removal of the £15 excess will reduce the benefit award either as a direct reduction, which is paid in addition to their Housing benefit. Where the excess is rent used within the calculation purposes, this reduction in the rent used for calculation purposes will see their subsequent benefit entitlement reduce.

All existing claims will be subject to this change from April 2011. New claims will not be granted the provision as the excess is removed from the scheme.

Those household affect will lose between 1pence and £15 a week.

The removal of the excess from within the calculation could lead to more people becoming homeless in Leicester as rent arrears occur. This may not happen where the excess is paid in addition to housing benefit as the reduction does not affect the monies in Housing benefit they receive towards their rent charged.

This could lead to an increase in child protection plans, impact on educational attainment, and impact on health and employment prospects for households.

“The risk of a child having a Child Protection Plan rises from 1% to 12%. It also can mean that families have to leave areas they lived in, adding to ‘churn’ in local schools, disrupting education and family life.” **Leicester Homelessness Strategy 2008 -2013**

Homelessness also leads to health impacts, recent studies found that 78% of homeless households living in temporary accommodation had at least one specific health problem and 58% had their health adversely affected as a result of their living conditions.

The affect of homelessness on children’s health is even more marked as they are 4 times more likely to develop respiratory infections, have twice as many hospital admissions and six times as many speech and stammering problems compared to non-homeless children

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

Overall welfare cuts will negatively impact on impact on women and families on low incomes. Some BME communities, pensioners, disabled people and carers will also be impacted adversely as a result of the welfare cuts as some of these groups tend to be on low incomes.

“18 billion savings will be made from welfare cuts, benefits make up twice the percentage of women’s incomes that as they do of men’s”. **Guardian 20.10.2010**

Currently people who have indicated they are from a “Black” background which includes people from new migrant communities are over represented on the Housing Register and within Homeless Services and Housing Related Support services such as STAR. This trend may increase as a result of these changes. Any further cuts in this area may disproportionately affect people from this particular background.

**If there are adverse impacts, will any particular area of the city be affected?**

Area of the City with a high percentage of people receiving LHA live in an interconnecting curving band beginning in Castle through, Spinney Hill, Stoneygate, into Charnwood. Plus central regions of Westcotes and Freeman. There is a merging proportion of Hamilton, which will be adversely affected, greater than any

other. All these areas of the City are not known to have a high percentage of families with children living in poverty, but following these changes we may begin to see these areas in particular affected where they did not display these indicators before.

**Can these negative impacts be reduced or removed? If so, how?**

Support into work, tenancy support, welfare advice

Corporate Plan indicator to reduce numbers in temporary accommodation will need to be monitored closely as well as the numbers of people rough sleeping.

**Outcomes most likely to be impacted**

Tenancy sustainment, health outcomes, education attainment.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**June Budget Announcement: Local housing Allowance will increase by the Consumer Price Index, and subsequently frozen from this point onwards.**

**Who are the people affected by the CSR announcement?**

This will affect all households in receipt of LHA who live in private rented accommodation.

**How are they affected?**

In Leicester there are 7,130 households in receipt of local housing allowance. The use of a lower index rate will mean the annual increases in LHA rates currently applied at anniversary dates to LHA claimants will be increased using a lower index and subsequent years will see no increase for inflation and therefore in real terms see a reduction in the LHA rates.

All new claims will be subject to this change from April 2011. Existing claims will be affected from their claim anniversary date between December 2011 and December 2012.

**What is the anticipated impact on them?**

This may mean that families will have affordability issues and may be unable to pay their rent leading to an increase in evictions for rent arrears.

Exact values are unknown at this point in time

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

Overall welfare cuts will negatively impact on impact on women and families on low incomes. Some BME communities, pensioners, disabled people and carers will also be impacted adversely as a result of the welfare cuts as some of these groups tend to be on low incomes.

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**If there are adverse impacts, will any particular area of the city be affected?**

Area of the City with a high percentage of people receiving LHA live in an interconnecting curving band beginning in Castle through, Spinney Hill, Stoneygate, into Charnwood. Plus central regions of Westcotes and Freeman. There is a



merging proportion of Hamilton, which will be adversely affected, greater than any other. All these areas of the City are not known to have a high percentage of families with children living in poverty, but following these changes we may begin to see these areas in particular affected where they did not display these indicators before.

**Can these negative impacts be reduced or removed? If so, how?**

Families affected will need assistance from services that can help with debt management, tenancy support, and support into work.

The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal. Support into work, tenancy support, welfare advice

Corporate Plan indicator to reduce numbers in temporary accommodation will need to be monitored closely as well as the numbers of people rough sleeping.

**Outcomes most likely to be impacted**

Tenancy sustainment, health outcomes, education attainment.

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

**June Budget Announcement: Staggered increases in the rates of non-dependant deductions.**

**Who are the people affected by the CSR Announcement?**

The types of households that will be most affected are pensioners and families with children who have an additional adult(s) living in their households, (2,723 pensioners and 2742 families). This will affect both the rented sector and owner-occupiers.

(Head of Revenues & Benefits, LCC 2010)

**How are they affected?**

Non-dependant deductions are taken where an additional adult(s) live in the household and it is anticipated they contribute to the housing costs. The Housing and council tax benefit is reduced by a non-dependant deduction.

The exact implications are not yet known but conservative estimates are:

Council tax benefit deductions may increase by 32p for the lowest deduction to £1.25 for the highest per week.

Housing Benefit deductions may increase by £1.32 for the lowest deduction to £8.47 for the highest per week.

**What is the anticipated impact on them?**

This may mean that families will have affordability issues and may be unable to pay their rent leading to an increase in evictions for rent arrears. Council tax benefit claimants with non-dependants will see their bills increase between £16 and £65. There will be an additional and difficult debt to collect by the Revenues and Benefit service and the Income collection team.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

Overall welfare cuts will negatively impact on impact on women and families on low incomes. Some BME communities, pensioners, disabled people and carers will also be impacted adversely as a result of the welfare cuts as some of these groups tend to be on low incomes.

“18 billion savings will be made from welfare cuts, benefits make up twice the percentage of women’s incomes that as they do of men’s”. **Guardian 20.10.2010**

Currently people who have indicated they are from a “Black” background which includes people from new migrant communities are over represented on the Housing Register and within Homeless Services and Housing Related Support services such as STAR. This trend may increase as a result of these changes. Any further cuts in this area may disproportionately affect people from this particular background.

**If there are adverse impacts, will any particular area of the city be affected?**

Spinney Hill, Stoneygate, New Parks, St Mathews and Braunstone are all areas of the City that have a high percentage of families with 3 or more children living in poverty, so the changes could particularly affect these areas of the City.

**Can these negative impacts be reduced or removed? If so, how?**

Families affected will need assistance from services that can help with debt management, tenancy support, and support into work.

The council will need to continue to monitor people in temporary accommodation. This area of performance is likely to be affected by the proposal.

**Outcomes most likely to be impacted**

Increasingly limited access to affordable housing in area where living: may be forced to leave current housing because of build up of arrears and then eviction, leading to homelessness – increase in child protection plans, impact on educational attainment, impact on health (mental health, affects of substandard housing – overcrowding, damp), impact on job prospects - availability of work locally, access and cost of access to work.

Cheaper housing in Leicester tends to be private sector rental of a lower decency standard – impact on health/overcrowding, impact on educational attainment - kids changing schools, access to work/job prospects.

Move away from Leicester to cheaper accommodation elsewhere – impact on work - may be leaving job, impact on educational attainment - kids leaving schools, impact on community cohesion/identity - leaving community of interest and social support network

**Services areas most likely to be affected by increased demand**

Homeless services, tenancy support, welfare advice, welfare benefits and employment support services

## Health Impact

**CSR Announcement: Health budget**

The NHS budget has been ring-fenced and will increase by 0.1% per year to 2014; additionally, the NHS is expected to re-route a record £20 billion nationally in efficiency savings into front line services over the next 3 years; £1 billion will be re-routed into adult social care, against a background of a recurrent annual national £200 million cancer drug fund and expanded access to therapies (e.g. ‘talking’ therapies for people with mental ill health).

**Note:** It is now clear that the £1 billion available nationally to support the transition in adult social care services and the greater linkages between these and the health service **will be ring-fenced to health within the local authority**. This has been the cause of some tensions, with health professionals supporting ring-fencing in the climate of a 26% reduction in local authority funding and local authorities preferring



the opposite, at the risk of using some of this funding to bolster shortfalls elsewhere in their budgets.

### **Who are the people affected by the CSR Announcement?**

All those who use health services and are influenced by preventative work to improve their health and wellbeing are likely to be affected. More people are expected to need health services, both at the acute and at the preventative end.

“Leicester is in the top 20% of areas in the country with the worst health and deprivation areas ...” (The Annual Report of the Director for Public Health for Leicester, 2006)

It is difficult to measure progress in health in the short term. However, the data included here could provide a baseline statement, from which change could be charted.

The key issues regarding people’s health in Leicester are:

#### **Life expectancy**

- A growing life expectancy gap between Leicester and the rest of England. On average a man in Leicester will live 2.4 years less and a woman 2.1 years less than the average for England. (p.2, Tackling Health Inequalities in Leicester - A Strategic Approach, Leicester Partnership, May 2010)
- Differences in life expectancy between different areas of the city. The difference between the wards with the highest and lowest life expectancy is 7.4 years for men and 7.6 years for women. (p.2, Tackling Health Inequalities in Leicester - A Strategic Approach, Leicester Partnership, May 2010)

#### **Age**

- In Leicester 40% of the life expectancy gap in men is due to premature deaths in the 40 – 69 age group. For women just over a third of the gap comes from premature death in the same age group, and a further third is contributed by the death of women in their 70’s. Death in infants under 12 months is also a significant contributor to the life expectancy gap with England. (p. 5, Wellbeing and Health Priority Board Annual Commissioning Statement 2011/12)

#### **Disease**

Key contributors to the life expectancy gap between Leicester and England for men and women are:

- **Cardio-vascular disease (CVD)** – (heart disease and strokes: 37% men, 33% women) is the major contributor to the adverse life expectancy gap between Leicester and England. CVD includes diabetes, coronary heart disease and stroke, and transient ischemic attack (TIA).
- **Respiratory disease** (19% men, 21% women); **Respiratory disease** (16%): and rates of mortality from chronic obstructive pulmonary disease (COPD), a smoking related condition, are slightly above average compared to the national rate, and related hospital admissions in Leicester are the second highest in the East Midlands.
- **Infant mortality** (8% men, 5% women).
- **Cancer** - Because the majority of deaths occur in older people, deaths from cancer make a lower contribution to the life expectancy gap with England - making up 6% of the gap for men and 5% for women. The disease is, however, the second greatest cause of death from all causes and ages in the city. (p. 5, Wellbeing and Health Priority Board Annual Commissioning Statement 2011 -

2012)

### **Ethnicity**

- Cardiovascular disease death rates in Leicester are compounded by high rates of diabetes in BME populations, particularly in the South Asian community. Heart attacks and severe angina are higher in the South Asian population than in white or black ethnic groups. Stroke is more common in the South Asian and African-Caribbean populations. (p. 6, Wellbeing and Health Priority Board Annual Commissioning Statement 2011 - 2012)

### **Deprivation**

Health outcomes in Leicester are generally worse than average, but there is also variation across the city and much of the poorer health correlates to areas of high deprivation.

- There is a strong association between low socio-economic status and poorer health: in England and Wales, those who have never worked or are long term unemployed have the highest rates of self-reported 'poor' health; people in routine occupations are more than twice as likely to say their health is 'poor' than people in higher managerial and professional occupations; and people from lower socio-economic groups are more likely to have a poor diet and less likely to take regular exercise. (How Fair is Britain? EHRC, 2010)
- In Leicester, people in the most deprived fifth of the population are 3 times more likely to have a severe mental illness and to self-harm than those in the least deprived fifth. (Leicester Health Equality Audit 2007)

### **Language / literacy**

- People with lower levels of literacy or who do not have English as their first language are likely to have difficulty both understanding and responding to changes in service, and in obtaining accessible information relating to their health.

### **Mental health**

The following data are taken from (How Fair is Britain? EHRC, 2010):

- Over 1 in 10 adults in England, Scotland and Wales report potential mental health difficulties. While the incidence is significantly higher for women, reporting of mental health difficulties does not have as pronounced a pattern across groups as some health and other outcomes. For example, there appears to be no overall pattern for age.
- Nevertheless, more specific data on particular conditions show, for example, that from the age of about 65, older people have a much higher rate of depression than younger people.
- Some groups do seem to be at greater risk than others – including Pakistanis and Bangladeshis, LGB and transgender people, Gypsies and Travellers and asylum seekers. In some cases, there are signs that mental illnesses may be linked to other disadvantages and pressures felt by such groups. Some analysis has shown an association between the experience of victimisation for different religious groups and poor mental health.
- In this sense, mental health problems can sometimes be seen as a potential symptom of wider difficulties that minorities face within society. This is particularly pertinent for groups facing the greatest disadvantages. At the extreme, these conditions can lead to suicide.
- For men, there are particular concerns around the under-diagnosis, and

therefore lack of treatment for mental health conditions which are not captured in evidence in the previous points. These are believed to account, at least in part, for the much higher risk to men of becoming homeless or being imprisoned, for example.

- For women, there are particular concerns around the risk of domestic and sexual violence and its links to poor mental and physical health.

### **Unemployment**

It is expected that, as a consequence of a combination of other CSR announcements, more people will become unemployed and in need of public services. Unemployment has strong adverse impacts on both people's mental and physical health. These effects impact across all communities, regardless of economic status, disability, gender or ethnicity. The promised increase in the provision of 'talking' therapies should go some way towards alleviating some of these pressures but within a market which already cannot address the current level of need for therapies to improve mental ill-health.

It should be noted that, even at the lower levels of mental ill-health, people are left unable to hold down a job or to maintain close / family relationships adequately. People with mental ill-health at any level are among the least likely to secure employment, often due to prejudice, discrimination and misunderstanding, and the resulting insecurity is likely to lead to a downward spiral of poorer health.

### **How are they affected?**

Concerns within the health service indicate that there is likely to be a tension between an expected increase in the need for provision of crisis and emergency interventions such as A & E services and hospital admissions, and the provision of preventative work. A reactive approach, such as dealing with health issues as they arise rather than preventing their occurrence, is likely to have longer term adverse impacts on the health outcomes of local residents, particularly those in our most deprived communities.

### **What is the anticipated impact on them?**

#### **Possible positive impacts:**

Health benefits to individuals and communities could be achieved from the following opportunities:

- Focus on development of more effective joint working between health and social care services to ensure better accessibility and appropriateness of service provision, and clearly defined pathways for service users. This would link with the personalisation agenda through which the service user has more choice and the support required to make individual choices about the services they need
- Potential for a wider range of cancer drug treatments to be available
- Anticipated wider availability of therapies, e.g. 'talking' therapies for people with mental ill-health, though a rise is expected in the numbers requiring these services.

#### **Possible adverse impacts:**

- Reduction in or loss of preventative work resulting in poorer health, medium and long-term increase in preventable illness and disease, and a reduction in the overall level of life expectancy
- Initiatives targeting smoking, alcohol abuse and teenage pregnancy are bringing

positive benefits. A reduction in success rates would impact adversely on a range of outcomes, especially for young people in the city, such as life expectancy, chronic disease rates, educational attainment, infant mortality, and mental health

- Increase in emergency and crisis interventions which are costly and divert resources from early prevention work. These interventions are most likely to benefit and to be linked to people in the lowest income deciles
- Increase in rates of occurrence of 'health priority' conditions, i.e. CVS (cardio-vascular system) diseases, Respiratory disease, COPD (chronic obstructive pulmonary disease), teenage pregnancies
- Concern about possible 'smaller safety net' of service availability. What happens to the health of people who become no longer eligible for benefits including housing? Street homelessness is expected to increase in the city, and people in this situation have very low health outcomes
- Possibility of inward migration from the County to access services no longer available, leading to a possible greater shortfall of service provision for Leicester residents
- Possible 'postcode provision' of health services could promote greater 'churn' through which people are more likely to lose touch with other services to which they are entitled, such as employment or housing benefits
- Any reduction in the provision of translation services would impact adversely on people who do not have English as a first language. This is particularly important to new arrivals whose first language is not English and who are adversely impacted by insecure lifestyles.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

The greatest risks to health are expected to relate to a potential widening of health outcomes for people based on their socio-economic status and prevalence for certain conditions (see below).

**Age**

- In relation to age, mortality rates, including infant mortality, are a priority for improvement in the city. Some of the factors affecting life expectancy are illustrated in the descriptions of the different health typologies (presented in Appendix 4).
- The Leicester population is ageing, and is expected to increase sharply from 2011 onwards and to increase by some 17% over the next ten years.
- Older people are known to have particular needs in a number of areas, including Depression, Dementia, and Mobility issues:
- **Depression:** In Leicester, estimate suggests that there are between 3,500 and 5,400 older people known to have depression. Projection work suggests that there may be between 4,440 and 6,660 by 2025.
- **Dementia:** Prevalence rates suggest that there are 2,631 people in Leicester with dementia. This is expected to rise to 2,635 by 2010 and to 2,707 by 2015.
- **Mobility:** The main illness/disability experienced by residents is mobility (58%) especially within the home. There were 297 equipment and adaptation installations in the last financial year. The top three areas in Leicester, which report long standing illnesses, are: New Parks, Braunstone and Rowley Fields. (p. 9, Wellbeing and Health Priority Board Annual Commissioning Statement 2011/12)

## **Gender**

- Fewer differences in relation to gender are expected although it should be noted that the negative health impacts in relation to unemployment will affect both genders, and also impact across social class. As women are in the majority of carers of vulnerable people, are more likely to be paid less than men, and are also more likely to lose employment than men, it is possible that the expected rise in mental ill-health will affect women disproportionately in relation to men, and that more women will move into or closer to poverty. As women have major responsibility for children, there is a potential negative health impact here too.
- While there are obvious differences in the health needs of men and women, the evidence does not suggest a clear trend of either gender experiencing worse health than the other. Both genders may find that their health needs are not met: men are less likely to use their GP; women have specific concerns about maternity services. Both genders have a mixed record when it comes to looking after health. Men are more likely to take exercise but less likely to eat the recommended amounts of fruit and vegetables, and women vice-versa. (How Fair is Britain? EHRC, 2010)

## **Disability**

- Disabled people generally are likely to experience the impacts above and some could be disadvantaged due to inaccessibility of premises or the unaffordability of transport. The personalisation agenda impacts strongly on disabled people so it is important that risks to service availability are minimised through continued and effective planning between health and social care to reduce disruption. There is concern about the capacity within current systems to achieve this, which could have adverse impacts on health in these communities.
- Learning disabled people with moderate to profound needs are likely to experience the most adverse impacts in that they are starting from a lower base of poorer healthcare and reduced life expectancy. Other changes to their support (e.g. personalisation; benefits) could leave them more vulnerable to poorer health impacts if they are unable to afford the level of support they need, or if they experience reduced benefits because they are unable to find employment, or if they find housing unaffordable.

The following data are taken from the 'Closing the Gap' report, DRC, 2006:

- People with learning disabilities are 2.5 times more likely to have health problems than other people.
- Four times as many people with learning disabilities die of preventable causes as people in the general population.
- People with learning disabilities are 58 times more likely to die before the age of 50 than the general population.
- Children and young people with learning disabilities are 6 times more likely to have mental health problems than other young people.

## **Race/ethnicity**

- Ethnicity can be a protective factor for some health issues. For example, Black and minority ethnic (BME) populations are generally less likely to smoke, drink less alcohol, and have fewer teenage pregnancies than the white population, although they have a greater tendency to have cardio-vascular disease, diabetes, and poorer diet.

The following data are taken from the Department of Health's Race for Health initiative:

- The prevalence of stroke among African Caribbean and South Asian men is 70% higher than the average.
- South Asian people are 50% more likely to die prematurely from coronary heart disease than the general population.
- Men and women of Indian origin are three times more likely than most people to have diabetes.

### **Religion and belief**

- There is very little local health data on the range of this population. For the purposes of this report, the main relevance would be the importance of recognising and understanding the impact of religious practices on health care and preventative work, and responding in appropriate ways to ensure that both preventative work and emergency or crisis care takes account of people's religion or beliefs.

The following data come from 'How Fair is Britain?', EHRC, 2010:

- Very low prevalence of alcohol consumption among Muslims, and Hindus and Sikhs are also more likely to report that they do not drink at all or that they drink within the recommended Government guidelines.
- Overall, there are lower than average smoking rates among Sikhs. But looking at gender differences, Muslim, Hindu and Sikh women stand out at all ages as being less likely than other religions to be current smokers.
- Research suggests that there may be higher levels of obesity/overweight for some groups such as Pakistani Muslim women, who are more likely to be obese and less likely to exercise than other groups, but sample sizes are small.

### **Sexual orientation**

- There is little or no monitoring of health inequalities or barriers to health for the lesbian, gay and bisexual (LGB) communities, though some data based on national studies is available. Generally, these communities experience worse health outcomes due to exclusion and isolation, and there is a higher risk of mental ill-health and lower standards of basic health care as the result of lower levels of understanding about the health needs of these communities, and about sexual orientation.
- Lesbian, gay, bisexual and trans (LGBT) people are believed to lead less healthy lifestyles: they have higher levels of alcohol consumption, are more likely to smoke and more likely to misuse drugs than heterosexual people. Although there has been some controversy about these assumptions, researchers have pointed to the lack of social spaces for LGBT people apart from pubs and clubs. They suggest that LGBT people have been obliged to use the 'scene' and to fit in with a drinking culture. There is also an association between harassment in the workplace and alcohol problems for lesbian and bisexual women in comparison with heterosexual women. (Reducing Health Inequalities briefing no.2, Department of Health, 2007)

### **Transgender**

- Data relating to healthy lifestyle and transgender people are very limited, and those available are based on very small samples. In one survey, transgender individuals appeared to be more likely not to consume alcohol than non-transgender LGB. There was also some evidence that a lack of trans-friendly spaces limited physical activity. (How Fair is Britain? EHRC, 2010)

The following data are taken from Trans People's Health briefing no.11, Department

of Health, 2007:

- There is evidence that some health professionals hold polarised views of transsexualism ranging from considerable empathy to strong moral disapproval. As a consequence, there are many examples of inappropriate healthcare.
- Evidence suggests that large numbers of trans people are refused NHS treatment:
- 17% were refused (non-Trans related) healthcare treatment by a doctor or a nurse because they did not approve of gender reassignment
- 29% said that being trans adversely affected the way they were treated by healthcare professionals
- 21% of GPs did not appear to want to help or refused to help with treatment.

**If there are adverse impacts, will any particular area of the city be affected?**

Adverse impacts are likely to affect all parts of the city. However, based on the health typologies map (Appendix 4), Red 1 and Red 2 areas seem most at risk in the short term.

The following data are taken from the NHS Leicester City and Leicester City Council's Joint Strategic Needs Assessment (JSNA) 2008 - 2009 (March 2009 version):

- Health outcomes in Leicester are generally worse than average, but there is also variation across the city and much of the poorer health correlates to areas of high deprivation (p.51).
- Thirteen wards (of 22) in Leicester show a significantly higher rate of **cardio-vascular disease** (CVD) in under 75s than the national average. These correspond to areas of high deprivation and to South Asian communities (p.48).
- The rate of coronary events (**heart attacks and severe angina**) is much higher among Leicester's South Asian population than in white or black ethnic groups. South Asians often develop acute heart problems around 10 years younger than the population as a whole (p.49).
- **Diabetes** is strongly related to socio-economic deprivation. Rates of acute complications of diabetes show a threefold difference between the most and least deprived areas of Leicester. Mortality from diabetes has a 60% excess in the most deprived areas compared to the more affluent areas in Leicester (p.48).
- A higher rate of **teenage pregnancy** is associated with higher levels of deprivation and is more common in the west of the city (p.79).
- People living in more deprived areas are more likely to suffer from **mental ill-health** (p.50).
- **Smoking** related mortality is strongly linked to health inequality, and is highest in areas of greater deprivation (p.80). Smoking prevalence is related to areas of high deprivation and is much higher in the west of the city and generally lower in Asian communities in the east of the city (except Bangladeshi) (p.51).
- Around 25% of adults are **obese**. This equates to around 58,000 adults in Leicester. Areas in which diets have a low fruit and vegetable content correspond to areas of high levels of obesity. These are also consistent with high levels of deprivation (p.82).
- Leicester is within the bottom 25% for **participation in sport** with only 18% of adults achieving 30 minutes of moderate activity on at least 3 days a week. Low levels of physical activity correlate with areas of high deprivation (p.51). Lack of physical activity is a crucial risk factor for a number of health conditions, including heart disease, diabetes, cancer, and musculoskeletal conditions (p.83).
- High levels of **alcohol consumption** also have a social impact. Leicester is significantly worse than the average for England with regard to alcohol-related

recorded crimes, violent crimes and sexual offences. In addition, just under half of all violent offences in Leicester are committed under the influence of alcohol (p.88). It is estimated that around 17% of the population of Leicester abuse alcohol. Around 33,000 are hazardous drinkers, 11,000 harmful drinkers and about 3,500 dependent on alcohol (p.51).

- The estimated number of problematic **drug users** for Leicester is 2,798, of which some 1,548 were known to treatment services in 2006/07. Drug use appears to be at similar levels to the national benchmark (p.88).

### **Can these negative impacts be reduced or removed? If so, how?**

The following priorities are taken from NHS Leicester City's current Commissioning Intentions statement:

- Reduce the number of premature deaths and reduce the number of infant deaths.
- Ensure local people have timely access to safe, high quality personalised care delivered seamlessly in the most appropriate setting.
- Encourage local people to take greater responsibility for their own health and quality of life.
- Protect and support vulnerable adults and children, particularly those with mental ill health.

(p. 4, Commissioning Intentions 2010 - 2011, NHS Leicester City, version 1, draft 6 (Final))

The following specific actions are taken from the Wellbeing and Health Priority Board's Annual Commissioning Statement:

- Promote and protect mental health.
- Intensify efforts to:
  - reduce smoking prevalence
  - increase exercise
  - improve diet
  - reduce misuse of drugs and alcohol.
- Work to support the effectiveness and take up of preventative health services, particularly in relation to reducing vascular disease.
- Further develop prevention activities in relation to growing numbers of older people.
- Address issues in relation to housing and homelessness:
  - Increase provision of warm, decent, affordable homes across all tenures
  - Reduce overcrowding
  - Support to homeless people and prevention of homelessness.
- Target activities where they will have maximum benefit in relation to need.

(p. 9, Wellbeing and Health Priority Board Annual Commissioning Statement 2011 - 2012)

Additional actions to reduce adverse impacts:

- Improved planning and targeting of people according to their individual needs
- Working with the County to identify joint projects and local issues such as the possibility of migration for health reasons ('postcode lottery')
- Working with the voluntary and community sector, and providing capacity building, to enable them to take advantage of any available opportunities to deliver services
- Promoting the learning of English in health settings.



## Service areas most likely to be affected by increased demand

These are difficult to predict, given the widespread possible impacts of an anticipated increase in need. The following have been identified because they most affect what's happening currently in the city's health, and it is likely that current key issues could be adversely affected:

- Emergency and crisis services such as A & E (accident and emergency) and short-term hospital admissions.
- Prevention work in areas such as smoking cessation, alcohol abuse and teenage pregnancy; also health awareness work.
- Prevention work supporting general mental and physical health and wellbeing through having an active lifestyle, e.g. free swimming for children.

The following addition reflects anticipated need related to increases in unemployment rates or increased difficulties in coping with debt, and cuts across all populations and incomes:

- Support services such as counselling and the providers of 'talking therapies', needed to address the anticipated rise in mental ill-health.

Finally, it is important to continue to identify and address the many **barriers to health and wellbeing** which exist in Leicester as much as elsewhere.

## Adults Social Care Impacts

### SR Proposal: Extra funding for Social Care

£2 billion a year of additional funding by 2014-15 to support social care. Existing social care grants to local authorities will rise with inflation to £1.4bn. A Learning Disabilities and Health Reform grant worth £1.3bn from 2011/12), and Public Health grant (which will be introduced from 2013/14).

### Who are the people affected by the CSR announcement?

#### Two groups

- All current users of Adult Social Care(ASC)
- Other adults over 18 years of age

This EIA is mainly concerned with between six and seven thousand vulnerable people in receipt of social care packages because:

- These people have substantial and critical needs and so any adverse impact could predicate safeguarding issues, crisis and even mortality.
- The council owes a duty of care to these people and could be open to challenge based on various pieces of legislation ranging from the equality act 2010 to the Health and Social Care Act 2008
- This group of people could be the first to manifest the effects of the CSR.

This EIA also recognises a second group of people; this group consists of vulnerable people with mild to moderate needs who could develop substantial needs as a result of the likely CSR impacts on them. How many will access ASC is not known but ASC can use prevalence and population forecasts to get an estimate.

## **All current users of Leicester City Council's Adult Social Care(ASC)**

### *Who do ASC help and support?*

ASC provide services for the following vulnerabilities:-

- older people; people with physical and/or sensory disabilities; people with learning disabilities; people with mental health difficulties; people with HIV/AIDS; people with drug or alcohol problems; people with a long-term or terminal illness; those caring for any of these groups.

### *What does ASC currently provide?*

ASC help and support services users with various services, the most common ones are:

- Assistive Technology; Benefits advice; Blue Badge Scheme; Carers' groups and support; Day care; Domiciliary home care; Extra care; General advice and information; Mobile meals (meals on wheels); Occupational therapy, equipment and adaptations; Re-ablement support; Residential homes; Respite care; Shared Lives; Sheltered Housing; Supported Living.

### *Who have ASC actually helped and supported over the last period - Referrals, Assessments and Packages ( RAP)*

RAP data for the period 2009/10 shows that Adults Social Care had over 11,000 initial contacts, 4,000 assessments, 6,000 reviews and 7,000 packages of care.

Older People's services have the highest number of initial contacts, assessments, reviews and social care packages. This reflects the national picture of an ageing population, which is set to increase over the next 20 years, particularly for over 85 years of age group which is set to double in the next two decades.

More women than men are making initial contacts, receiving assessments, reviews and social care packages. Leicester's population has more women than men, but not to the degree to which ASC is providing services.

The 18-54 age groups were below the city average in all areas, with the 18-24 age groups receiving the least services.

In relation to ethnicity there are the following highlights;

- The Bangladeshi, Pakistani, Chinese, Mixed White & Asian, Mixed White & Black African and Mixed White & Black Caribbean groups were below the city average for all areas of contact.
- The Indian group was above the city average for both initial contacts and assessments, but below for reviews and service packages.
- The Other Asian group is below the city average for initial contacts, reviews and service packages, and above the city average for assessments.
- The African group was above the city average for initial contacts, however this is not reflected through to assessments, reviews and social care packages.
- The Black Caribbean group is below the city average for initial contacts, and above the city average for all other areas.
- the Other Black and Other Ethnic groups are above the city average across all areas.
- The Other Mixed Group is above below the city average for both initial

contacts and assessments, yet above the city average for reviews and service packages.

- The White Other group is above the city average for initial contacts and below the city average for all other areas.
- The White British and White Irish groups are below the city average for initial contacts, yet above the city average across all the other areas.

The information above helps us to assess the impacts of the CSR on those currently assessing social care. Another group that we need to consider is that of potential ASC users.

### **Potential demand from adults over 18 years of age with mild to moderate needs.**

*Two factors; i) population increase and aging, ii) and increased complex need*

### **Aging**

In Leicester, there are almost 200,000 people aged between 18 and 60 and almost 50,000 people over the age of 60 (ONS, mid 2009 population estimates, 2008 population projections respectively). 75% of adults over the age of 18 are aged between 18 to 60 with a gender split of 50:50, female to male and 25% are aged 60+ with a gender split of 45:55 male to female. The gender splits reflect a longer life expectancy for women (see the EIA on Health impacts for more details about life expectancy).

Approximately 40% of Leicester's population have an ethnic minority background. Most of Leicester's minority ethnic population are of South Asian origin. Other communities in the city include the African Caribbean and Somali communities, estimated at around 3% each, as well as Pakistanis, Bangladeshis, other African and a Chinese community.

Leicester's population is set to increase year on year, in line with the national trend. Currently Leicester has a relatively young population in comparison to some cities. However, within 20 years the number of older persons will have increased at more than twice the rate of the 18 to 64 age group. (ONS sub national population projections) This will affect the demand for social care because the older people get, the more they are likely to require social care. (Firth, An Ageing Population, 2008).

### **Increased complex need**

Currently services users are mainly older persons who access social care on the basis of their frailty or temporary illness. However as survival rates increase for people with severe conditions, the demand for ASC will change to reflect more complex needs. For example increased longevity impact on families where the primary care giver may die. (Brooke, Estimating the Prevalence of Severe Learning Disability in Adults IPC 2009)

In the supporting information for Adult Social Care (Appendix 1) there is a comparison of the number of service users known to Adult Social Care and the numbers of potential services users, for three groups of people over the age of 64. The chart shows that the potential for more people to access social care now and in the future is quite significant.

Currently a 'safety net' comprised of; eligibility criteria, unpaid carers; voluntary organisations and the Supporting People initiative; prevents large amounts of people accessing adult social care. The concern is that the proposals of the CSR will put a strain on this safety net and that ultimately that we will see more vulnerable people moving into 'crisis' and requiring ASC. For example: cuts to substance misuse budgets are likely to result in higher crime rates, increased demand for mental health services, more A&E visits and higher welfare bills. (Victor Adebowale ,Chief Executive, Turning Point, Guardian, October 2010)

### **How are they affected?**

Prima facie evidence suggests that the spending review is trying to achieve the following outcomes (Reviewing the Spending Review: a sectoral analysis, Institute for Public Policy Research, 2010);

- Better Integration between health and social care,
- An emphasis on personal budgets as a key method of driving towards greater reform
- To see social care as an example of how central government would localising power and funding to local authorities, and shifting power to service users
- A diverse range of appropriate suppliers involved in the delivery of social care
- Funding a fair and sustainable social care system.

However the concern is summed up in the following quote "*...Economic downturns bring the sort of hardships that can deal a blow to the mental health of millions, with redundancy, unemployment and financial problems all being indicators for depression. Mental health services must now be seen in their proper place – not just a service for the few, but for the many. There is a very real threat that as demand increases supply could decrease, as budget cuts hit mental health care in the NHS and local authorities. The most likely impact is the "stealth cut": eligibility criteria for services are raised, leading to more people excluded from care because they're not ill enough. If public service provision shrinks, the inevitable consequence is increasing pressure on local groups to fill the gap left behind. Our community lives, from the safety of our streets to the state of our green spaces, all impact on our wellbeing. Mental health and wellbeing is affected by so many parts of the state and community, that it's the accumulation of cuts that presents the greatest risk.*"(Paul Farmer, Chief Executive MIND, Guardian, October 2010).

The quote above refers to mental health but it applies just as well to all vulnerabilities supported by ASC.

The net effect of the spending review could be to **reduce the provision of ASC**. The main factors involved are:-

- Local authorities faced with a 25% reduction in funds and increasing demand due to demographic pressure(see above), will actually realise a £5bn shortfall in ASC funding (ASC estimate),
- The extra money £1bn and 1.4bn in grants is not ring fenced, so Local Authorities under pressure from the cuts to budget, could top slice the funds for other services.
- The NHS budget is ring-fenced, but the NHS has to find £15bn–20bn of efficiency savings and is undergoing radical reform of provision. In this context, commentators (Institute of Public Policy Research as cited above,

2010) are not entirely clear where the additional £1bn will come from, nor how reforms which move NHS commissioning away from PCTs and towards GPs will impact the commissioning and provision of social care.

### **What is the anticipated impact on them?**

#### **Less provision for ASC users.**

Some of the most vulnerable members of the city with high levels of substantial and critical need may be adversely effected by the factors above in terms of a reduction in service, because ASC authorities will be forced to do some or all of the following;

- **Differential decommissioning of services by anything from 25% to 100%** - Impact is loss of existing service to very vulnerable people.
- **Tightening of eligibility criteria** –, negatively impacts on people because they're not ill enough. All Councils may be forced to limit service eligibility to elderly and disabled people deemed in "substantial" or "critical" need. In Leicester this would impact other smaller vulnerable groups such as those with substance abuse issues. ASC have a small group of around 50 service users with client type 'other vulnerable' or 'substance misuse'.
- **Loss of qualified and experienced staff** – Impacts on the quality of service and its timely delivery; impacts on the staff who loose there jobs, impacts on the staff left to do the work. Impacts on workforce representation because research shows that BME staff is well represented in the public sector and that they are least likely to retain their jobs at times of employment review (monitoring update on the impact of the recession by demographic group, EHRC, December 2009; also Impact of Public Sector Cuts on BME Professionals, Network of Black Professionals, July 2010).
- **Pressure to divert resources away from prevention in the short term:** This Impact is about service users with moderate needs, developing substantial and critical needs because the prevention agenda is not delivering in time.
- **Expediting the personalisation and prevention agenda:** Service users may be rushed into solutions when the infrastructure/market is not ready. (Dickinson and Glasby, The personalisation agenda: implications for the third sector. Third Sector Research, Feb 2009) This could adversely affect vulnerable people especially those with mental health problems. Furthermore the resource costs in expediting the personalisation agendas may be high in the short term, due to:-
  - The increased demand from service users and people in the community impacted on by the CSR proposals.
  - A lack of specialist skills or time to train and equip staff.
  - An Increased demand from the Right to Control initiative.
- **Decommissioning of service(s) without considering the impacts on characteristics protected by equality law:** This impact is about litigation that diverts resources away from front line services; it affects morale and creates mistrust in the community. (Equality Act 2010)
- **Interconnected impacts of other CSR proposals such as Housing and Welfare** (see the EIAs for Housing and Welfare Benefits proposals, and section below on the effects of reduction in provision and poverty). These can intensify the adverse impacts above, because they affect the financial ability of people to withstand a reduction in the provision of service.

## **Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

This section looks at i) the effects of a reduction in the provision of social care and ii) how these effects could be made worse by the effects of the CSR's welfare and housing proposals.

### **Effects of a reduction in provision:**

#### **Disability:**

Service users receiving ASC packages are most likely to be above the age of 60 and have a physical disability, temporary illness, dementia or a mental health problem. (Adult and Communities Equality report 2010. L.C.C) All of these groups by virtue of their eligibility to receive packages have high needs and are very vulnerable and so could be adversely affected by any reductions or changes to provision. The combined effects of the spending review proposals impact on this group further.

#### **Gender:**

In Leicester there are more women than men, making initial contacts, receiving assessments and reviews. There are nearly twice as many women than men receiving an ASC package of care. (Ibid). Therefore women will be particularly affected by a spending review that has the net effect of reducing the provision of social care. For example: If a cut of 25% was made it could affect almost 1000 women in receipt of ASC, which is twice the number of men who would be affected. Research completed by the Fawcett Society suggests that women are more likely to be affected further by the combined effects of the spending review proposals.

#### **Race:**

If the provision of social care is reduced then under-represented groups are even more likely to remain under-represented. These groups include; the Bangladeshi, Pakistani, Chinese, Mixed White & Asian, Mixed White & Black African and Mixed White & Black Caribbean communities, who are below the city average for referrals, assessments and packages. Most of the older persons currently accessing service are from the White British group and so any reduction in the provision of Older Persons services could disproportionately impact on this group. (Ibid)

#### **Sexual Orientation:**

Since the introduction of sexual orientation monitoring in ASC, only 9.4% of people have stated their sexual orientation during assessments and 16% during reviews, with it not being recorded for 90.6% of assessments and 84% of reviews. (Ibid) Because of the under-reporting of sexual orientation, it is difficult to anticipate from monitoring data when adverse impacts are likely. Therefore, other means of engaging with members of the LGBT community will be pursued to identify potential adverse impacts.

#### **Older Persons:**

On services for older people, the Audit Commission showed that spending increases of 3.5% a year are required just to stand still because of the increased numbers of ageing people and rising care costs. As a result, even modest cuts in social care budgets will produce much larger real reductions (Alan Walker, University of Sheffield).

In Leicester, Older People's services have the highest number of initial contacts,

assessments, reviews and social care packages(RAP data 2009/2010. Dept of Health) so the above changes are likely to affect them disproportionately.

### **Organisational culture and communications**

Impacts in these areas generally stem from making false assumptions that groups who share particular characteristics are homogeneous in all other aspects.

- Communicating change: Change per se can be a major issue for service users. (Curran and Wattis, Practical management of affective disorders in older people 2008). For this reason it is important to consult and communicate with these groups; however this should be done in a way that is appropriate, including from a cultural perspective recognising the cultural diversity in the city.
- Universal services: It is important to understand the importance of place to our service users and their carers. Reducing a provision that is seen as a community service, could adversely affect users with mental health problems. If there are not enough resources to make universal services culturally appropriate this may impact adversely on some groups.

**Concluding remarks for the first part** - the combined effects of a reduction in social care for vulnerable adults with substantial and critical needs could see these people caught in a crisis /care trap where lack of funds for preventative measures could lead to an escalation of need, crisis and safeguarding issues. This in turn will take money away from prevention and so the cycle continues.

The second part of the report outlines CSR impacts on areas like Welfare and how they could contribute to the impact on ASC. Generally the arguments are that :- the changes involved have a financial impact on the very poorest members of the community. Therefore the groups of people impacted on by a reduction in social services are doubly impacted if they are also living in or close to poverty.

### **Impacts on social care are exacerbated by the CSR's welfare and housing proposals:**

The CSR outlines various welfare and housing proposals. These proposals may adversely impact upon people with social care needs because they could be forced to look for work or risk having accommodation problems or becoming homeless. This affects women, ethnic communities, people in poverty and people with disabilities and their carers. (The distributional effect of tax and benefit reforms to be introduced between June 2010 and April 2014. Institute for Fiscal Studies 2010) These impacts will exacerbate the effect of the reduced service provision discussed above; both on our current service users and on other adults with mild to moderate needs (ASC supporting information in Appendix 1). For a more detailed analysis of these issues, please see the EIAs on the CSR proposals for Housing Impacts, Employment, and Economic Development Impacts. Part of this document)

### **Forced to look for work**

The general impact here is that people's health and well being is impacted on by the prospect or actuality of being forced to look for work, with the possibility that service users move into crisis and non service users become service users. Either way there is an increase in demand for social care at a time when the provision is reducing. The following paragraphs look at the differential impacts on different equality groups.

**Disability:**

A third of all disabled adults aged 25 to retirement are living in low income - around one and a half million people. This low-income rate is around double that for non-disabled adults and, unlike that for children and pensioners, is higher than a decade ago. ([www.poverty.org.uk/findings/disability](http://www.poverty.org.uk/findings/disability))

There are currently 1.3 million disabled people in the UK who are available for and want to work (Ibid)

- Only half of disabled people of working age are in work (50%), compared with 80% of non disabled people. Employment rates vary greatly according to the type of impairment a person has; only 20% of people with mental health problems are in employment
- 23% of disabled people have no qualifications compared to 9% of non disabled people
- Nearly one in five people of working age (7 million, or 18.6%) in Great Britain have a disability
- The average gross hourly pay for disabled employees is £11.08 compared to £12.30 for non disabled

The impacts on disabled people from being forced into work relate to;

- the frustration of not being able to work even though they want to due to their disability, and
- Experiencing discrimination, either in getting work or whilst in work.

Machines, Ken way and Parekh argue that people with a work-limiting disability are more likely to be low paid and more likely to be 'lacking but wanting work' than people without a disability. They go on further to say that...According to basic economic theory, such a situation cannot arise simply as a result of disabled people being more reluctant than non-disabled people to take particular jobs at particular rates of pay. Rather, it is only possible if the labour market is effectively discriminating against them. ([www.poverty.org.uk/findings/disability](http://www.poverty.org.uk/findings/disability))

An estimate shows that Leicester ASC has over 2000 service users with various disabilities who by virtue of their age could be forced to seek work(source: Carefirst extract, 31/10/10). Therefore the issues discussed above could impact on them. The other group of people likely to be impacted on, are those people with moderate disability needs not know to ASC but who could develop substantial needs as result of the issues above.

**Gender:**

Women are more likely not to be working because they are more likely to be caring for someone(How fair is Britain. EHRC 2010): so there could be a significant adverse impact on them and the people they care for, if they are forced into work.

If women are able to find work, the work is more likely to be part-time work and pay them less than if they were men (Annual Survey of Hours and Earnings, ONS, 2009). The risk is that women with moderate needs will develop substantial needs due to the financial and psychological and social pressures of having to find, or stay in employment.

**Race:**

The National Labour Force Survey June 2010 outlined showed that for the last 8 years unemployment rose by a larger percentage for White British communities. However this statistic hides the real impact of the recession because employment



amongst the White British communities was 7. % 5 while for African, Caribbean Pakistani and Bangladesh it was 15.4%, 15.3%, 18.8% and 16.4% respectively. These trends are also true for Leicester. So the impact of being forced to look for work is going to be greater for BME groups in the city. For more information see the EIA for Employment and Economic Development Impacts.

### **Sexual Orientation:**

With regard to work various pieces of research show that people are discriminated against in this area. For example: 13% of gay men believe that they have been held back from promotion because of their sexuality (Stormbreak research pre 2010). Four in 10 employees have faced abuse at work because of their sexuality (article in Target Jobs quoting TUC research). One in five lesbian and gay people have experienced homophobic bully in the workplace in the last five years ('Serves you right', Stonewall 2008). Although the Equalities Act 2010 legislates against discrimination in this area, a vulnerable person with moderate needs who is also coping with the challenge of work could be doubly impacted upon.

### **Housing and accommodation problems**

The potential impact here is that people's health and well being is impacted on by the prospect or actuality of losing their home, to the extent that service users move into crisis and non service users become service users. Either way there is an increase in demand for social care at a time when the provision is reducing.

### **Disability:**

#### *Learning disability*

Homeless people are significantly more likely to have an learning impairment or disability than the general population. (Intellectual disability in homeless adults: a prevalence study, Hull University). In Leicester the prevalence for learning disability is higher than the national average.

#### *Mental Health*

Leicester's ASC has over 1000 service users whose primary client group have mental health impairments. Research (Johnson et al, Housing and Community Care, Mental Health Today, November 2006) shows that a third of people in hostels have severe mental health problems such as personality disorders. Once other conditions, including depression and anxiety, are taken into account as many as eight in ten are affected.

- People with mental health problems are under-represented in owner-occupied accommodation, which is generally seen as the most socially valued and secure housing in the UK today.
- Compared with the general population, people with mental health problems are twice as likely to be unhappy with their housing and four times as likely to say that it makes their health worse.
- Mental ill health is frequently cited as a reason for tenancy breakdown.
- Housing problems are frequently cited as a reason for a person being admitted or re-admitted to inpatient mental health care.
- Housing sector staff (for example, Local Authority Homeless Persons Units) often lack awareness of mental health issues. Equally, some mental health support staff would benefit from greater awareness of housing issues.

Service users and members of the community with moderate learning disabilities or mental health problems will be impacted on adversely by any accommodation problems caused by financial pressure. Recent Law states that where a Local Authority is presented with evidence which gives rise to a real possibility of

disability, they are under a duty to conduct further enquiries as to whether the homelessness has been caused by the disability. (Pieretti v London Borough of Enfield, 2010)

**Gender:**

Women are more likely not to be home owners and at risk of losing their tenancies in danger of experiencing domestic violence as a result of financial and pressure.

**Race:**

Research has shown that nationally there is an increased demand for housing from BME communities. (Understanding BME needs and aspirations - Urban Living Birmingham Sandwell. 2008) This demand is usually for housing in particular localities. The issue here for ASC is about the effect on the health and well being of service users or others with moderate needs who are impacted on by their perceptions about moving out of safe areas into areas they consider hostile to them because of their race.

**Sexual Orientation:**

Research conducted by Stonewall found that one in five gay people expect to be treated worse than heterosexuals when applying for social housing. Although more research is needed in this area it is likely that a service user or someone with moderate needs will be discriminated against when they try to resolve accommodation problems.

**Older Persons:**

Impacts in this area are about service users moving from what they consider to be their home or community support networks. The stress involved could predicate mental health issues or even mortality. These impacts are made worse if the older person involved has dementia or some other condition.

**Concluding remarks for the second part** - The effects of other CSR proposals could increase the risk of service users entering the crisis/care trap discussed above. More importantly others with mild to moderate social care needs could find themselves in a prevention crisis created by the CSR. The prevention crisis involves a combination of the following factors:

- 'Supporting People' grant is reduced
- Voluntary sector is not ready to take on the increase demand due to the fall out from the CSR
- Carers are under more pressure to deliver more unpaid care
- Hospital admissions increase
- Rise in crime and antisocial behaviour
- Reduction in numbers of libraries and day centre so less places to keep warm or meet people.

People caught in the prevention crisis are 'under the ASC radar' because their needs are not substantial and critical, however they if they do not get help their needs could become greater and as result they may need to access ASC. This in turn puts greater pressure on ASC and has the potential to fuel the crisis care trap.

**If there are adverse impacts, will any particular area of the city be affected?**

In order to understand where in the city, the potential demand for social care could come from requires:

- greater partnership with health, understanding who is known to both organisation and
- time for the impacts of the CSR to take effect on those with moderate social care needs.

For the above reasons the following analysis looks only at those services users known to ASC who are already at a substantial and critical need level: the adverse impacts discussed in part 1 and 2 above will be immediate or short term and could lead to serious consequences for all concerned.

The wards with the most service users for different client types are as follows:-

- Dementia - Beaumont leys, Belgrave and Castle
- Physical Disability- Aylestone , Beaumont leys and Castle ,Charnwood and Coleman in joint third place
- Learning Disability - Castle, and Coleman, Evington and Fosse in joint second place
- Mental Health - Abbey and Aylestone
- Other vulnerabilities - Belgrave, Coleman , Beaumont Leys

These summaries reflect relatively high concentrations of the most vulnerable members of Leicester's community. Further analysis around the types of packages that these service users are receiving and their ethnicity and is available.

Analysis also outlined some wards where there were both above average benefit claims and above average numbers of service users. These wards were Braunstone Park & Rowley Fields, Eyres Monsell, Humberstone & Hamilton and Spinney Hill

(Data source used Carefirst Extract. L.C.C Oct 2010)

### **Can these negative impacts be reduced or removed? If so, how?**

There are two main areas for consideration;

- service areas could use this assessment as a sign posting aid to further investigation and action,
- and ASC could try to meet government expectations.

### **Service areas to use this assessment as a sign posting aid to further investigation.**

To assess the extent to which ASC's specific budget proposals could have negative equality impacts on existing external and internal service users, ASC is carrying out service specific EIAs and considering:

- Data we have about service take up, and any issues around access for underrepresented groups that might exacerbate the effects of the proposals.
- Consultation with customer groups.
- Comparison of findings between service EIAs and the CSR EIA.

### **Meeting Government's expectations**

What is the government trying to achieve with the CSR?

**Better Integration between health and social care** – In order to tackle the impacts we have discussed in this document and to enable us to make the best use of our joint resources, a change in customer focus is required: from a ASC or Health customer to a more holistic view of someone who is or may be likely to use our joint services. The money that is due to come from the Health budget is only enough if both organisations shrink in terms of the structures that deliver the services. For example: money for Learning Disability is only enough if a particular set of tasks associated with the work is done by either Health or the Local authority rather both organization doing the same type of work.

**Emphasis on personal budgets as a key method of driving towards greater reform.** For many people personalisation is synonymous with equalities because it gives people choice and control over the services they receive. The issue discussed in this document under the heading “expedited personalisation...” need to be tested in line with the current ASC strategies. If there are risk assessments and good business and benefit cases supporting the vision, personalisation will provide the best way forward to reduce the impacts of the CSR on users of social care.

**To make social care an example of how central government would localise power and funding to local authorities, and shifting power to service users.** The new Health and social Care Bill contains the following measures;

- Consortiums of GPs across England have the task of commissioning the healthcare they deem appropriate for their patients, and control over the budget – £80bn – to pay for that.
- NHS to be more accountable to patients and the public by establishing Healthwatch, a new independent body that can look into complaints and scrutinise the performance of local health providers.
- Hospitals in England to become foundation trust hospitals – that is, semi-independent of Whitehall control with, for example, the freedom to earn money by treating certain numbers of private patients.
- Improvements to public health by establishing a new body, called Public Health England, to
- Cut to the bureaucracy of the NHS by abolishing the 150 or so primary care trusts (PCTs) and 10 strategic health authorities by 2013, slashing NHS management costs by 45%, and reducing the number of arm's length bodies, or quangos, such as the Health Protection Agency and Human Fertilisation and Embryology Authority.

**A diverse range of appropriate suppliers involved in the delivery of social care.** This is not just about having a pool of providers to meet the needs of independent service users in possession of direct payments and personal budgets. It is also likely to be about outsourcing some of the services we currently provide. However any provision of service will need to comply with the Equality Act 2010.

**Funding a fair and sustainable social care system**

The government are currently looking at this issue, the danger might be for local authorities to move quickly on this and get it wrong. However authorities could

move to make charging more efficient and seek to drive out any inherent inequalities in their systems.

### **CSR Announcement: Removal of mobility component of Disability Living Allowance for those in residential care**

#### **Who are the people affected by the CSR announcement?**

Disabled people in residential care. Analysis of Carefirst records shows that over 500 service users have care packages that have a residential element – but further research is required to find out how many of these service users are claiming the mobility component of this benefit.

#### **How are they affected?**

They would no longer be able to receive the mobility component of the Disability Living Allowance. The mobility part is for those who have difficulty getting around outdoors: if they require guidance or supervision from another person to get around in places they don't know safely, or if they cannot walk at all or can only walk a short way without being in severe discomfort. It takes account of how much help a person may need to be mobile. However, it is usually not paid if a person cannot be moved, or could not appreciate going out. The loss of this benefit would result in the disabled person having to cover the costs of getting around outdoors themselves.

#### **What is the anticipated impact on them?**

This may affect the extent to which some disabled people are able to leave their residential care and go out into the community. It would affect their independence and choice, as well as ability to participate in community life.

#### **Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

This benefit is applicable to disabled people only.

#### **If there are adverse impacts, will any particular area of the city be affected?**

Insufficient information is available to answer this.

#### **Can these negative impacts be reduced or removed? If so, how?**

The main issue is the transport or assistance costs incurred if the disabled person wishes to leave their residential accommodation, and who would be required to pay them. Non-paid support from family or volunteers could provide an alternative but may affect the independence of the disabled person. This element could be specified within a care package.

#### **Outcomes most likely to be impacted**

People remaining independent and able to travel in and engage with the wider community while in residential care.

#### **Services areas most likely to be affected by increased demand**

Additional requests for extending care packages to include mobility costs.

## **Children & Young People's Impact**

### **CSR Announcement: Rationalising and ending centrally directed programmes for children, young people and families.**

- A number of specific school improvement grants have been ended and others mainstreamed into the Direct Schools Grant (DSG)
- A new Early Intervention Grant for local authorities has been introduced, to replace some, but not all, former funding streams relating to prevention and early intervention services. The EIG includes funding streams relating to Sure Start

children's centres, Connexions and positive activities for young people. Leicester has been allocated £18.5m in 2011/12, and £18.84m in 2012/13

- The local estimate is that, compared to the aggregated 10/11 funding through the predecessor grants, the authority's grant allocation will be reduced by approx £9.6m (22%)

**Who are the people affected by the CSR Announcement?**

The announcement affects children, young people and families who are vulnerable to poor outcomes for one reason or another (e.g. poor maternal health, disability, low prior attainment, disaffection with school, insecure housing tenure, worklessness).

**How are they affected?**

Some children, young people and families who currently access family and/or youth support services from within or outside of school will find their service reduced or stopped. Others may find that their service provider or the package of support on offer changes.

**What is the anticipated impact on them?**

Given the overall reduction in grant funding, there is likely to be a widening of the gap in provision between universal and higher tier services, and an increased risk that the needs of children, young people and families who currently access early help may increase (along with the cost to the City Council of supporting them).

The Cabinet's proposal to use one-off monies to cushion the impact of this funding reduction over the next 12 months will lessen the immediate impact and provide time for the reshaping of service provision to ensure that it is sensitive to the varied range of children's needs and more rigorously commissioned.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

At this time, because the arrangements for distributing grants to support school improvement and early intervention have changed, any more specific assessment of the impact of the CSR announcement is not possible.

For example, the extent to which city schools will be in a position to sustain the impact currently achieved by grant funding previously retained or distributed by the LA for school improvement is unclear, especially given the pressures on other areas of their budgets. In spite of the national headlines that school funding is protected, the reality is that schools will have to do more with the money they've got. Local estimates are that city schools will, in fact, be 5% worse off.

Furthermore, ring-fencing that previously applied to monies in the new Early Intervention Grant has been lifted\* and local decisions about spending priorities are yet to be taken.

*\*It should be noted, however, that the government has strongly signalled its wish to see EIG monies earmarked to support provision in two specific areas: free early education for disadvantaged 2-year olds (new legal duty expected) and short breaks for disabled children.*

**If there are adverse impacts, will any particular area of the city be affected?**

Analysis of the latest data (2009/10) on the responsiveness of local services to

children who are thought to be in need indicates that those living in the North West, West, South West and South of the city are more likely than children in other neighbourhoods to require statutory assessment and intervention.

The majority of these children are at the younger end of age-scale and are of White ethnicity, although in comparison to numbers of children of different ethnicities in the overall population, there is a significant over-representation of children of Black and Mixed ethnicity and under-representation of children of Asian ethnicity.

This suggests higher levels of vulnerability and, therefore, a greater risk of immediate adverse impacts in:

- The predominantly White neighbourhoods in the North West, West, South West and South of the city
- Families with younger children (from pre-birth to 9)
- Children of Black and Mixed ethnicity

**Can these negative impacts be reduced or removed? If so, how?**

To help answer these questions, further impact assessment is required as part of:

- The process of determining the local allocation of EIG, an important driver on which is the work on a core children's services offer that is currently being progressed as part of the Council's strategic commissioning reviews of 0-12 and 13-19 provision.
- The process of developing the city's Raising Achievement strategy.



## Grants mainstreamed into DSG

School Standards Grant  
Schools Standards Grant (Personalisation)

School Development Grant (includes SDG Main, Post-LIG Deprivation and Transition, City Learning Centres, Specialist Schools and High Performing Specialist Schools).



**CSR Announcement: Free Early Years Education Provision for Disadvantaged 2yr olds**

Additional money is being put into early years, which includes 15 hours per week of early years education for all disadvantaged 2yrs olds from 2012-2013.

**Who are the people affected by the CSR Announcement?**

Disadvantaged Families with children up to 2yrs old (disadvantage is yet to be explicitly defined). There are 19,171 children aged 0-3yrs in the city (source ONS mid year population 2009).

**How are they affected?**

Children from disadvantaged families will be able to access 15 hours per week of free early years education and care from 2 years of age onwards.

**What is the anticipated impact on them?**

Positive impact upon the development of disadvantaged 2yr old children, their readiness for school. Increasing their life chances and their ability to achieve and attain alongside their peers.

The Early Years Team have described the impact upon parents and their children as a result of being able to access free early years education provision as significant. Parents who access the free education provision currently, through sure start centres are enabled to access training and development including parenting classes; this is beneficial to the whole family.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

A pilot (money allocated nationally for a few areas in the country to begin rolling out the early year's education provision for disadvantaged 2yr olds) began in Leicester recently and as a result of this a number of disadvantaged families with 2yr old children in the city have been receiving **free** early years education provision.

In a number of areas in the city there is a lack of places available to meet the needs of all 2yr olds who would be eligible.

In many of the disadvantaged wards there is currently a lack of childcare provision and also suitable accommodation to encourage the set up of new childcare providers.

The Early Years Service has experienced a dip in take up of free early year's education provision for 3 yr olds; this is across all ethnic groups and in all areas of the city. To begin addressing this the Early Prevention Team have begun to do some intensive outreach to families with children eligible, helping them to understand the benefits of accessing the provision for their children's development. This is very labour intensive but necessary to ensure that families understand fully their entitlement and the benefits to their children's development and readiness for school.

**If there are adverse impacts, will any particular area of the city be affected?**

We do not currently have reliable data to inform us of the patterns of provision which leaves us unable to detail which areas of the city might be affected by insufficient provision/lack of providers.

Currently a review of nursery education is underway which will provide more comprehensive detail of take up, issues and impact across the city.

**Can these negative impacts be reduced or removed? If so, how?**

The Early Years Team would be able to identify and commission suitable providers with support from the council to identify suitable accommodation in areas/wards where there is a lack of or no early years/childcare provision.

## **CSR Announcement: Pupil Premium (Targeted support for disadvantaged C&YP)**

A new Pupil Premium will be introduced (funded from reductions to the Welfare budget), to enable schools to provide additional targeted support to the most disadvantaged children and young people.

### **Who are the people affected by the CSR Announcement?**

- Children & Young People 5-16 on roll in Leicester Schools: 46,943. (May 2010 Schools Census)
- Schools

### **How are they affected?**

It is widely expected that registration for **free school meals** will be used as the basis for distribution. It is not yet clear whether the rate per pupil will be the same at all schools nationally, or if there will be a fixed rate and a variable top-up (e.g. for more deprived areas).

### **What is the anticipated impact on them?**

If the distribution methodology for schools is free school meals then Leicester overall could be disadvantaged, particularly if a single national rate is used. This is because the underlying funding per pupil nationally will not increase for inflation and the distribution of the Premium over a wider number areas could mean that the real-terms loss to Leicester of the underlying per pupil funding would not be fully offset by the allocations of the Premium for disadvantaged pupils.

The impact on Leicester generally and individual schools in particular **cannot be accurately forecast at this stage** until further details of the allocation of Dedicated Schools Grant (DSG) to Leicester and the allocation of the Premium to individual schools and pupils is understood.

### **Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

Of children currently receiving free school meals roughly equal numbers are male and female. The proportion of recipients who are Black or Black British is higher as a proportion than the proportion of Black or Black British children in the whole school population. The proportion of recipients who are Asian or Asian British is lower as a proportion than the proportion of Asian or Asian British children in the whole school population. This may be due in part to families not claiming FSM even though they are eligible.

To determine whether there is a differential impact in relation to disability inc special education needs (SEN) we would need to compare breakdowns of the whole school populations by protected characteristics against breakdowns of those in receipt of FSMs if this is the methodology to be used. We do not currently have this data.

### **If there are adverse impacts, will any particular area of the city be affected?**

Fewer children in Spinney Hill, Stonegate and Coleman Wards take up FSM than are entitled to receive them.

### **Can these negative impacts be reduced or removed? If so, how?**

If FSMs becomes the methodology for allocating the Pupil Premium then promoting registration for free school meals will be of ever greater importance, particularly in those wards where this at present fewer children claiming them than are entitled to.

## **CSR Announcement: Education Maintenance Allowance (EMA)**

The EMA scheme will close to new applicants from January 2011 and current claimants will receive EMA until the end of this academic year.

EMA will be replaced by an enhanced discretionary learner support fund targeted at the most disadvantaged

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| <p><b>Who are the people affected by the CSR Announcement?</b><br/>Students 16yrs+ and families with children studying 16yrs+ , In particular learners already claiming EMA</p>  |
| <p><b>How are they affected?</b><br/>Learners will only be able to claim EMA for the first year of their study (academic year 2010 -2011, if claimed prior to January 2011), many had assumed that this would be available for the length of their studies. Some children were encouraged to continue in education by the availability and their eligibility to receive EMA.</p>   |
| <p><b>What is the anticipated impact on them?</b></p> <ul style="list-style-type: none"> <li>• The reductions will have a significant impact on Young People and families in the city due to the fact that some learners rely heavily on EMA to support their attendance at college. Some currently eligible for EMA may be unable to continue their studies if they do not meet the new 'discretionary learner support fund' criterion.</li> <li>• At present we have two sixth form colleges (Gateway and Regent Sixth Form) who are reported to have some of the highest numbers of students on roll claiming EMA in the U.K. The reduction of EMA could also have an impact on the four schools in the city with sixth forms.</li> </ul>   |
| <p><b>Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?</b><br/>As there are more 'unknown's' in the ethnic breakdown 2009/10 for children received EMA it is difficult to identify a particular ethnic group, although in 2007/08 (where young people defining their ethnicity was very good in comparison to 2008/09 and 2009/10) we see a larger majority of learners from Asian or Asian British – Indian and White British ethnic groups (Young People's Learning Agency). 0.1% of learners are defined as having a Learning Difficulty. Of 3,054 learners there is a slightly higher number of males: 1,506 learners are female and 1,548 are male.<br/>To determine whether there is a differential impact in relation to ethnicity, gender, and disability inc special education needs (SEN) we would need to compare breakdowns of the whole college populations by protected characteristics against breakdowns of EMA recipients by protected characteristics.</p> |
| <p><b>If there are adverse impacts, will any particular area of the city be affected?</b><br/>In order to give this level of detail we would need to do as detailed above, and then combine this with data about where learners live in the city.</p>  |
| <p><b>Can these negative impacts be reduced or removed? If so, how?</b><br/>Until details of the replacement of EMA (<i>enhanced</i> discretionary learner support fund) is known and understood, the effectiveness of any mitigation cannot be known.</p>   |

## Employment and Economic Development Impacts

### CSR Announcement: Economic Growth and Development

The government wants to increase private sector growth rebalance the economy and decentralise power to local communities, against a backdrop of public sector spending.

Government's proposals include reducing and the winding down of vast funding regimes, which were available for skills development, business growth and reducing worklessness. This will be replaced with a much reduced non ring-fenced, Regional Growth Fund for Local Enterprise Partnerships to bid for.

### Who are the people affected by the CSR Announcement?

As house hold Income is one of the key factors that will determine and shape life

opportunities, the CSR proposal will impact on everyone in one form or another. However it will particularly affect following.

- People in work. Employment rate is 62.9% overall, Men 70.9% and low rate for women 55% (See Appendix 1 point 38 for supporting evidence). Leicester's employment levels are low at 62.9%; lower than comparator and East Midlands average. The average resident earnings are the lowest in the East Midlands (See Appendix 1 point 43). The CSR cuts will mean extensive job losses for many especially in the public sector.
- Public sector employees. (65% of women nationally work in the public sector) Leicester has 55,300 public sector employees (2009) which represent approximately 35% of the city's workforce. Participation rates of women in the workplace is low at 54.1%, economic activity rates for women is also low at 65%, especially for BME women (See Appendix 1 point 42). Reductions in the public sector workforce will result in economic activity rates of women declining further, widening the inequality gap between men and women. This will have an effect on BME women particularly and will impact on the poorer households, as 40% BME women live in the poorest households.
- People on benefits for example JSA claimants, Lone Parent on benefits, Disabled people on Incapacity)
- People/Families in deprived areas. (House holds with children and young people living in poverty amount to 35.5%, 26,565 children and young people)( Appendix 1 point 32)
- Businesses. Business registration rates are high at 11.4% (See Appendix 1 point 46 for supporting evidence). Most of Leicester's Business start-ups are in the most deprived areas (See Appendix 1 point 47 for supporting evidence). However survival rates are lowest in the East Midlands (See Appendix 1 point 48 for supporting evidence).
- People seeking employment. The December 2010 claimant number is 12,845 and there are 5.2 claimants per live unfilled JCP vacancy ([www.centreforcities.org/outlook11](http://www.centreforcities.org/outlook11)). With the anticipated public sector job losses in the city (estimates vary depending on whether they are calibrated against expected losses of 490,000 UK public sector job losses by 2014/15 based on October 2010 OBR estimates, resulting in 6000 job losses in the city, or more recent revised estimates of 330,000 UK public sector job losses by 2014/15, resulting in 4,400 job losses in the city (source as above), there will be an increase in the number of people seeking employment in the city.
- People with low skills (22.3 % unskilled residents and lowest levels) (Appendix 1- point 44)  
Young people 16-18years not in Education, Employment or Training. (See Appendix 1 - point 49 for supporting evidence).

#### **How are they affected?**

Everyone will be affected; however those listed above will experience the greatest impacts. The CRS proposal will mean that there will be a vast reduction in the funding and services for supporting business start ups, supporting people into

work and skills development. Therefore the services that the groups above have needed to use will not be available to them at all or to the same degree as previously provided. Also if residents have predominantly been reliant on public services jobs the cuts will fall heavily on public sector employees.

### **What is the anticipated impact on them?**

#### **ADVERSE IMPACT**

**The recent Regional Growth Fund Information for applicants indicates that bids will be assessed on the basis of the following metrics :**

- **Percentage of residents (aged 16 to 64 years old) claiming out of work benefits**
- **Public sector employee job share**
- **Number of active enterprises per 1,000 resident population**
- **Private sector employee job growth**

- **Percentage of residents (aged 16 to 64 years old) claiming out of work benefits.**

Total Benefit claimants in Leicester equate to 40,850, with the rate of 19.8% Total out-of-work benefit equates to 35,000 with the rate of 17%.

Compared to other areas and Great Britain (14.7%) Leicester City has a relatively high proportion of its residents claiming out-of-work benefits at 17%. When comparing Leicester City with 380 local authorities in Great Britain, the unitary authority ranks 76<sup>th</sup> out of 380 (where a rank of one is given to the area with the highest proportion of the population on out-of-work benefits). This places Leicester City in the 'highest' quintile in terms of people on out-of-work benefits.

( source DWP Benefit claimant , working age client group –nomis extracted on 5<sup>th</sup> January 2011)

- **Public sector employee job share**

New statistics have been prepared by ONS to give estimates of private and public sector employment in each local authority area in the country. These statistics differ from those shown in the Economic Assessment as organisations such as universities and further education colleges have been classed as 'private' rather than 'public sector. Decisions will be based on this new data rather than any other statistics we may have about reliance on public sector employment. Leicester city has high proportion of jobs in the public administration and defence, education, human health and social work sector then is the case for England.

Leicester is ranked 115 out of 408 Authorities, with a public sector share of 24.3% at 2008.

(Source:ONS/ABI Employee Jobs. Extracted from nomis 5<sup>th</sup> January 2011. Note figures adjusted to take into account discontinuity in data series in 2006.)

- **Number of active enterprises per 1,000 resident populations.** This does not take into account the size of the business.

Within Leicester City the number of Active Enterprises in 2009 were 9,740 (32%) compared to Leicestershire County 25,810 (40%) and England 2,040,150 (39.4%).

(Source: Business Demography 2009 and ONS Mid Year Population Estimates 2009 Extracted from nomis 6<sup>th</sup> January 2011)

- **Private sector employee job growth.**

Private sector growth in Leicester went down from 118,800 jobs in 2003 to 118,300 in 2008. (-4% decrease) thus it is in the worst performing quartile. Although university and colleges will be counted within the private sector, as a whole they are dependant on the government policy and spending. So the extent to which they can expand or contract in terms of employment could be influenced by the ability of research grant, government policy and tuition fees.

The guidance on the RGF also suggests that they will look at local authority level data and aggregate where necessary into functional economic areas. It appears from the guidance that those assessing the bids will be doing their own analysis of the data to identify areas that they consider to be most at risk of public sector employment cuts.

(Source:ONS/ABI Employee Jobs. Extracted from nomis 5<sup>th</sup> January 2011. Note figures adjusted to take into account discontinuity in data series in 2006.)

(Above data sourced from Generic Supporting Information for RGF Bids v2)

- Public sector cuts - Women make up 65% of the public sector employees and have a greater probability of being impacted upon. In Leicester the participation rate of women in the workplace is low at 54.1%. Economic activity rate for women is also low at 65%, especially for BME women (See Appendix 1 point 42 for supporting evidence).
- Businesses – Leicester has the highest business registration rate at 11.4%. Latest figures show that both Leicester (2,147) and Leicestershire (3,900) compared to the same period in 2008/ 2009 had more business starts in 2010 (Source. Year 3 quarter 3). However less funding will mean decreased economic growth and employment particularly in the deprived areas such as Castle, Spinney Hill and Coleman where many businesses seem to be setting up. BME business start-ups were 982 and women business start-ups were 431. Future start-ups will suffer (See Appendix 1 point 47 for supporting evidence).
- Skills – Although skills levels have increased overall in the past two years, Leicester still has high levels of unskilled residents (22.3%) and low levels of residents qualified to NVQ level 2, 3, and 4 as demonstrated in the supporting evidence in Appendix 1 point 44. As funds are reduced, skills development and improvement in Leicester will be adversely affected. Further more as public sector employees are made redundant due to their experience they will find it easier to be successful in securing any available jobs and will further squeeze out lower skilled residence and therefore likely to entrench existing disadvantaged.
- Worklessness/ benefits – Leicester has 17% of claimants on out of work benefit), which is a relatively high proportion. Residents dependent on income support will lose out to a greater degree because they are more likely to depend on the services and benefits that will be reduced. This could have a knock on effect on other areas of their lives such as housing and potential homelessness, children's educational attainment, increased health issues, employment opportunities and overall life chances.
- Disabled people will be affected, because people claiming Employment and Support Allowance (ESA) will be limited to a year of benefit payments after



which they will be transferred to JSA, which will mean they lose money and vital support and will have one year to find employment. If then they have been on JSA for over a year their housing benefit will be cut by 10 %. Nationally a third of people claiming benefits for incapacity are receiving housing payments. With grants to employers such as Access to Work being reduced, disabled people will find it even more difficult to work in Leicester. Ward data on incapacity benefits claimants is presented in Rates are highest in New Parks Abbey, Braunstone and Rowley Fields (Appendix 1 point 5 for supporting evidence)..

- The % of 16-18 year olds not in education, employment or training (NEET's) is 8.6%. Certain wards are high; predominantly the western areas of the city. With the lack of skills development and support to gain employment these young people would face further disadvantage.
- Young People, specifically graduates will be impacted upon due to the winding down of the Future Jobs Fund and job losses in the public sector. This will mean it will be increasingly more difficult to secure a job in Leicester and hence we could lose some of our graduates to other cities.
- Also with the taking away of the EMA Educational Maintenance allowance, this could lead to an increase young people NEET's, as young people may choose not to stay on in education (See Appendix 1 point 49 for supporting evidence).

#### **POSITIVE IMPACT**

- New Enterprise Allowance Scheme has the prospect of supporting 40,000 businesses (SME) for people on JSA. Although positive 40,000 businesses nationally may have limited impact in Leicester.
- Proposed Adult Apprenticeships: £250million by 2014/15
- If the government prioritises cities that are most reliant on public sector jobs and are at risk due to those job cuts, then Leicester will be in a more favourable position for successful bids to the Regional Growth Fund.

#### **Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

- Deprived Areas some populated predominantly by white British and others by BME
- Women
- BME
- Young People
- People on benefits e.g. Disabled people, Lone Parents
- SME Businesses

#### **If there are adverse impacts, will any particular area of the city be affected?**

- The majority of business start-ups in 2010 were found in the areas of Castle, Spinney Hill, Coleman and Stoneygate. In the future business starts within these areas will be reduced; having a further on effect on employment and economic growth in those areas (see Appendix 1 point 47 for supporting evidence).
- For 16-18 year olds not in education, employment or training (NEET's)

although our figures have decreased in the last 5 years at 8.6% it is still higher than the county. Certain wards are high; predominantly the western regions e.g. Castle, New Parks, Braunstone Park and Rowley Fields, Eyres Monsell, Westcotes, Aylestone and Freeman (see Appendix 1 point 49 for supporting evidence).

- Overall claimant for the worst performing wards NI153 include Abbey Beaumont Leys, Belgrave, Braunstone and Castle (From Source Data Year 3 Quarter 2b).

**JSA** benefit recipients are highest in Spinney Hill, Castle, Beaumont Leys, New Parks and, Braunstone and Rowley Fields. (see Appendix 1 point 5 for supporting evidence).

**Lone Parent** benefit recipients are highest in New Parks, Eyres Monsell, Braunstone Park and Rowley Fields, Abbey and Beaumont Leys (see Appendix 1 point 3 for supporting evidence).

**Incapacity benefit** recipients are highest in Spinney Hill, New Parks, Braunstone and Rowley Fields and Abbey (see Appendix 1 point 45 for supporting evidence).

It is important to note that some BME women who are unemployed, do not enter the benefits system. Therefore, wards that have a high percentage of BME residents may not accurately reflect the reality of worklessness and poverty in those wards.

#### **Can these negative impacts be reduced or removed? If so, how?**

- Leicester and Leicestershire have been approved to become Local Enterprise Partnership and can bid for regional growth funds and some support can and will still be provided. Leicester will have to prioritise areas of greatest need.
- If the government prioritises cities that are most reliant on public sector jobs and are at risk due to those job cuts then Leicester will be in a more favourable position for successful bids to the Regional Growth Fund.
- New Proposals for New Enterprise Allowance Scheme with prospect for sporting 10,000 businesses (SME) for people on JSA can help.
- Proposal for Adult Apprenticeships £250million by 2014/15 will help in the long-term.
- There is potential for Multi Access Centres to be mainstreamed.

#### **Outcomes most likely to be impacted**

The Government has reduced funding regimes which were available for skills development, business growth and the reduction of worklessness, and will replace them with a reduced size non ring-fenced Regional Growth Fund for Local Enterprise Partnerships to bid for.

As a result of the CSR proposals all of the strategic and service based economic development outcomes will be highly impacted upon. As well as the vast reduction in funding regimes, cuts to public sector jobs and welfare reform means that there



will be increased numbers of people who will be out of work and looking for work. Furthermore there will be increased pressure for people on benefits to not be penalised due to not finding work. This will lead to more people needing support to improve their skill levels for an increasingly competitive labour market, and support in helping them prepare for and find work; therefore there will be pressure for employment support services due to increased need and demand in the city. Awaiting clarity about Local Enterprise Partnership functions and the extent and focus of the new Regional Growth Fund which will determine the type and extent of employment support service that can be provided.

**Priority Outcomes that will be impacted on are listed below**

- Having a productive economy with high performing businesses
- Having highly qualified and skilled worked force in high value jobs
- Improving opportunities for vulnerable people and communities

**References**

Appendix 1 point 38 -% of working age population in employment – 2008-2009 - Year 3 quarter 2b

Appendix 1 point 43 - 2009 median earnings by workplace and by residence- 2009 - Year 3 quarter 2b - **(ASHE)**

Appendix 1 point 42 - Employment activity for women by ethnicity – 2004/5-2008/09 - Participation of Women in the Labour Market in Leicester – **Sheffield Hallam University**

Appendix 1 point 46 - Business growth: business registration and deregistration – 2007- Year 3 quarter 2b

Appendix 1 point 47 - Business starts 2008 and 2009 - Quarter 2 Stats to ISE Priority Card

Appendix 1 point 42 - 5 year business survival rates – Quarter 2 Stats to ISE Priority Card

Appendix 1 point 44 - Skills in Leicester – January 2008- December 2008 - year 3 quarter 2b - **The data that has been used is taken from the NOMIS website.**

Appendix 1 point 49 - 16-18 year olds Not in Education Employment or Training (NEET) by ward – 2005-2010 - Participation of Women in the Labour Market in Leicester – **Sheffield Hallam University**

**CSR Announcement: Changes to Further Education Provision – Leicester College.**

Leicester College is used to illustrate the impacts of this particular measure. It should be noted that all organisations funded by the Skills Funding Agency, including small training providers, are affected by changes to further education provision.

**Who are the people affected by the CSR announcement?**

Leicester College has between 25,000 and 26,000 students per year, 70% of them from the city.

**How are they affected?**

3000 learners, 28% of whom are BME, will be affected by the abolition of the Train to Gain programme, to be replaced with a SME focused training programme. English for Speakers of Other Languages (ESOL) for people not in settled communities will be abolished by 2012. They currently have 4000 ESOL students but do not know the detail and implications of the ESOL decision. The entitlement to free training for a level 2 qualification for those over 25 will end. Those aged 24 and over studying for level 3 will be asked to pay fees. They will be offered Government-backed loan where repayments will be dependent on learner's income. Government will increase adult apprenticeship funding, creating 75,000 additional places nationally, and will provide additional places for participation in 16 to 19 learning.

**What is the anticipated impact on them?**

The Train to Gain programme is for people already in employment. The end of the programme will affect their ability to increase their level of skills in the workplace. The end of the ESOL provision for migrants will affect their ability to settle and become integrated within the city's communities, as well as access job and training opportunities with insufficient English language skills. The introduction of fees, and the need to take out student loans for those who cannot afford the fees, will deter those seeking to return to education. For example, this will have a significant effect on Leicester Adult Education College's childcare learners who are overwhelmingly BME women. The removal of fee remission from those on means tested benefits and restricting it to those on 'active' benefits (JSA & ESA) will have a significant impact on learners who are not currently actively seeking work. These tend to be women, elderly and disabled learners.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

These proposals will have a particular impact on BME learners, particularly in regard to the ESOL proposal and the introduction of fees for older students. Nationally, it is BME learners who are more likely to be returners to education.

**If there are adverse impacts, will any particular area of the city be affected?**

No information is available to make this assessment.

**Can these negative impacts be reduced or removed? If so, how?**

Alternative programmes for training people already in work will be developed, but there is the expectation that employers will bear more costs for their staff. Alternative solutions for addressing the city's relatively low adult skills level must be sought to increase their skills base and ability to compete for jobs.

**Outcomes most likely to be impacted**

The number of young people and adults entering further education may decrease resulting in a less skilled population able to compete effectively for available jobs within the city and surrounding areas.

**CSR Announcement: Public sector staff reductions**

**Who are the people affected by the CSR announcement?**

35% of people employed in the city work for public sector related organisations (although the Government has recently reclassified universities and further education colleges as belonging to the 'private' and not 'public' sector even though their business is very much governed directly by public policy decisions).

**How are they affected?**

The Government's reduction of its departments and attendant cuts in funding received by other public sector agencies, will result in a national loss of 490,000 public sector jobs by 2015. It is anticipated that there will be 1000 FTE redundancies for Council staff (1 in 7 jobs for non-schools staff) and around 6000 job losses for the local public sector as a whole ([www.centreforcities.org/outlook11](http://www.centreforcities.org/outlook11)).

**What is the anticipated impact on them?**

Because of the volume of public sector workers that will be made redundant, it is not known whether they would be sufficient local jobs available for people to apply and compete for. This could result in potentially significant numbers of public sector workers becoming unemployed and subject to the new welfare reforms highlighted in this report.

**Are there any differential impacts/outcomes between different equality groups? Who is likely to be adversely affected?**

In terms of staff numbers, the greatest proportion of Council staff are those in the lowest grades:

- 45.3% of staff are Scale 1-3: of these, 56% of Scale 1-3 staff live within the city, with 22% living in the city's most deprived areas; 75% of staff at this grade are women; 32% are BME.
- 24.5% of staff are Scale 4-6: of these 24% live in the city; 68% of staff at this grade are women. Half of our staff work part time, and of these part-time staff, 43% are women; 35% are BME.

Because of the composition of our workforce, it is likely that women will be disproportionately affected when it comes to Council job losses. BME staff will also be affected, but not disproportionately when compared to their overall representation within the city.

**If there are adverse impacts, will any particular area of the city be affected?**

Council staff living in the city tends to come from the lower grades (Scale 1 – 6 as described above). Of these, half of city residents live within the most deprived areas of the city. Therefore, it is possible that these areas of the city will be disproportionately affected – but until specific details of job redundancies and home locations identified, this would just be speculative.

**Can these negative impacts be reduced or removed? If so, how?**

Support is being provided by the Council for those facing redundancy to enable them to prepare themselves for new employment and also to provide them with available local job vacancies that they can apply for (Penna and Amethyst).

**Outcomes most likely to be impacted**

The profile of the Council's workforce may no longer be as representative of the city's population, depending on the demographic profile of staff who are to be made redundant. The Council will continue to carry out its outreach work and its aim of having a representative workforce.

## Appendix 4: Individual Case Studies

This Equality Impact Assessment is about the impact of the Comprehensive Spending Review Announcements on the residents of Leicester. Quantitative figures give an understanding of the breadth of provision and level of need across the city as presented in the final section of this report, but they do not touch upon the personal impacts on individuals that these Announcements will have. We have interviewed a small sample of people, identified with the help of the Council's STAR (Supporting Tenants and Residents) service who, each in their own way, can be considered to be vulnerable. We have made no attempt to ensure these individuals are representative of the range of vulnerable people in the city – that is beyond the scope of this report. We will go back to them in 6 months time, to see how their personal situation has changed. These personal stories form a backdrop for this Equality Impact Assessment. Their names have been altered.

### Case Study 1

**Daniel** is single and has been a Council tenant for 5 years. Before that he was homeless, living on the street, with mental health issues. He was 'picked up' by the Community Care Team and supported by RISE (pre-STAR) into a Council tenancy. He receives incapacity benefits, housing benefits and council tax benefits. Daniel does voluntary work 5 days a week for 'Rise & Shine', a voluntary group co-ordinating STAR service users and providing tenancy support. They hope to become a social enterprise. Daniel says he doesn't have a social life apart from doing voluntary work.

Over the past 6 months, he has particularly noticed the increase in the cost of food – 'the quality of food I can afford has gone down'. This has resulted in his not eating 'as well as I should'. He's concerned about the cost of heating this winter – last winter he regularly monitored his gas meter and often switched the gas off and got into bed to keep warm. This was 'not a good thing' in regard to his mental health.

'Rise & Shine' are collating all the places people can eat for free or at very little cost across the city. Daniel has noticed that there are more places doing breakfast clubs and providing food parcels now than there were this time last year, with the addition of suburban churches providing food parcels. 'They're doing them because there is a need'.

He still uses the STAR service, 'without it I don't know where I'd be'. He uses the library, the Brite Centre and Dawn Centre (for his voluntary group's meetings) and works with City Learning on the training his group provides. They will be working with a charity to get their training accredited.

Daniel is aware of the Government's Announcements under the Comprehensive Spending Review, and is particularly concerned about the impact of having intermediary tenancies and the benefits cap. He thinks that entrenched rough sleepers are some of the most vulnerable people there are, and wonders how they can be encouraged to 'move on' with these changes being introduced. He speculated that public sector workers losing their jobs could easily become STAR service users. He is concerned that under the new Universal Credit rules he could be made to give up his voluntary work.

## Case Study 2

**Cheryl** is a 24 year old lone parent with a 5 year old son. She recently moved into her first Council tenancy in Beaumont Leys, having previously lived with her grandfather in Highfields, the area she grew up in. She's doing various courses with LAEC as they 'fit within school times'. She receives income support, child tax benefits, housing benefits and council tax benefits. She's happy with her son's new school, although he almost lost a term because of the delay in processing paperwork for getting him transferred when she moved to her new flat.

The cost of food in the area she has moved to is more expensive than Highfields, which had more bargain shops, and there is not a wide selection in local shops. The extra £1 or £2 on a single item results in her 'not being able to afford to do very much'. She thought that the VAT increase would result in her buying less, and 'turning off the lights to study by candlelight'. She found that buses were very expensive to use and felt that the cost of travel prevented her friends from Highfields from coming to visit her in her new flat.

She uses the STAR service, commenting on how helpful the booklet they provide on local services and facilities was to her when she moved into the area. They also helped get her son into the local school as well as with housing repairs, 'quicker when someone rings on your behalf'. She takes her son to the park and has signed him up for swimming lessons with the local leisure centre. She also takes him to the local library.

Cheryl wants to find a job that pays better 'once all the bills are paid'. Her mother lives close by and Cheryl would like to get a night job so that her mother could look after her son then. She will look for a placement with VAL, and also contact her local MAC for help with her CV. There aren't many jobs in this part of the city, and 'buses aren't cheap'.

## Case Study 3

**Lumumba** is single and came to Leicester in 2005 from the Democratic Republic of the Congo. When he came he started volunteering for the Red Cross. He has since set up a project teaching music to the migrant community and is now project co-ordinator for another project, Afro Innovation Group, providing support to migrant workers in need of help in the city. In order to sustain the project, he and the other advisor do not draw a salary at the moment. He works part-time at Tesco and receives working tax credit, but anticipates this will be ending soon as he has reduced his hours of work to just weekends in order to be able to focus more time on the project. He has a Council tenancy.

He has found the cost of food to be more expensive over the last half year, along with clothes, household items, utilities and his rent. He commented that the cost of a weekly bus ticket has nearly doubled since 2005. He sends money to his family in Africa and complained about the declining value of the Pound Sterling. He finds himself struggling at the moment. When asked about the impact of the proposed VAT increase in January, he said that things were difficult now but expected that it 'will be horrible'.

Lumumba signposts his project's clients to different Council services based on their area of need. He has found Housing (the STAR service) and Benefits useful along with welfare benefits; recycling, libraries and neighbourhood based restorative justice. He was critical of the Home Choice service as they provided no resource to support vulnerable people, particularly those with few English language skills. This language barrier makes the service difficult to access. He thought once welfare

benefits went online (Universal Credit), vulnerable people will suffer – ‘need to speak to people, how can you ask your problem to a machine?’ He emphasised the importance of the Council’s services supporting different communities to live together as this ‘gives a proper image of the city. If one community was in trouble with another, how would it be?’

He anticipated unemployment to rise and members of the migrant community would have more difficulty in finding jobs due to their not speaking English, or for those who do, ‘not having a proper accent’. The lack of work in his community makes socialising difficult – people don’t have money to spend. Women without jobs have turned to prostitution, affecting their children, but they have no other way of providing what they need. Shoplifting also goes up. He also commented on the fact that Council staff will lose jobs, but in the meantime ‘they try to do what they can’. He thought that this will affect accessibility to and delivery of services.

#### **Case Study 4**

**Lee** is 31, single and has only lived in Leicester for 2 years. He is a recovered heroin addict and has been in and out of prison. He left his previous city to get away from his past, and start a new life. He hopes to go back to college in January to study Level 2 English – otherwise he has no qualifications. He is out looking for work but gets ‘knocked back’ when CRB checks identify his criminal record. He feels he is in a ‘Catch 22’ situation. He lives in a private rental flat. He is on income support, housing benefit and council tax benefit.

In terms of living costs, Lee is finding that he spends a lot more on food now, trying to make sure it lasts for 2 weeks. Financially, he has always been poor. He keeps looking for work, but nothing turns up. Council services he uses are the buses, the library, STAR and housing support. He also uses the Job Centre. He hopes his library stays open because he uses that quite a lot – the internet and taking out books. If it closed down, ‘there would be nowhere to go’. He feels that he learns a lot from books, and closing the library would be ‘shutting down an educational facility’. He has cut back on buses, but is not bothered as he walks everywhere. He is a heavy smoker and has chest problems, but otherwise his health is all right and he is still able to live on ‘what they give him’.

Lee isn’t really connected to a wider community in Leicester – he ‘hasn’t found anything yet’. If there was a book club at his library, he would go to that. When asked about what he thinks life will be like in the next 6 months, he said that he found it a ‘bit sad’ that such cuts had to be made as he always thought Britain was a thriving country with no money problems. He hoped that everything would get back to normal and that the cuts would be only for this bad period of time.

#### **Case Study 5**

**Maura** is 51, single, unemployed and ‘on the drink’. She was in debt and lived in a hostel. For the past year she has lived in her own housing association flat. Maura receives Job Seekers’ Allowance, Housing Benefit and Council Tax Benefit. She does a lot of volunteer work: some with the Council’s service user groups, ‘a lot of services not going out to the right people’, with homeless people, soup kitchens, and also mentors a couple of people undergoing gender transitioning. She has recently started studying for a mentoring certificate at college. She feels she has gained more being unemployed in the past 12 months than previously, taking advantage of the concessions she gets.

She is a grandmother of 8 and often takes care of her grandchildren over the weekend. Her limited income severely restricts her relationship with her grandchildren – she can't afford to give them anything, and can't afford to take them out for the day because 'that would cost £40', including bus fares. Maura stressed how expensive bus fares were as she has to incur their cost to attend the various meetings she goes to. She anticipates a reduction in money coming in, and will 'have to re-budget her money and hope that I can cope'. If the gas runs out before she gets paid (her JSA), she sits in the cold for 2 days. She did receive a lot more benefits when she lived in the hostel and wondered why she now had to pay for everything herself.

She uses the libraries the most. She used to go swimming but without a leisure pass, she can no longer afford it as she would have to pay full price. Other Council services she uses are STAR services, and has taken her grandson to a Sure Start centre, spending an afternoon there when he went for an assessment. She was critical that 'there was no route for alcoholics' in terms of services to access compared to the facilities available for substance misuse. In terms of her well-being, she is not as fit as she used to be because she doesn't use leisure centres as much. When she lived in the hostel, they paid for her to go and use leisure centre gym and swim services 'to help come off the drink'.

In thinking about the future, Maura thinks that a lot of people will lose their jobs. She wondered whether Council services would 'go downhill' with anticipated staff cuts. She does go for interviews, but because she only owns a few casual clothes, she is finding them very hard. She has learned to cope with minimum money – 'with voluntary work and free church, I won't starve'.

## Case Study 6

**Tatenda** is from Zimbabwe and came to Leicester 5 years ago, after arriving in London, on the recommendation of a friend living here. He likes the pace of living here – 'slow paced, nice people, a place more understandable than London'. He and his partner have a young family – a daughter of 3 and a new baby. Tatenda has just completed a Master's degree, following on from an undergraduate degree he also did here. The recession which happened just as he graduated from his first degree, prevented him getting a job so he decided to continue with his studies. He just finished being paid to train for the Council's Boost project (providing an advice and support network for the city's migrant community) and receives working tax credits. If he doesn't get a job, the family will need to go on benefits. They live in a housing association tenancy.

The cost of living for the family has really gone up. Food is more expensive, the housing association has raised its rent, and the cost of bus fares have gone up. He is very much aware of the gas and electric consumption of the family, and switches appliances off to save energy – 'don't stay up late, switch off the computer – daughter can't play on it as long as she would like'. He finds within his community, there is 'less motivation to go out', and that people cannot afford the time to go out socially. Even the turnout for their football team has decreased – 'people would rather go to work'.

He is in contact with the Housing Department (through the Boost project), and takes his children to use the Council's leisure, library and cultural facilities. His daughter goes to the local Children's Centre following a personal recommendation, and he finds the childcare there much cheaper than the childminder he previously used. They have gone to the Sure Start health visitor – he thought it was a 'fantastic service – you get everything you need there'. He is actively involved in his local

community and uses Council facilities – the African Caribbean Community Centre, and Victoria Park for their football team. As a community leader, he thinks that housing is really important for his community – if ‘hit’ there is the likelihood that people will become homeless and this will cause other problems. ‘If housing is protected, it will prevent certain things from happening’.

Tatenda is ‘very, very, very concerned’ about the way things are going (re: the budget cuts by Government and by the Council). He feels that ‘at times like these, the Council should carry its people out of their burden’. He is concerned that the Council will not be able to operate in ‘a robust manner’ and sustain the community as well as provide services for families. People will be ‘socially excluded, and that there will be a lot of inequalities. Every community has different problems. The Council has managed to bring communities together and tackle problems together’. He feels that community cohesion will be at risk – ‘at times of risk, we get individualistic’. Through the Boost project, representatives from 10 communities have established the ‘Leicester Active Community Forum’ and will be encouraging people from other communities to join. The Forum would like to be involved in any consultation being undertaken by the Council.



## Comprehensive Spending Review EIA - Impact on Protected Groups

|  | CSR Announcement   | Gender                  | Ethnicity               | Disability              | Age                     | Religion & Belief       | Sexual Orientation  | Notes  |
|--|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---|--|
| <b>Benefit Impacts</b>   | Cap on Household Benefit Payments  | More likely more severe | More likely more severe | More likely             | Less likely             | More likely             | Less likely   | This will impact on families with 4 or more children on low incomes could lead to an increase in rent arrears, evictions and homelessness. This is more likely to impact on women and BME households.  |
|  | Move from Incapacity Benefit/Employment Support Allowance to Job Seekers' Allowance                    | More likely             | More likely             | More likely more severe | More likely             | Less likely             | Unknown   | This will have the greatest impact on disabled people. Don't know about profile of those on IB.  |
|  | Introduction of Universal Credit and Work Programme  | More likely             | More likely             | More likely             | More likely             | More likely             | Unknown   | More take-up of JSA benefits by men than women, more take-up by BME, more take-up by young people. Don't know about other benefit take-up.   |
| <b>Housing Impacts</b>   | Cut in Capital Budget for Affordable Housing   | More likely more severe | More likely more severe | More likely more severe | More likely more severe | More likely more severe | More likely more severe   | This will disproportionately affect people from a Black ethnic category who are overrepresented on the Housing Register.   |
|  | Funding allocation for Private Sector Renewal will end   | More likely more severe | More likely more severe | More likely more severe | More likely more severe | More likely more severe | Unknown   | This will disproportionately affect occupants of older, poorer housing in Leicester which tend to be members of BME communities and older people.  |
|  | Overall Cap on Local Housing Allowance and removal of 5 bedroom LHA rate – June Budget Announcement    | More likely more severe | More likely more severe | More likely             | More severe             | More likely             | Unknown   | This will impact on families with 4 or more children on low incomes could lead to an increase in rent arrears, evictions and homelessness. This is more likely to impact on women and BME households.  |
|  | Reduction in Housing Benefit by 10% for people on JSA for 12 months or more – June Budget Announcement | More likely more severe | More likely more severe | Less likely             | More likely             | More likely             | More likely   | This could lead to an increase in rent arrears, evictions and households becoming homeless.  |
|  | Increasing the age threshold for Shared Room Rate in Housing Benefit from 25 to 35                     | More likely more severe | More likely more severe | Less likely             | More likely more severe | More likely             | More likely more severe   | This will impact on younger people and could lead to more people living in substandard accommodation in the private rented sector, due to lack of resources to licence houses in multiple occupation.  |
|  | Housing Association Rent Increase  | More likely             | More likely             | More likely             | More likely             | More likely             | More likely   | This will affect housing association tenants, the equality profile of tenants will need to be monitored to determine if there is any disproportionate impact. This change could lead to increase in rent arrears, evictions and households becoming homeless.  |
|  | Homelessness grants to remain £100m a year.  | More likely more severe | More likely more severe | More likely more severe | More likely             | More severe             | More severe   | Due to increase in homelessness there will be and increase in the demand for temporary accommodation if this is unavailable it will lead to more people becoming street homeless   |
|  | Supporting People base level 11.5% cut   | More likely more severe | More likely more severe | More likely more severe | More likely             | More likely             | More likely   | Decrease in hostel provision and tenancy support will result in increase in homeless.  |
|  | Disabled Facilities Grant (DFG)  | More likely             | More likely more severe | More likely more severe | More likely more severe | More severe             | Unknown   | This will impact on older and disabled people in the City, the level of finance will be insufficient to deal with level of demand for DFGs in the City.  |
|  | Introduction of Intermediate Tenancies   | More severe             | More severe             | More severe             | More severe             | More severe             | More severe   | Loss of secure council accommodation could lead to people moving to the private rented sector. Leicester has a high proportion of homes in the private rented sector that are deemed non decent therefore it is more likely that households will be living in substandard overcrowded accommodation. |
|  | Local housing Allowance rates set at 30 <sup>th</sup> percentile                                       | More likely more severe | More likely more severe | More likely             | Less likely             | More likely             | Unknown   | This will affect all LHA households, the larger the family composition the greater the reduction in housing benefit. This is more likely to impact on women and BME households.  |
|  | £15 weekly local housing allowance excess provision will be removed                                    | More likely more severe | More likely more severe | More likely             | Less likely             | More likely             | Unknown   | This will impact on those household whos benefit assessment currently includes an additional £15 in the rent calculation. This will impact those households who have been prudent and found properties with low rents compared to household need.  |
|  | Local Housing Allowance rates to rise by consumer price index and then frozen.                         | More likely more severe | More likely more severe | More likely             | Less likely             | More likely             | Unknown   | LHA rates will increase by a lower index rate. Following years the rates will remain unchanged. This will affect all LHA households, the larger the family composition the greater the reduction in housing benefit. This is more likely to impact on women and BME households.                      |
| Increase in non dependant deductions for Housing and council tax benefit | More likely more severe  | More likely more severe | More likely             | Less likely             | More likely             | Unknown                 | Housing and council tax benefit Households who current have a non dependant adult resident are subject to a financial reduction in the amount of benefit they receive. The amount their benefit will be reduced by will increase by 17.8% over the next 3 years. This will impact on households where dependants not left home following leaving education. |  |
| <b>Health Impacts</b>  | Health Budget  | More likely             | More likely             | More likely more severe | More likely             | Less likely             | Unknown   |  |
| <b>Adults Impacts</b>  | Extra Funding for Social Care  | More likely more severe | More likely more severe | More likely more severe | More likely             | Less severe             | Less likely   |  |
| <b>Children &amp; Young People's Impacts</b>                             | Rationalising and ending centrally directed programmes for children, young people and families         | Less likely             | More likely             | Unknown                 | More likely             | Unknown                 | Unknown   |  |
|  | Free Early Years Education Provision for Disadvantaged 2yr olds  | Less likely             | More likely             | Unknown                 | More likely             | Unknown                 | Unknown   | Anticipate positive impact on target group   |
|  | Pupil Premium (Targeted support for disadvantaged C&YP)  | Less likely             | More likely             | Unknown                 | More likely             | Unknown                 | Unknown   | Potential for positive impact on disadvantaged children dependent on eligibility methodology   |
|  | Education Maintenance Allowance (EMA)  | Less likely             | More likely             | Unknown                 | More likely             | Unknown                 | Unknown   | Until details of EMA replacement are know impact is unclear. Currently no data on where learners live in Leicester   |
| <b>Employment and Economic Development Impacts</b>                       | Public Sector Employee Cuts  | More likely more severe | More likely             | More likely             | More likely             | Unknown                 | Unknown   | A negative impact on women who make up 65% of public sector workers.   |
|  | Business and Economic Growth   | Less likely             | More likely             | Less likely             | Unknown                 | Unknown                 | Unknown   | More support given to BME business and also businesses in deprived areas. This is be greatly reduced to cuts in funding regimes'   |
|  | Reducing Worklessness and Benefit  | More likely more severe | More likely             | More likely more severe | More likely             | Unknown                 | Unknown   | Public sector cuts means increased people on benefits, particularly women who make up 65% of public sector workers   |
|  | JSA  | More likely more severe | More likely             | More likely             | Unknown                 | Unknown                 | Unknown   | Public sector cuts means increased people going on to JSA, particularly women who make up 65% of public sector workers. Also people on incapacity benefits will have to move on to JSA After 12months therefore there will be increased amount of disabled people on JSA.                            |
|  | Lone Parents   | More likely             | More likely             | More likely more severe | More likely more severe | More likely more severe | More likely more severe   | predominantly Women tend to apply for lone parents allowance. Lone Parents will have to seek work if they have a child above 7 so therefore many will have go on to claim JSA  |
|  | Incapacity benefit   | Unknown                 | Unknown                 | More likely more severe | Unknown                 | Unknown                 | Unknown   | Disabled people will have to move on to JSA after 12 months of incapacity benefits and find employment within 12 months of being on JSA or loose 10% of their housing benefits.  |
|  | Worst performing super output areas  | Unknown                 | Unknown                 | Unknown                 | Unknown                 | Unknown                 | Unknown   | As more people lose their jobs there will be an increase in benefit claimants in the worst performing wards.   |
| Skills   | Unknown  | Unknown                 | Unknown                 | Unknown                 | Unknown                 | Unknown                 | Young people may choose not to stay on in education as EMA is no longer available. An increase in NEET's may result   |  |

|            |                         |             |             |             |             |         |
|------------|-------------------------|-------------|-------------|-------------|-------------|---------|
| <b>Key</b> | More likely more severe | More severe | More likely | Less severe | Less likely | Unknown |
|------------|-------------------------|-------------|-------------|-------------|-------------|---------|

The key for the shaded boxes is shown above. Equalities staff have used their judgement to estimate the likely impact of measures contained in the Comprehensive Spending Review (CSR) on different protected groups.

The document captures these judgements about the likelihood and potential severity of impacts on different protected groups.

The form can be completed with Yes or No answers where the severity or likelihood of impact is unknown

Where a protected group is expected to feel an increased impact this can be shown as:

|             |             |                             |
|-------------|-------------|-----------------------------|
| More likely | More severe | More likely and more severe |
|-------------|-------------|-----------------------------|

Where a protected group is not expected to feel an increased impact, this can be shown as:

|             |             |
|-------------|-------------|
| Less likely | Less severe |
|-------------|-------------|

## Comprehensive Spending Review EIA - Impact on Council Wards

| Service Area                                | CSR Announcement   | Abbey                       | Aylestone                   | Beaumont Leys               | Belgrave                    | Braunstone PK and Rowley F. | Castle                      | Charnwood                   | Coleman     | Evington    | Eyres Monsell               | Fosse                       | Freemen                     | Humberstone and Hamilton    | Knighton    | Latimer                     | New Parks                   | Rushey Mead                 | Spinney Hills               | Stoneygate                  | Thurncourt  | Westcotes                   | Western Park                | Notes  |  |
|---|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------|-------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------|-----------------------------|-----------------------------|--|--|
| Benefit Impacts                             | Overall Cap on Household Benefit Payments  | More likely                 | Less severe                 | More likely                 | Less severe                 | More severe                 | Less severe                 | More severe                 | More likely | Less severe | More likely                 | Less severe                 | More likely                 | Less severe                 | Less severe | Less severe                 | More severe                 | Less severe                 | More likely and more severe | More severe                 | Less severe | Less severe                 | Less severe                 | This will impact on families with 4 or more children on low incomes could lead to an increase in rent arrears, evictions and homelessness.   |  |
|   | Move from Incapacity Benefit/Employment Support Allowance to Job Seekers' Allowance                    | More severe                 | Less severe                 | More severe                 | More likely                 | More severe                 | More likely                 | More likely                 | More likely | Less severe | More likely                 | Less severe                 | More likely                 | More likely                 | Less severe | More likely                 | More severe                 | More likely                 | More severe                 | More likely                 | Less severe | Less severe                 | Less severe                 | This is based on the number of residents in receipt of Incapacity Benefit.   |  |
|   | Introduction of Universal Credit and Work Programme  | More severe                 | Less severe                 | More severe                 | More likely                 | More severe                 | More severe                 | More likely                 | More likely | Less severe | More likely                 | Less severe                 | More severe                 | More likely                 | Less severe | More likely                 | More severe                 | More likely                 | More likely and more severe | More severe                 | More likely | More likely                 | Less severe                 | This is based on the number of residents in receipt of Incapacity Benefit, Job Seekers Allowance and Lone Parents benefit.   |  |
| Housing Impacts                             | Cut in Capital Budget for Affordable Housing   | No                          | No                          | No                          | No                          | Less likely                 | Less likely                 | More likely                 | Less likely | No          | No                          | No                          | Less likely                 | More likely and more severe | No          | More likely and more severe | Less likely                 | Less likely                 | No                          | No                          | No          | No                          | No                          | The impact highlighted is based on sources of subsidy for affordable housing currently on site or with a HCA allocation in Leicester as at 19th April 2010. Lack of affordable housing will lead to more people living in the private rented sector, Leicester has a high proportion of homes in the private rented sector that are deemed non decent therefore it is more likely that households will be living in substandard overcrowded accommodation. |  |
|   | Funding allocation for Private Sector Renewal will end.  | More severe                 | More severe                 | More likely                 | More severe                 | More severe                 | More likely and more severe | More severe                 | More severe | More likely | Less severe                 | More severe                 | More likely and more severe | More likely                 | More severe | More severe                 | More likely                 | Less severe                 | More severe                 | More likely and more severe | Less severe | More likely and more severe | More severe                 | The impact is based on percentage of dwellings that are non - decent in each ward.   |  |
|   | Overall Cap on Local Housing Allowance and removal of 5 bedroom LHA rate - June Budget Announcement    | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe                 | More severe | More severe | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe                 | More severe | Less likely                 | Less likely                 | Less likely  | This will impact on families with 4 or more children on low incomes could lead to an increase in rent arrears, evictions and homelessness.   |
|   | Reduction in Housing Benefit by 10% for people on JSA for 12 months or more - June Budget Announcement | Less severe                 | Less likely                 | More severe                 | Less severe                 | More severe                 | More likely and more severe | More severe                 | More likely | Less likely | Less likely                 | Less severe                 | Less severe                 | Less severe                 | Less likely | Less likely                 | Less likely                 | More severe                 | Less likely                 | More severe                 | Less severe | Less likely                 | Less severe                 | Tenants with rent arrears will not meet LCC eligibility criteria to be re-housed off the Housing Register.   |  |
|   | Increasing the age threshold for Shared Room Rate in Housing Benefit from 25 to 35                     | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely and more severe | Less likely                 | Less likely | Less likely | Less likely                 | Less likely                 | Less severe                 | Less likely                 | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe                 | Less severe | Less likely                 | Less severe                 | Less likely  | Until people are over 35 years of age, they will be expected to find a room in a shared house for no more than £55 per week.   |
|   | Housing Association Rent Increase  | More likely                 | Less likely                 | More severe                 | More severe                 | More likely                 | More likely and more severe | Less likely                 | More likely | Less severe | Less likely and less severe | Less likely                 | Less likely                 | Less severe                 | Less likely | Less likely                 | More severe                 | More likely                 | Less likely and less severe | More likely                 | More likely | Less likely and less severe | Less severe                 | Less likely  | This could lead to an increase in rent arrears, evictions and households becoming homeless.  |
|   | Homelessness grants to remain £100m a year.  | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | More likely and more severe | Unknown                     | Unknown     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown  | Due to an increase in homelessness there will be and increase in the demand for homelessness services such as hostel accommodation if this is unavailable it will lead to more people becoming street homeless. People sleeping rough usually are found in the City Centre.                          |
|   | Supporting People base level 11.5% cut   | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown  |  |
|   | Disabled Facilities Grant (DFG)  | More likely                 | More likely                 | More likely                 | More severe                 | More likely                 | Less severe                 | Less likely                 | More severe | More severe | Less likely                 | More likely                 | Less likely and less severe | More severe                 | Less likely | More likely and more severe | More severe                 | More likely and more severe | More likely and more severe | More severe                 | More likely | Less likely and less severe | Less likely                 | Less likely  | The level of finance will be insufficient to deal with level of demand for DFGs in the City.   |
|   | Introduction of Intermediate Tenancies   | More severe                 | Less severe                 | More severe                 | Less likely                 | More likely and more severe | Less likely                 | More likely                 | More severe | Less likely | More severe                 | Less likely                 | More severe                 | More likely                 | Less severe | More likely and more severe | Less likely                 | Less likely                 | More likely and more severe | Less likely                 | More severe | Less likely                 | Less likely and less severe | Less likely and less severe  | Loss of secure council accommodation could lead to people moving to the private rented sector. Leicester has a high proportion of homes in the private rented sector that are deemed non decent therefore it is more likely that households will be living in substandard overcrowded accommodation. |
|   | Local housing Allowance rates set at 30 <sup>th</sup> percentile                                       | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely                 | Less likely | Less likely | Less likely                 | Less likely                 | Less likely                 | More likely                 | More severe | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely | Less likely                 | More likely                 | Less likely  | The reduction from 50% to 30% percentile reduces the Local Housing Allowance rate used in the calculation of benefit entitlements.   |
|   | £15 weekly local housing allowance excess provision will be removed                                    | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely                 | Less likely | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely | Less likely                 | Less likely                 | Less likely  | This will lead to a reduction in benefit entitlement. Removal of excess from within the calculation could lead to arrears accruing.  |
|   | Local Housing Allowance rates to rise by consumer price index and then frozen.                         | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely                 | Less likely | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | More likely | Less likely                 | Less likely                 | Less likely  | CPI is a lower index than the Retail Price Index with the result that subsequent years will see no increase for inflation and therefore in real terms, a reduction in LHA rates.   |
|   | Increase in non dependant deductions for Housing and council tax benefit                               | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More likely                 | Less likely                 | Less likely                 | Less likely | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | Less likely | Less likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely | Less likely                 | Less likely                 | Less likely  | This will affect pensioners and families with children who have an additional adult (s) living in their households. These could be grown up children who are still living at home.   |
|   | Health Impacts   | Health Budget               | More likely and more severe | Less likely                 | More likely                 | More likely and more severe | More likely and more severe | More likely                 | More likely | More likely | Less likely                 | More likely and more severe | Less likely                 | More likely and more severe | More severe | Less likely                 | More likely and more severe | More likely and more severe | More likely and more severe | More likely and more severe | More likely | More likely                 | Less likely                 | Less likely  | Note that health typologies rarely match Ward boundaries so, within any Ward area, there will be a mix of health typologies. In other words, different health risks and levels of health risk exist within every Ward despite the broad categorisation offered by the typologies.                    |
| Adults Impacts                              | Extra Funding for Social Care  | Unknown                     | More severe                 | More severe                 | More severe                 | More severe                 | More severe                 | More severe                 | More severe | Less severe | Less severe                 | Less severe                 | Less likely                 | Less likely                 | Less severe | Less severe                 | More likely                 | Less likely                 | More likely                 | More likely                 | Less likely | Less likely                 | Less likely                 |  |  |
| Children & Young People's Impacts           | Rationalising and ending centrally directed programmes for children, young people and families         | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely | Less likely | More likely                 | Less likely                 | More likely                 | Less likely                 | Less likely | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely                 | Less likely | More likely                 | Less likely                 |  |  |
|   | Free Early Years Education Provision for Disadvantaged 2yr olds  | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely | Less likely | More likely                 | Less likely                 | More likely                 | Less likely                 | Less likely | Less likely                 | Less likely                 | Less likely                 | Less likely                 | More severe                 | Less likely | More likely                 | Less likely                 |  |  |
|   | Pupil Premium (Targeted support for disadvantaged C&YP)  | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely | Less likely | More likely                 | Less likely                 | More likely                 | Less likely                 | Less likely | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely                 | Less likely | More likely                 | Less likely                 |  |  |
|   | Education Maintenance Allowance (EMA)  | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown  |  |
| Employment and Economic Development Impacts | Public Sector Employee Cuts  | More severe                 | More likely                 | More severe                 | Less severe                 | More severe                 | More likely                 | Less severe                 | More likely | More likely | Less severe                 | More severe                 | Less severe                 | More severe                 | More severe | Less severe                 | More severe                 | More severe                 | More severe                 | More severe                 | More likely | Less severe                 | More severe                 | Based on home location of Council staff  |  |
|   | Business and Economic Growth   | More likely                 | More likely                 | More likely                 | More likely                 | More likely                 | More likely and more severe | More likely                 | Less likely | More likely | Less likely                 | More likely                 | Less likely                 | More likely                 | More likely | More likely                 | More likely                 | More likely and more severe | More likely and more severe | More likely and more severe | Less likely | More likely and more severe | More likely                 | below 50 less likely; 50-100 more likely; 100+ more likely and severe  |  |
|   | JSA  | More likely and more severe | Less likely                 | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely and more severe | More likely | Less likely | More likely                 | Less likely                 | More likely                 | Less likely                 | Less likely | Less likely                 | More likely and more severe | Less likely                 | More likely and more severe | Less likely                 | Less likely | More likely                 | Less likely                 | under 6% less likely more likely is 6% to 7% More likely and more severe over 7%   |  |
|   | Lone Parents   | More likely                 | Less likely                 | More likely                 | Less likely                 | More likely and more severe | Less likely                 | More likely                 | More likely | Less likely | More likely and more severe | More likely                 | More likely                 | More likely                 | Less likely | Less likely                 | More likely and more severe | Less likely                 | Less likely                 | Less likely                 | Less likely | Less likely                 | Less likely                 | below 3% less likely; 3-5 more likely; over 5 more likely and more severe  |  |
|   | Incapacity benefit   | More likely and more severe | Less likely                 | More likely                 | More likely and more severe | More likely and more severe | Less likely                 | More likely and more severe | More likely | Less likely | More likely and more severe | Less likely                 | More likely                 | More likely                 | Less likely | More likely                 | More likely and more severe | Less likely                 | More likely                 | Less likely                 | More likely | Less likely                 | Less likely                 | below 8 less likely 8-10 is more likely ; above 10 is more likely and more severe  |  |
|   | Worst performing super output areas  | More likely                 | Unknown                     | More likely and more severe | More likely                 | More likely and more severe | More likely and more severe | More likely                 | More likely | More likely | More likely                 | Unknown                     | More likely and more severe | Unknown                     | Unknown     | More likely                 | More likely and more severe | Unknown                     | More likely                 | More likely                 | More likely | Unknown                     | Unknown                     | Under 25% less likely, 25% to 35% more likely, over 35% more likely and more severe  |  |
| Skills                                      | More severe  | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown                     | Unknown     | Unknown                     | Unknown                     |  |  |

### Key

|     |    |             |             |                             |             |             |                             |         |
|-----|----|-------------|-------------|-----------------------------|-------------|-------------|-----------------------------|---------|
| Yes | No | More likely | More severe | More likely and more severe | Less likely | Less severe | Less likely and less severe | Unknown |
|-----|----|-------------|-------------|-----------------------------|-------------|-------------|-----------------------------|---------|

The key for the shaded boxes is shown above. Equalities staff have used their judgement to estimate the likely impact of measures contained in the Comprehensive Spending Review (CSR) on different Electoral Wards in Leicester.

The document captures these judgements about the likelihood and potential severity of impacts on particular Wards.

The form can be completed with Yes or No answers where the severity or likelihood of impact is unknown

Where an area is expected to feel an increased impact this can be shown as:

|             |             |                             |
|-------------|-------------|-----------------------------|
| More likely | More severe | More likely and more severe |
|-------------|-------------|-----------------------------|

Where an area is not expected to feel an increased impact, this can be shown as:

|             |             |                             |
|-------------|-------------|-----------------------------|
| Less likely | Less severe | Less likely and less severe |
|-------------|-------------|-----------------------------|