

Leicester  
City Council

**MEETING OF THE ECONOMIC DEVELOPMENT, TRANSPORT AND  
TOURISM SCRUTINY COMMISSION**

**DATE: THURSDAY, 17 JANUARY 2019**

**TIME: 5:30 pm**

**PLACE: Meeting Room G.01 - City Hall, 115 Charles Street,  
Leicester, LE1 1FZ**

**Members of the Commission**

Councillor Khote (Chair)  
Councillor Rae Bhatia (Vice-Chair)

Councillors Bhavsar, Dr Chowdhury, Kitterick, Patel, Porter and Sandhu

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

For Monitoring Officer

**Officer contacts:**

**Anita Patel (Scrutiny Policy Officer)**

**Jason Tyler (Democratic Support Officer),**

Tel: 0116 454 6359, e-mail: [jason.tyler@leicester.gov.uk](mailto:jason.tyler@leicester.gov.uk)

Scrutiny Support, Leicester City Council, 3rd Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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If you intend to film or make an audio recording of a meeting you are asked to notify the relevant Democratic Support Officer in advance of the meeting to ensure that participants can be notified in advance and consideration given to practicalities such as allocating appropriate space in the public gallery etc..

The aim of the Regulations and of the Council's policy is to encourage public interest and engagement so in recording or reporting on proceedings members of the public are asked:

- ✓ to respect the right of others to view and hear debates without interruption;
- ✓ to ensure that the sound on any device is fully muted and intrusive lighting avoided;
- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

### Further information

If you have any queries about any of the above or the business to be discussed, please contact:

**Jason Tyler, Democratic Support Officer on 0116 454 6359.**

Alternatively, email [jason.tyler@leicester.gov.uk](mailto:jason.tyler@leicester.gov.uk), or call in at City Hall.

For Press Enquiries - please phone the **Communications Unit on 0116 454 4151.**

# **AGENDA**

## **FIRE / EMERGENCY EVACUATION**

Chair to announce:

If the emergency alarm sounds, you must evacuate the building immediately by the nearest available fire exit and proceed to the area outside the Ramada Encore Hotel on Charles Street as directed by Democratic Services staff. Further instructions will then be given.

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

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

Members are asked to declare any interests they may have in the business to be discussed on the agenda.

### **3. MINUTES**

**Appendix A  
(Pages 1 - 8)**

The Minutes of the meeting of the Commission held on 6 December 2018 are attached and Members are asked to confirm them as a correct record.

### **4. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

The Monitoring Officer to report on any Questions, Representations and Statements of Case received in accordance with Council procedures.

### **5. PETITIONS**

The Monitoring Officer to report on any Petitions received in accordance with Council procedures.

### **6. BUSINESS SUPPORT - UPDATE**

**Appendix B  
(Pages 9 - 22)**

The Director of Tourism, Culture and Inward Investment will give a presentation to provide an update on Business Support (slides attached).

**7. EMPLOYMENT HUB - UPDATE**

**Appendix C  
(Pages 23 - 40)**

The Director of Tourism, Culture and Inward Investment will give a presentation to provide an update on the Employment Hub (slides attached).

**8. CONNECTING LEICESTER - UPDATE**

The Director of Planning, Development and Transportation will give a presentation to provide an update on 'Connecting Leicester'.

**9. GENERAL FUND REVENUE BUDGET 2019/20 TO  
2021/22**

**Appendix D  
(Pages 41 - 86)**

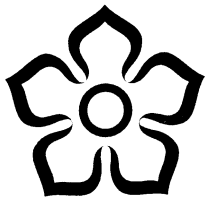
The report of the Director of Finance which will be submitted to Council on 20 February 2019 to consider the City Mayor's proposed budget for 2019/20 to 2021/22 is attached for comment.

**10. WORK PROGRAMME**

**Appendix E  
(Pages 87 - 92)**

The Commission's Work Programme is attached for information and comment.

**11. ANY OTHER URGENT BUSINESS**



Leicester  
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# Appendix A

Minutes of the Meeting of the  
ECONOMIC DEVELOPMENT, TRANSPORT AND TOURISM SCRUTINY  
COMMISSION

Held: THURSDAY, 6 DECEMBER 2018 at 5:30 pm

P R E S E N T:

Councillor Khote (Chair)

Councillor Bhavsar  
Councillor Dr Chowdhury

Councillor Kitterick  
Councillor Porter

Councillor Sandhu

In attendance:

Sir Peter Soulsby – City Mayor

\* \* \* \* \*

**36. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Rae Bhatia (Vice Chair) and Councillor Patel.

**37. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**38. MINUTES**

Councillor Kitterick referred to omissions in the minutes of the previous meeting concerning questions he had asked on data reported by the City Mayor relating to the Putney Road Scheme.

He made specific comment that the minute did not include the questions in debate relating to the reported loss of 200 cars from Clarendon Park Road, with 100 cars being added to Victoria Park Road.

It was confirmed that the information requested was being forwarded to Councillor Kitterick.

It was AGREED:

That the Minutes of the meeting of the Commission held on 25 October 2018 be agreed, subject to the above amendment.

### **39. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

The Monitoring Officer reported that no Questions, Representations or Statements of Case had been received.

### **40. PETITIONS**

The Monitoring Officer reported that no Petitions had been received.

### **41. LOCAL PLAN TIMETABLE**

The Director of Planning, Development and Transportation submitted a report, which outlined the proposed timetable for preparation of the Local Plan including provisions for consultation and scrutiny.

It was noted that at the Commission's previous meeting on 25th October 2018, a report concerning the finalisation of the Strategic Growth Plan was noted and agreed. It was also noted that the latest position on the proposed timetable for the new Local Plan had been outlined at that stage and the current report now set out the proposed Local Plan timetable in more detail.

In respect of the more detailed timetable, and subject to emerging Government policy and any associated changes in plan making requirements, the key milestones and timetable for the Local Plan was as follows:

- Current Call for additional potential small development sites *to December 2018*
- Draft Local Plan (housing, retail and employment needs, proposed sites, policies and infrastructure requirements); scrutiny /public consultation *July 2019 - September 2019*
- Review responses/prepare Submission Draft Local Plan *September 2019 – February 2020*
- Scrutiny /public consultation on Submission Draft - Feb/May 2020
- Submission of Local Plan to Government & Examination in Public *Summer/Autumn 2020*
- Inspector's Report *by early 2021*
- Public Consultation/Scrutiny on any proposed Modifications *mid 2021*

- Adoption  
*mid 2021*

It was confirmed that scrutiny of the Local Plan would be carried out at the draft, submission and modification stages, as outlined above, and that the detailed arrangements for scrutiny will be considered with the Chair of the Commission, in consultation with the City Mayor and Executive. It was noted that this could include special meetings with representatives from other scrutiny commissions.

Commission members were invited to comment and made the following observations:

- Delays in the process had caused frustration and a question was raised at whether this was due to Government or internal capacity issues.

In response it was noted that Government had published new guidance notes which delayed the process. It was also confirmed that comparable authorities were also in a similar position. It was not considered that there were any internal capacity problems.

- It was questioned whether the process could be accelerated with the minimum space standards raised as an example.

In response it was noted that options would be considered to bring forward interim guidance as appropriate.

- In terms of consultation on major schemes such as Evesham Road, clarification was sought on the appropriate point at which public participation and consultation in the process could begin.

In response, reference was made to the statutory consultation period where formal responses to the consultation could be made. It was suggested by members and accepted that where this occurred in the holiday period, it may be more difficult for residents to fully participate.

- In regard to the adoption of policy and in response to a question it was noted that unopposed draft Local Plan policies acquired weight in planning processes.
- In noting the announcement that consultation was required on smaller development sites, it was questioned whether developers had been contacted to help to accelerate the process through a more flexible approach.

In response, it was confirmed that Government advice would need to be followed at all stages so as not to jeopardise the soundness of the Local Plan at an Examination in Public. In respect of a supplementary question concerning external advisors and specifically legal advice, Councillor Porter requested details of that advice and when it was received. The

Director agreed to provide the information separately. Examples where Local Plans had been rejected due to authorities not following advice and agreed practices were given.

It was AGREED that:

1. the Local Plan timetable and provisions for consultation and scrutiny, and the comments of the Commission as above be noted; and

## **42. MAJOR TRANSPORT PROJECTS - UPDATE**

The Director of Planning, Development and Transportation gave a presentation, which provided an update on Major Transport Projects including:

- Leicester North West Transport Programme
- National Productivity Investment Fund
- ERDF Low Carbon Programme
- Clean Bus Technology Fund
- Transforming Cities Fund (TCF)

In concluding the presentation, the following key points were noted in summary:

- There were significant successes in recent funding bids
- Major schemes were already underway - £22m (£6.5m LCC funds)
- Major TCF grant opportunities existed
- Support in all areas had been achieved, including:
  - Infrastructure
  - Smart technology
  - Air quality
  - Behavioural change

The Chair welcomed the detail of the presentation and congratulated the Director and his staff for the successful outcomes of the bids which would improve the City.

Commission members were asked to comment, and the following issues were noted:

- In respect of bus conversions and a comment concerning fleet management and conversions, it was confirmed that operators did not bring older buses to Leicester from London or elsewhere. It was also confirmed that operators were keen to invest where they felt they have significant business and that this had been seen in Leicester.
- In response to a question from Councillor Porter concerning the low emissions data, it was confirmed that data concerning vehicle tests, including the Euro 6 buses, could be obtained and forwarded to him.



- The possible introduction of cycle docking in the central area was noted and the need for research and audit on its feasibility was accepted.
- In respect of the connecting Leicester cycle and pedestrian infrastructure schemes, it was suggested that better explanation of the sites identified for cycle and pedestrian links was required. It was also suggested that in some locations adjacent cycle and pedestrian routes were ineffective.

In conclusion, the Chair welcomed the comments of members and the City Mayor indicated that a further report on progress could be submitted in the Summer of 2020.

It was AGREED that:

1. The presentation and update be noted; and
2. A further report or presentation on progress be submitted in the Summer of 2020.

#### **43. WORK PROGRAMME**

The Commission's Work Programme was submitted and noted.

#### **44. CLOSE OF MEETING**

The meeting closed at 6.40 pm.



# EDTT Scrutiny

## 17<sup>th</sup> January 2019

### Business Support Update

Appendix B



# Current Business Support Projects



collaborate  
GROWING BUSINESS TOGETHER



∞

Business Gateway: to Dec 2018

- City Accountable Body – LLEP lead
- Partners LLEP, Chamber, EMB
- Website and Business Advice line
- Business Diagnostic support
- Generic Events / Workshops

Collaborate: to Sept 2019

- City Accountable Body – City lead
- Partners City, County, Chamber, Food & Drink Forum
- 1 to 1 sector support
- Capital Grants £5k - £25k
- Inward Investment
- Sector Events/ Workshops

Digital Growth: to June 2019

- Chamber Accountable Body
- Partners - County, Chamber
- 1 to 1 digital advice
- Capital Digital Grants £2k - £16K
- Digital Events/ Workshops

# Collaborate Project

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- City Council led 3 year project from Oct 2016 to Sept 2019, funded by £3.1m ERDF grant
- Sub-regional coverage required
- 6 • Delivering:
  - business advice in key sectors
  - sector workshops/ network events
  - Inward investment work in China/ India/ US
  - £1.2m capital grant fund

# Progress update

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- 475 Active Enquiries
- Demand greatest from textiles (112) / creative (82)
- Key Outputs to end Sept 2018
  - 186 businesses supported (3 hrs) / 83 businesses (12 hrs)
  - £913k private sector leverage
  - 55 Jobs created (145 in pipeline)
  - Over 100 events / workshops; over 1,000 attendees
- Independent evaluation pending 2019

10

## Clean Surface

City based business, formed in 1995 as designer and manufacturer of dry ice blast cleaning machines. Grant award of £25k to purchase new machinery to increase variety of → orders and create 2 jobs



## Gokul Foods



Started in kitchen in 2005 by Bhavna Rajpra and her husband. The business now runs from a fully-functioning factory employing over 30 people over the busy wedding season. With advice and support provided by the project they have now created a new food hygiene system to increase productivity.

## Royal Tea

Based at Leicester Food Park, Royal Tea have been awarded a grant of £25k to purchase 2 new packaging machines to grow their business, creating 2.5 jobs



# Grants

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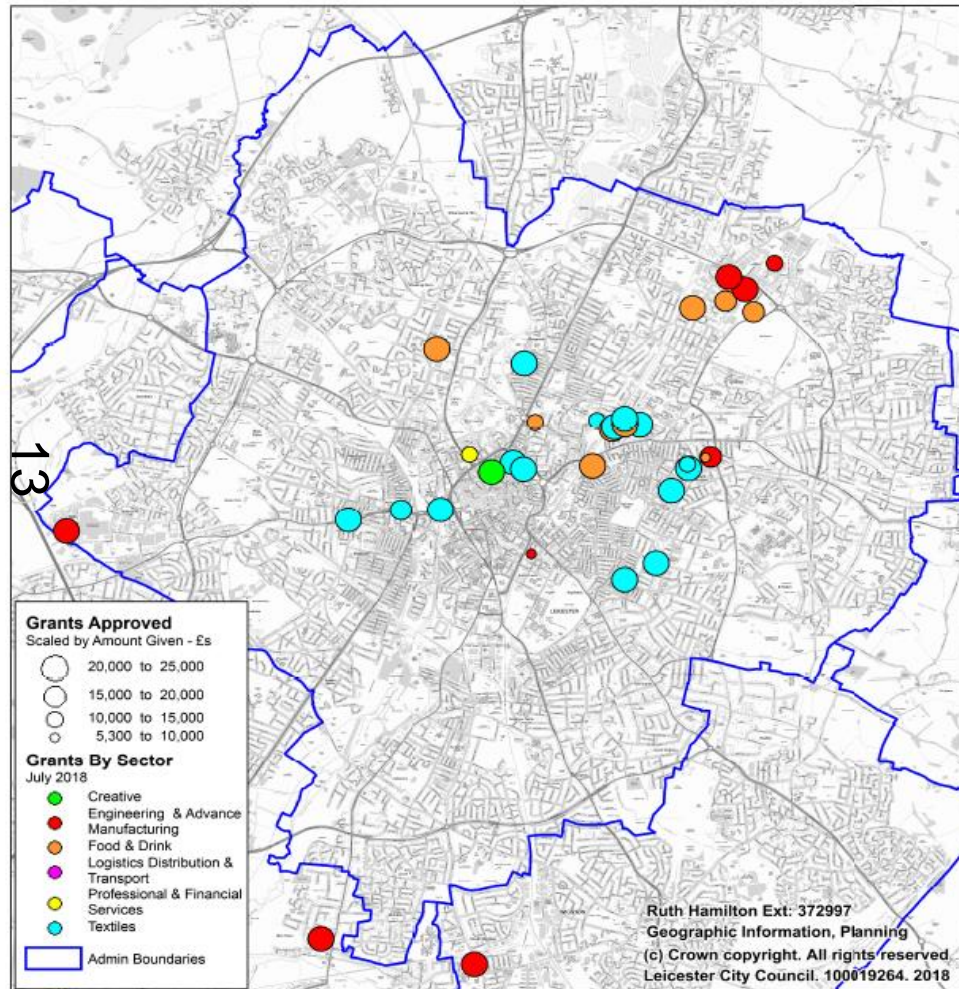
- £1.2m grant pot – leveraging £2.4m business match
- Capital grants between £5-25k
- 53 applications approved and fully committed
- Very popular - £1.0m grants awarded in 16 months
- Private sector leverage: £913k / £1.4m pipeline

12



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## Grants Approved (July 2018)

Sector	City	County	Total
Engineering & Advanced Manufacturing	£103,209	£261,527	£364,736
Food & Drink	£169,502	£9,348	£178,850
Creative	£25,000	£0	£25,000
Logistics	£5,321	£25,000	£30,321
Textiles	£358,928	£50,000	£408,928
Professional	£11,880	£0	£11,880
<b>Total</b>	<b>£673,840</b>	<b>£336,527</b>	<b>£1,010,367</b>
<b>Budget</b>			<b>£1,200,000</b>

# New funding opportunities

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- 2 ERDF Expressions of Interest submitted April 2018:
  - ‘Growth Hub’ – City Council led with Chamber, County Council and LLEP for combined Collaborate and Growth Hub project: Total cost £7.9m, ERDF £3.9m
  - ‘Digital support for business’ – Chamber led: Total cost £4m, ERDF £2m
- Full application submitted at end of Nov 2018, currently in appraisal
- Sub regional coverage required

# Benefits of joint approach

15

Single governance/ project management structure

Streamlined events programme - remove duplication

Single business diagnostic - remove duplication

Improved delivery coordination and shared risk

# Proposed Governance

## Project Board

Reps from Partners (City Council, Chamber, County Council, LLEP)

Ensure delivery of ERDF project to time, budget and targets, with 6 monthly event/seminar plan

## Project Governance and Management

Accountable Body - Economic Regeneration Team, City Council

Project Oversight - Business Growth Hub Manager

16

### Business Advice

Chamber/ City & County Council

### Workshops/ Events/ Seminars

LLEP / Chamber

### Investment Support

City Council

### 'Scale Up' High Growth Support

LLEP

### Property Support

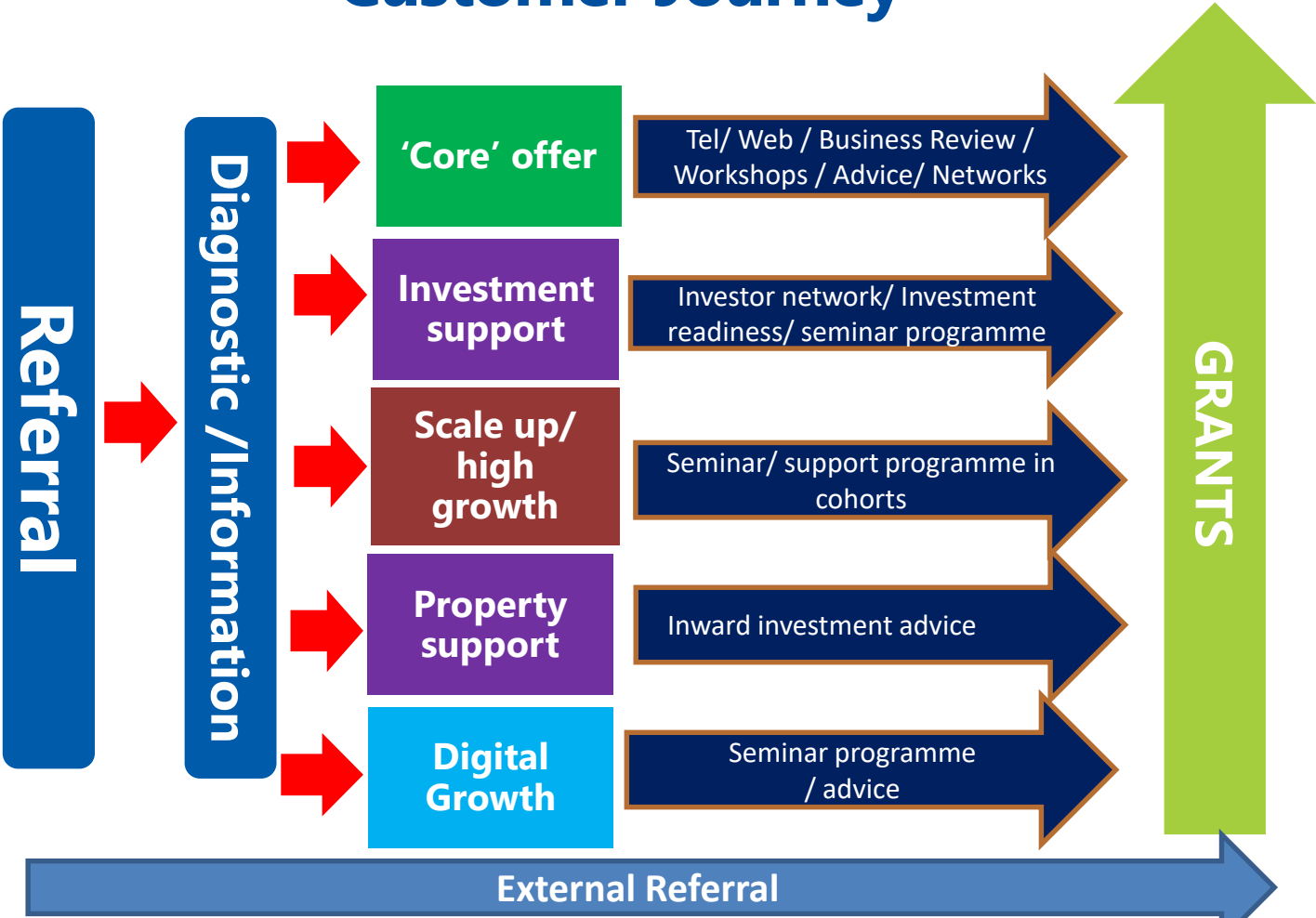
City Council  
Inward Investment

### Digital & Business Grants

(£2k - £25k)  
City Council

### Grant Panel

# Customer Journey



# 'Growth Hub' Project Budget

	Match	ERDF	Total
City Council	£516k	£1,116k	£1,632k
LLEP	£503k	£475k	£978k
Chamber	£168k	£913k	£1,081k
County Council	£187k	£64k	£251k
Grant (SME)	£2,600k	£1,400k	£4,000k
Total	£3,974k	£3,968k	£7,943k

- Max ERDF = 50%; Staff in-kind match only; no cash match required
- Secures business support offer to Dec 2021
- \* £928k used to cover core Council costs over 3 years

# Recommendations

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- To note progress with the Collaborate business support project
- 61 • To note the submission of the full ERDF bid for the Growth Hub project
- To note the Chamber 'Digital support for business' project





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# EDTT Scrutiny

## 17<sup>th</sup> January 2019

### Employment Hub Update

21



Appendix C

# Project Overview

- City Council led 3 year project, funded by £1.9m European Social Fund grant, launched in February 2018
- Key Leicester to Work initiative – contributing to EAP target to create 1000 apprenticeships by 2020
- Sub regional partnership project with 10 partners



# Funding Deliverables

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- Work with 220 SME's – with 165 (75%) achieving a positive employment outcome
- Engage with 1000 individuals – 330 to secure an apprenticeship, traineeship, paid work placement or work experience
- Deliver sector specific events

23

# Employment Hub



Marketing:  
website, social  
media, PR,  
promotional  
materials, case  
studies

Engagement with  
Individuals: information  
for parents, young people,  
agencies



*Leicester*  
**EMPLOYMENT**  
*Hub*

Employer  
Engagement: account  
management support  
for SMEs and large  
employers



Events:  
Apprenticeship  
Graduation/ Hub100/  
recruitment days

Links with  
schools, HE/FE



# Leicester Jobs Fund

Leicester  
EMPLOYMENT  
Hub

## Leicester Jobs Fund

Supporting unemployed young people into work

**Employer Grants of up to £2,500**

**Limited availability!**



**To support wage costs for paid 6 month jobs  
or 12 month apprenticeships**

- £2,500 employer grants
- Recruiting individuals aged 16-24 yrs who are unemployed >12 months or with disabilities, ex-offenders, looked after/ previously looked after
- 20 applications approved/ 20 individuals recruited

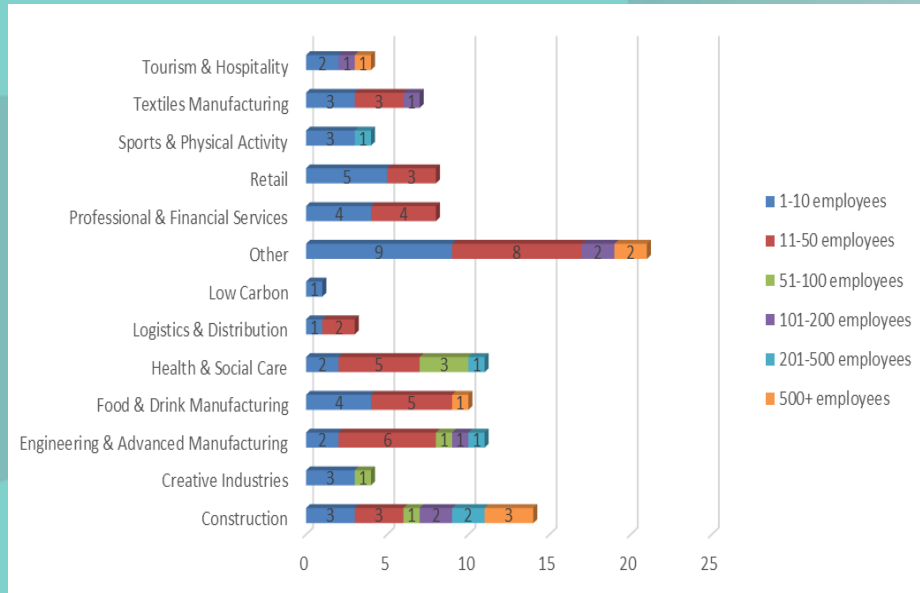


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# Employer Enquiries



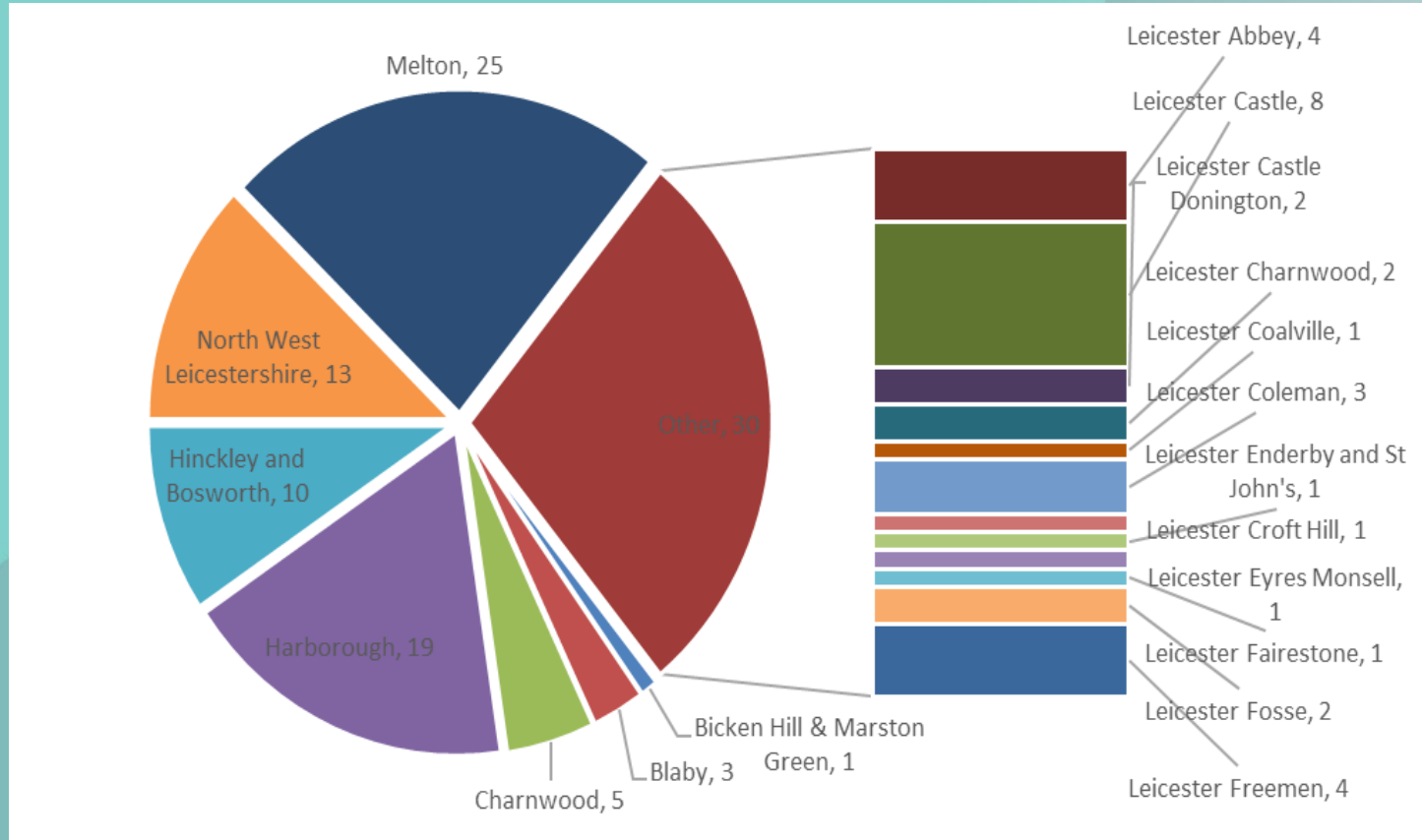
Greatest proportion of employers are from retail, construction and health and social care sector and between 11-50 employees



111 SME enquiries received/ 106 Employment Skills Plans (ESP) being completed

# Employer Locations

Good representation across sub-region, most businesses based in the Castle ward for Leicester City, plus Melton and Market Harborough in the County

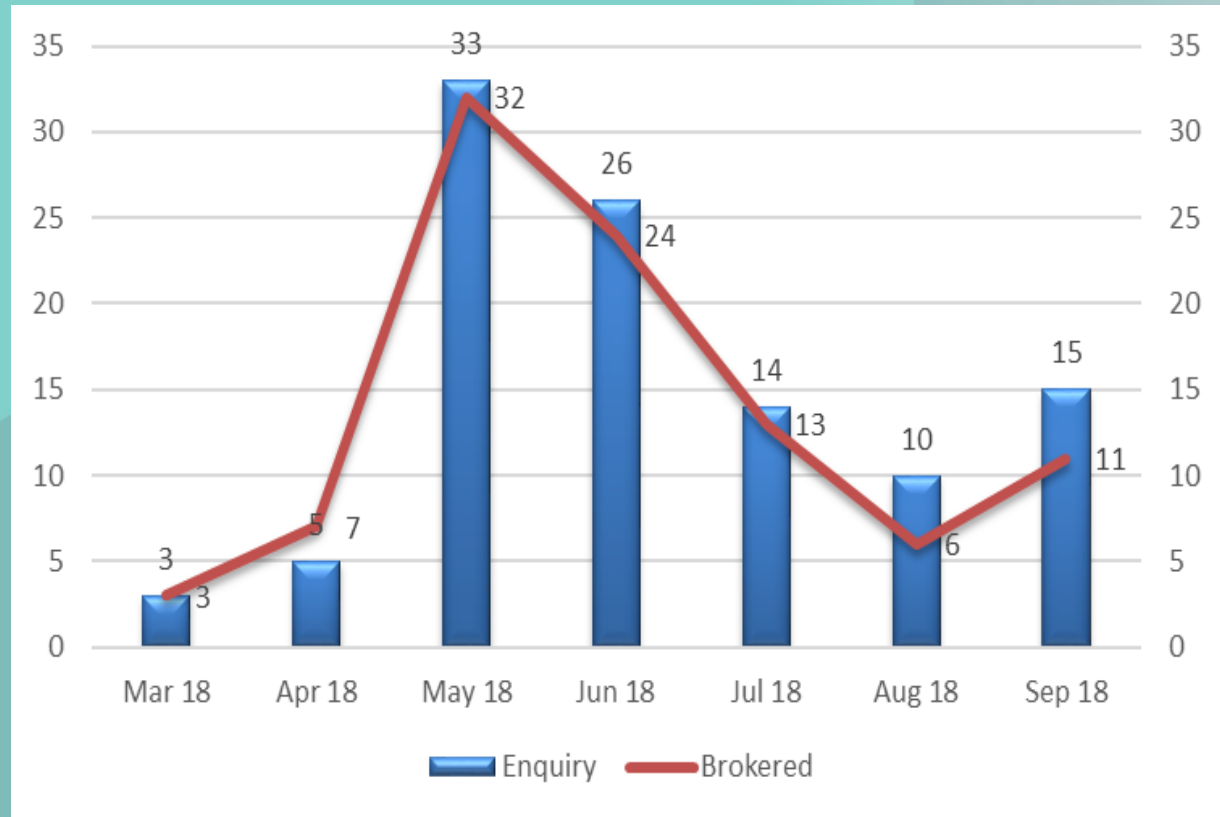


# Vacancies

106 SME  
enquiries  
accepted

28

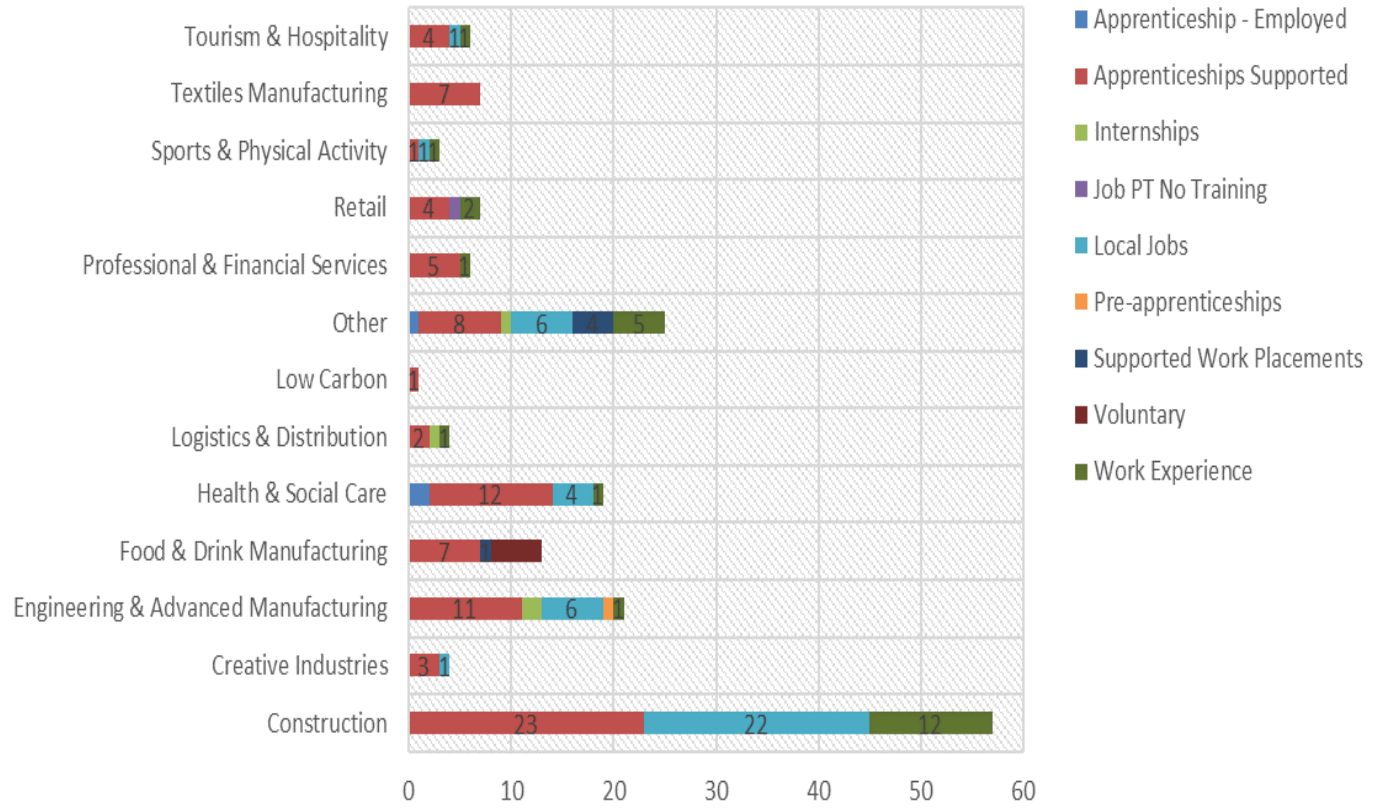
Of these, 96  
organisations  
advertised 173  
vacancies





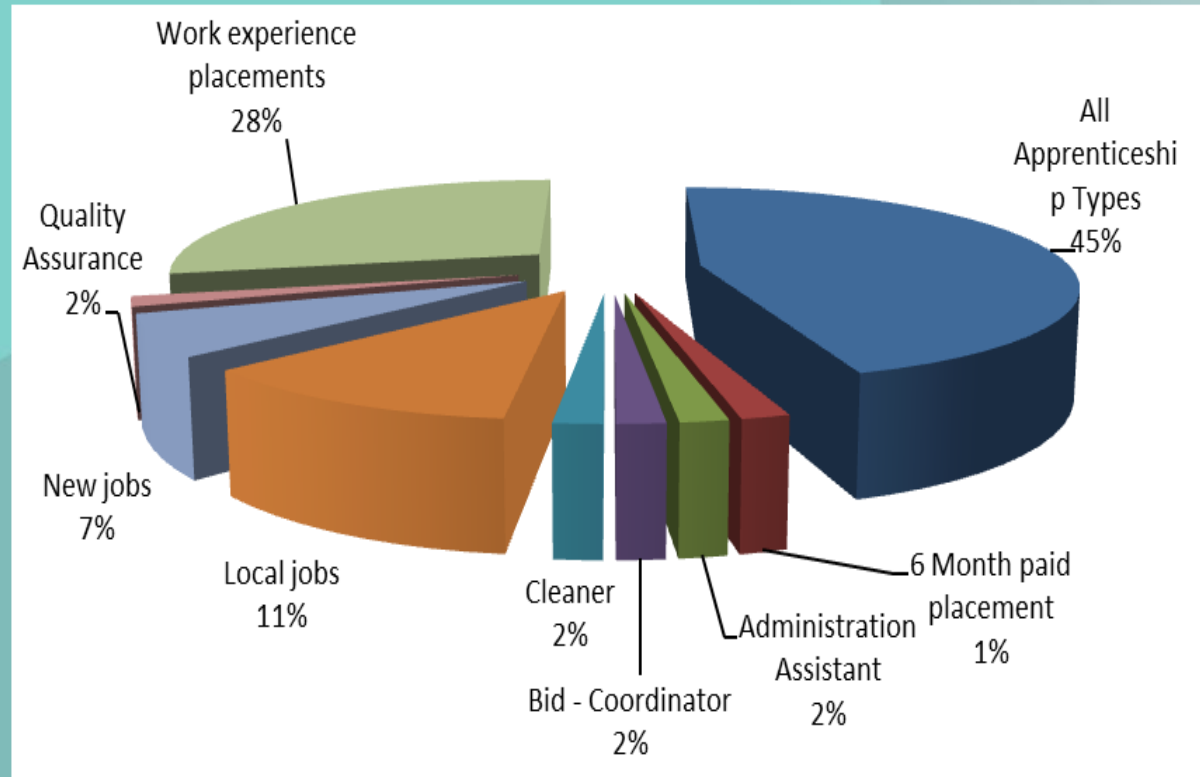
# Vacancies by type and sector

Greatest number of vacancies being offered are for apprenticeship opportunities for retail, engineering and construction.



# Vacancies filled

- 173 vacancies – 60 filled so far.
- Most vacancies filled for Work Experience and Apprenticeships
- Construction has the highest number of vacancies filled by sector (incl. 16 work experience placements).
- Data on individuals supported being collated.

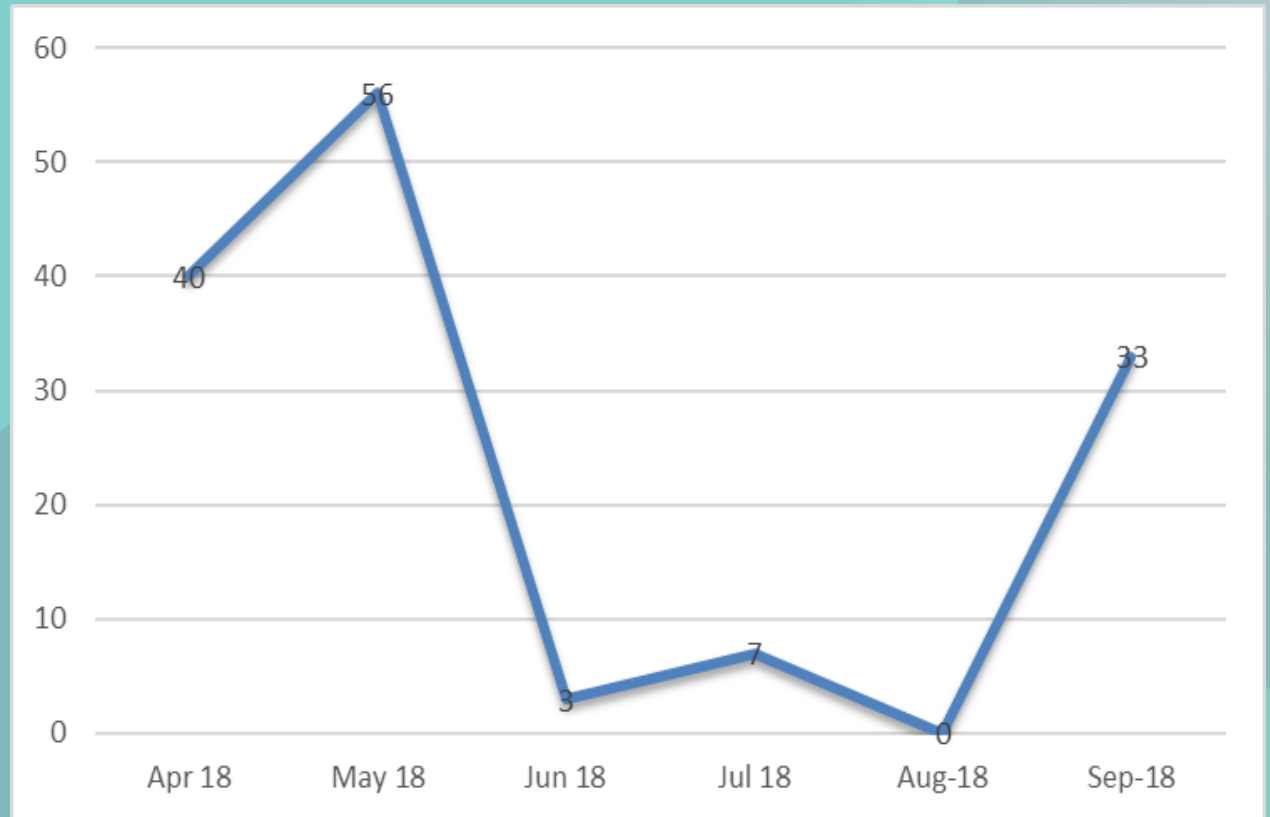


# Individual Registrations

New Employment  
Hub website for  
individuals to  
register their  
details

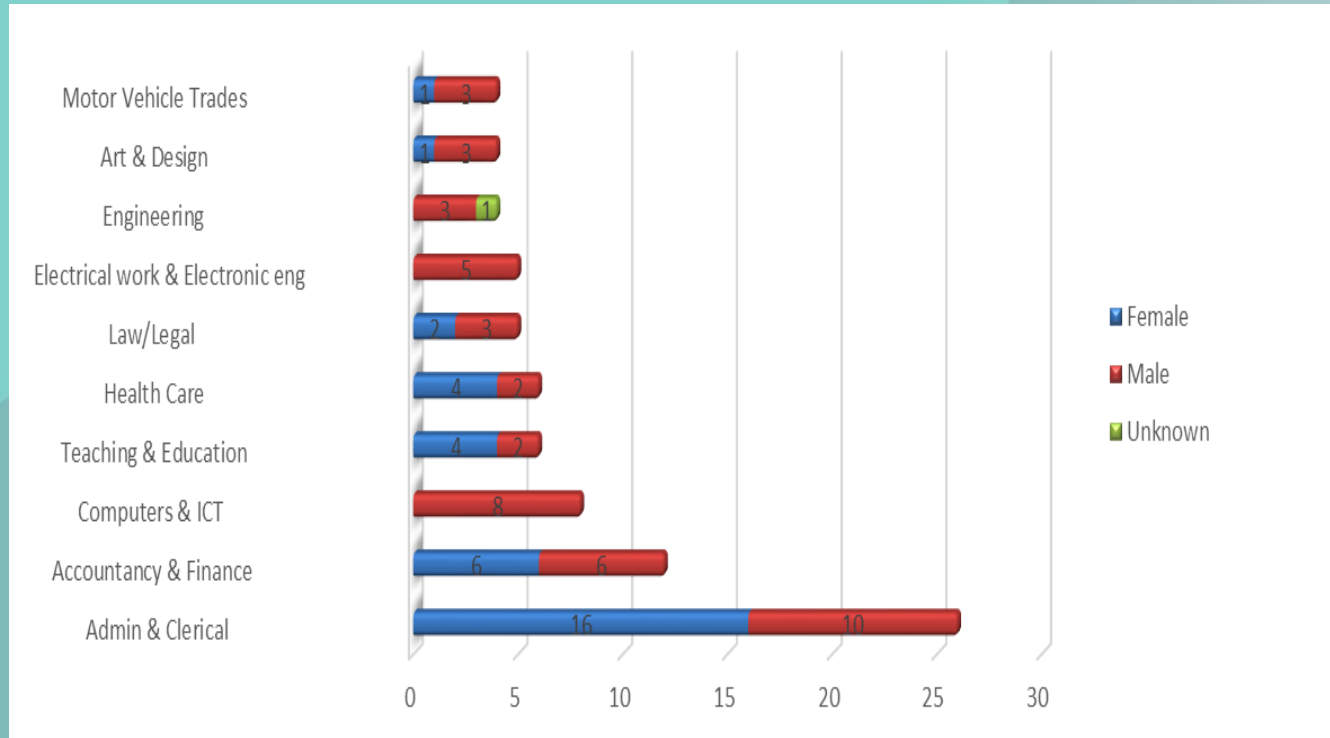
31

139 individual  
registrations since  
April 2018

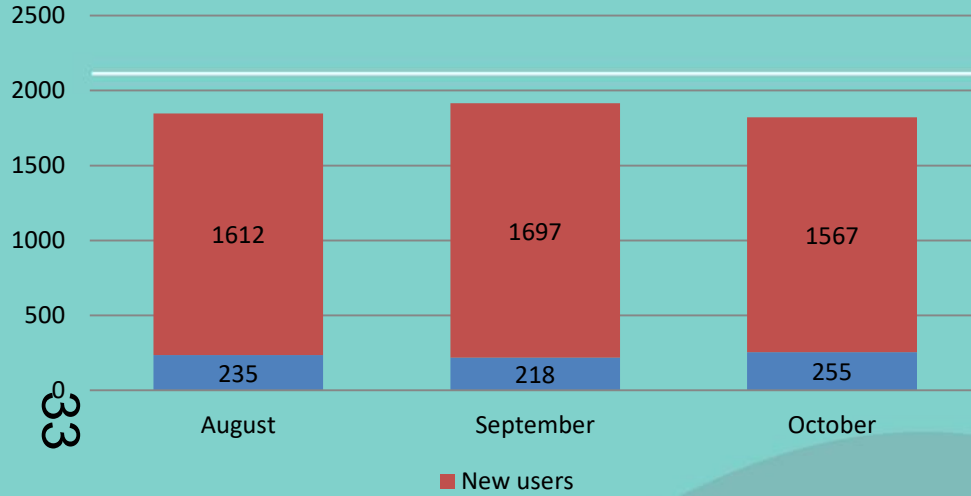


# Individual preferences

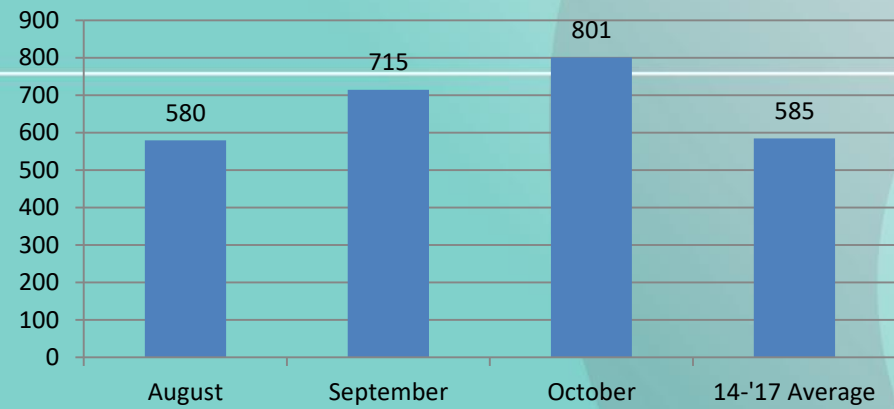
- Individuals select top 4 preferences for area of working.
- Chart shows first preferences only
- Admin & Clerical most popular (26) - mostly by females.
- At present only males have a first preference interest in Computers and Engineering.



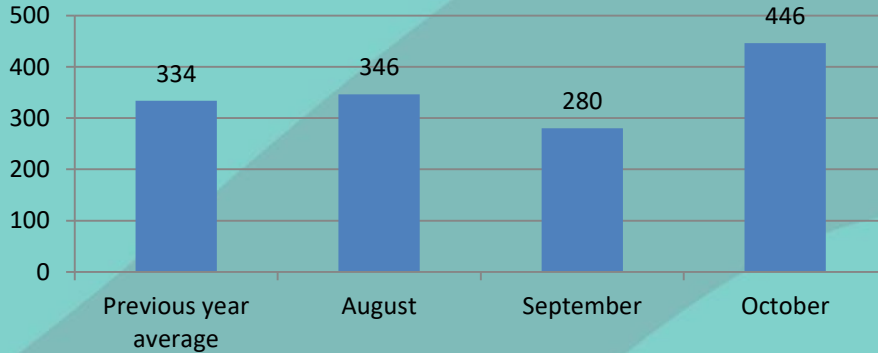
## Website users



## Profile Visits



## Facebook Average Daily Reach



# Degree Apprenticeship Case Study

## Chloe Williams Mattioli Woods

Client Relations Manager

Chloe is currently in the second year of her degree apprenticeship and receives lots of support and guidance along the way.

'I have access to thousands of resources and online portals to help me complete my assignments as well as lots of support from my colleagues at work and my assessor'

'I am able to adapt the knowledge I learn in my assignments and apply that to the workplace.'

More information on [Degree apprenticeships at DMU](#)



*'I have grown as a person and can't wait to see what the future holds!'*

How can we help you?

employmenthub@leicester.gov.uk 0116 454 2989

[leicesteremploymenthub.co.uk](http://leicesteremploymenthub.co.uk)



# Digital Media Case Study

## Nikhil Mistry Colab Creation

Level 3 Apprenticeship in  
Creative and Digital Media

Nikhil always wanted to do an apprenticeship to see what life was like behind the camera.

'I chose this opportunity over the university, as I valued experience more than a qualification. I have always felt, (especially in the media industry) that experience holds far more value than a qualification. No one can teach you experience, you have to learn it'

To find out more about apprenticeships in Creative and Digital Media [click here](#)



*'I love being involved and a part of something that I can help grow!'*

How can we help you?

employmenthub@leicester.gov.uk 0116 454 2989

[leicesteremploymenthub.co.uk](http://leicesteremploymenthub.co.uk)



# Paid Work Experience Case Study

## Jodie Young

The Party Animals

“Before I started my job as an animal handler, I found myself unemployed for 4-5 months. This had a massive impact on my mental health as I started to suffer from depression. The support I have received has been outstanding and working with animals has made me overcome many of my barriers.

As a result of my employment I have become more confident and my communication skills have massively improved, this has given me a routine and I am constantly learning new skills.”



How can we help you?  
employmenthub@leicester.gov.uk 0116 454 2989  
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# Leicester Jobs Fund Case Study

## GoodsWagon Ltd

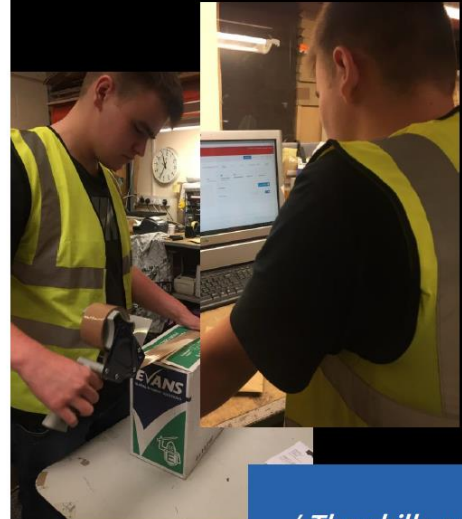
Online, Retail and Wholesale

GoodsWagon have recruited two apprentices in warehouse and administration as part of the Leicester Jobs Fund. Their duties include advertising items, processing orders, and picking and packing items ready for delivery.

‘We spend a lot of time with our apprentices and we feel it is important to give them a realistic and genuine experience of what the industry is like to work in. They can use this as a stepping stone to build their careers.’

‘Apprentices are crucial in our company. We have had four apprentices over the last few years as we pride ourselves in giving those who are disadvantaged a chance to succeed’

(Brian Irwin, Owner of GoodsWagon)



*‘The skills and experiences our apprentices gain are skills for life!’*

How can we help you?  
employmenthub@leicester.gov.uk 0116 454 2989  
leicesteremploymenthub.co.uk



# City Council Admin Apprenticeship

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36 <https://www.wevideo.com/view/1276795216>



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City Council



# Targeted Initiatives



HS Apprenticeship Course



Adult Learning  
Service Traineeships



Sector Based Work Academy  
Security Course

Leicester  
EMPLOYMENT  
Hub



POLICE & CRIME  
COMMISSIONER  
for Leicestershire

  
Department  
for Work &  
Pensions  
In  
partnership  
with



Ex-Offender Business Breakfast



Housing Apprenticeships

# Next Steps

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- Grow engagement with businesses to achieve 220 target by October 2020
- More engagement with disadvantaged individuals to obtain employment opportunities, working with internal council departments and partners
- Continued enhancement of website

<https://www.leicesteremploymenthub.co.uk/>



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Council

Date: Draft for 20<sup>th</sup> February 2019

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## General Fund Revenue Budget 2019/20 to 2021/22

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### Report of the Director of Finance

#### 1. Purpose

- 1.1 The purpose of this report is to ask the Council to consider the City Mayor's proposed budget for 2019/20 to 2021/22.
- 1.2 The proposed budget is described in this report, subject to any amendments the City Mayor may wish to recommend when he makes a firm proposal to the Council.
- 1.3 This draft budget has been prepared in advance of the finance settlement for 2019/20 (which has been delayed, and is now expected in mid-December), and the final report will be updated to reflect any new information received.

#### 2. Summary

- 2.1 The Council is enduring the most severe period of spending cuts we have ever experienced. The budget for this year is made more difficult because we do not know the extent of cuts required beyond 2019/20.
- 2.2 As a consequence of these cuts, the Council's budget (on a like for like basis) has fallen from £358m in 2010/11 to £291m in 2019/20. Despite this, spending on social care is demand led, and numbers of older people requiring care and looked after children have increased over this period. As a consequence, spending on all other services will fall from £192m to an estimated £99m, a cut of 60% in real terms.
- 2.3 We know from reports of the Institute of Fiscal Studies and our own analysis that government cuts have disproportionately hit the most deprived authorities (such as Leicester).
- 2.4 Since 2014/15, the Council's approach to achieving these substantial budget reductions has been based on the following approach:-
  - (a) An in-depth review of discrete service areas (the "Spending Review Programme");

- (b) Building up reserves, in order to “buy time” to avoid crisis cuts and to manage the Spending Review Programme effectively. We have termed this the “managed reserves strategy”.
- 2.5 The Spending Review Programme is a continuous process. When individual reviews conclude, an Executive decision is taken and the budget is reduced in-year, without waiting for the next annual budget report. Executive decisions are informed by consultation with the public (where appropriate) and the scrutiny function.
- 2.6 This approach has served us well. Budgets for the period 2013/14 to 2015/16 contributed over £40m to reserves, which have been used to support budgets since 2016/17 and postpone the maximum impact of government cuts. This has been extended by regular reviews of reserves and other one-off monies available.
- 2.7 Because of this approach, the Council has sufficient reserves available to balance the budget in 2019/20, and will have some remaining for 2020/21.
- 2.8 Funding levels beyond 2019/20 are particularly uncertain, with the move to 75% rates retention, the Government’s planned funding review and the risk of further centrally-imposed cuts to local government funding (set out in more detail in paragraphs 11.5 – 11.10). There are also significant unknowns around funding for social care services (see paragraph 7.7).
- 2.9 To mitigate these risks, further savings from the spending review process are being used to extend the managed reserves strategy beyond 2019/20. However, it seems inevitable that medium term budgets cannot be balanced without additional significant cuts.
- 2.10 As a consequence, the following approach has been adopted:-
- (a) The budget for 2019/20 has been balanced using reserves, and can be adopted as the Council’s budget for that year;
- (b) A further round of spending reviews has commenced (“Spending Review 4”). This has allocated target savings of £20m across departments, plus amounts outstanding from earlier rounds. To date, savings totalling £5.9m have been achieved since February 2018, and built into budget forecasts (see paragraph 6.6)
- 2.11 **What this means is that, in substance, the budget proposed is a one year budget. Projections of spending and income have been made beyond 2019/20, but they are uncertain and volatile.**
- 2.12 As we get more information, and greater certainty we will need to plan for future budgets. It is likely that Spending Review 4 will be insufficient.
- 2.13 In common with other authorities nationally, we continue to face growth in social care costs, and it is not impossible that these services will consume an ever greater proportion of the budget (squeezing out the traditional services provided to the whole community). Government intentions for social care funding beyond 2019/20

are not known; a Green Paper was planned in 2018 (although it has been delayed several times, and the final publication date is unclear), but it will be some time before any reforms have an impact on our costs.

- 2.14 It should also be noted that there are some significant risks in the budget. These are described in paragraph 17, and to help mitigate these, a contingency of £1m has been included in the 2019/20 budget.
- 2.15 The budget provides for a council tax increase of 3% in 2019/20, which is the maximum available to us without a referendum.
- 2.16 In the exercise of its functions, the City Council (or City Mayor) must have due regard to the Council's duty to eliminate discrimination, to advance equality of opportunity for protected groups and to foster good relations between protected groups and others. The budget is, in effect, a snap-shot of the Council's current commitments and decisions taken during the course of 2018/19. There are no proposals for decisions on specific courses of action that could have an impact on different groups of people. Therefore, there are no proposals to carry out an equality impact assessment on the budget itself, apart from the proposed council tax increase (this is further explained in paragraph 10 and the legal implications at paragraph 21). Where required, the City Mayor has considered the equalities implications of decisions when they have been taken and will continue to do so for future spending review decisions.

### 3. **Recommendations**

3.1 Subject to any amendments recommended by the Mayor, the Council will be asked to:-

- (a) approve the budget strategy described in this report, and the formal budget resolution for 2019/20 which will be circulated separately;
- (b) note comments received on the draft budget from scrutiny committees, trade unions and other partners (*to be added for final budget report*);
- (c) approve the budget ceilings for each service, as shown at Appendix One to this report;
- (d) approve the scheme of virement described in Appendix Two to this report;
- (e) note my view that reserves will be adequate during 2019/20, and that estimates used to prepare the budget are robust;
- (f) note the equality implications arising from the proposed tax increase, as described in paragraph 10 and Appendix Four;
- (g) approve the capital strategy, and associated prudential indicators, described in paragraph 19 and Appendix Three;
- (h) emphasise the need for outstanding spending reviews to be delivered on time, after appropriate scrutiny;
- (i) agree that finance procedure rules applicable to trading organisations (4.9 to 4.14) shall be applicable only to City Catering, operational transport and highway maintenance.

#### 4. Budget Overview

4.1 The table below summarises the proposed budget for 2019/20, and shows the forecast position for the following three years:-

	<u>2019/20</u> £m	<u>2020/21</u> £m	<u>2021/22</u> £m
<b><u>Service budget ceilings</u></b>	263.5	257.0	256.4
<b><u>Corporate Budgets</u></b>			
Capital Financing	5.5	5.9	6.1
Miscellaneous Central Budgets	(3.1)	(2.8)	(2.7)
Corporate Contingency	1.0		
Education Funding Reform	3.8	3.8	3.8
<b><u>Future Provisions</u></b>			
Inflation		4.4	8.8
Planning provision		3.0	6.0
<b>TOTAL SPENDING</b>	<b>270.8</b>	<b>271.4</b>	<b>278.5</b>
<b><u>Rates Retention</u></b>			
Business Rates	62.4		
Business rates top-up grant	46.7		
Revenue Support Grant	28.4		
Subtotal – Rates Retention	137.4	138.0	137.8
Council Tax	113.6	116.7	119.8
Collection Fund deficit	(0.8)		
New Homes Bonus	6.7	5.2	4.8
Social Care grant (see below)	4.3		
<b>TOTAL RESOURCES</b>	<b>261.2</b>	<b>259.9</b>	<b>262.3</b>
Underlying gap in resources	9.6	11.5	16.2
Demographic Pressures reserve	(3.4)		
Managed Reserves Strategy	(6.2)		
<b>Gap in resources</b>	<b>NIL</b>		
Projected tax increase	3.0%	2.0%	2.0%

\* Some of the social care grant funding has conditions attached, and some new spend (to be agreed with Health services) will be required.

4.2 The budgets from 2020/21 are presented in broad terms only, as from 2020/21, the current business rates retention scheme will be replaced. We do not yet know the format of the new scheme – the table above assumes further cuts of £3m per year in real terms in each of 2020/21 and 2021/22.

4.3 The position in 2020/21 and 2021/22 is particularly volatile, and the above figures assume (in effect) that the Government will provide sufficient funding to meet demographic pressures in adult social care, and that the growth in looked after children costs can be contained. If this is not the case, and deeper cuts are also required, the gap in 2021/22 could increase from £16.2m to anything up to £50m.

## 5. **Council Tax**

5.1 The City Council's proposed tax for 2019/20 is £1,552.17, an increase of just below 3% compared to 2018/19.

5.2 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.

5.3 The total tax bill in 2018/19 for a Band D property was as follows:-

	£
City Council	1,506.98
Police	199.23
Fire	64.71
<b>Total tax</b>	<b>1,770.92</b>

5.4 The actual amounts people are paying in 2018/19, however, depend upon the valuation band their property is in and their entitlement to any discounts, exemptions or benefit. Almost 80% of properties in the city are in band A or band B.

5.5 The formal resolution will set out the precepts issued for 2019/20 by the Police and Crime Commissioner and the fire authority, together with the total tax payable in the city.

## 6. **Construction of the Budget**

6.1 By law, the role of budget setting is for the Council to determine:-

- (a) The level of council tax;
- (b) The limits on the amount the City Mayor is entitled to spend on any service ("budget ceilings").

6.2 The proposed budget ceilings are shown at Appendix One to this report.

6.3 In line with Finance Procedure Rules, Council must also approve the scheme of virement that controls subsequent changes to these ceilings. The proposed scheme is shown at Appendix Two.



6.4 The ceilings for each service have been calculated as follows:-

- (a) The starting point is last year's budget, subject to any changes made since then which are permitted by the constitution (e.g. virement);
- (b) Decisions taken by the Executive in respect of spending reviews which are now being implemented have been deducted from the ceilings;
- (c) Increases in pay costs. While the "headline" pay increase for most local government employees is 2%, the pay spine is being revised from April 2019 to ensure it is compliant with the National Living Wage. The average increase is therefore higher at around 2.4%, weighted towards areas that have a greater proportion of employees on lower pay grades.

6.5 Apart from the above, no inflation has been added to departments' budgets for running costs or income, except for an allowance for:-

- (a) Independent sector adult care (2%);
- (b) Foster care (2%);
- (c) Costs arising from the waste PFI contract (3.4% - RPI).

6.6 The following spending review decisions have been formally taken since February 2018, and budgets reduced accordingly:-

	<u>18/19</u> <u>£000</u>	<u>19/20</u> <u>£000</u>	<u>20/21</u> <u>£000</u>	<u>21/22</u> <u>£000</u>
<b><u>Spending Reviews 1 to 3:</u></b>				
Neighbourhood Services	109	164	419	419
Sports Services	-	250	550	1,200
Sexual Health Services	-	555	555	555
Lifestyle Services	475	1,080	1,080	1,080
<b><u>Spending Review 4:</u></b>				
Corporate Resources	886	886	886	886
Adults Social Care	1,067	1,612	1,612	1,612
Regeneration & Culture	67	166	116	116
	<b>2,604</b>	<b>4,713</b>	<b>5,218</b>	<b>5,868</b>

Savings realised in 2018/19 are being used to support the managed reserves strategy into 2019/20 and 2020/21.

6.7 The latest round of spending reviews ("Spending Review 4") has asked departments to prepare plans to save an additional £20m, as well as completing outstanding reviews from earlier rounds.

## 7. How Departments will live within their Budgets

7.1 The role of the Council is to determine the financial envelopes within which the City Mayor has authority to act. In some cases, changes to past spending patterns are required to enable departments to live within their budgets. Actions taken, or proposed by the City Mayor, to live within these budgets are described below.

### Adult Social Care

7.2 In common with adult care services across the country, the department faces significant cost pressures. These principally arise from:-

- (a) Demographic growth – an ageing population means the number of older people potentially requiring care is increasing (which has been the pattern for many years);
- (b) More people living longer, but doing so in many cases with multiple health conditions that increase the level of care and support required (not just in older people, but more prominently for adults of working age who are supported by the department);
- (c) The impact of the increasing needs of services users as their conditions deteriorate over time. This is very significant with year on year increases in care package costs of 2.5%, 3.4% and 5.3% in the three years from 2015/16 to 2017/18. The current projection for 2018/19 is 6%;
- (d) Increasing numbers of service users with mental health conditions, with increases of more than 5% in 2016/17 and 2017/18.

7.3 In addition, the National Living Wage (NLW) has been increasing in stages to reach 60% of median earnings by 2020. The Low Pay Commission, which recommends rates, estimates that the NLW will reach this target at a rate of £8.62 per hour by 2020/21. The series of increases in the NLW has created pressures for independent sector care providers, who seek to pass the cost on to local authorities. We have no knowledge of the Government's intention regarding the National Living Wage beyond 2020/21 (the Chancellor announced a review in the 29<sup>th</sup> October budget).

7.4 In 2019/20, the above pressures are expected to result in additional spending needs of £5m to £6m. Further pressure is anticipated from reduction in joint funding income from the NHS, estimated at £2m. Nonetheless, the proposed budget will enable the department to live within its resources:-

- (a) In 2016/17, a four-year growth package was approved by the Council. The final tranche of £2.8m is due in 2019/20;
- (b) The Government is providing additional monies through the Better Care Fund.

7.5 Additionally, the department is supporting its own budget pressures and contributing to the Council's Spending Review Programme. Measures to support its own pressures include achieving staffing reductions of 20% (whilst maintaining

stability), increasing productivity and empowering and supporting practitioners to take decisions and manage risk effectively on cost effective care packages. Overall management of the departmental budget means that some funding will be available to support the budget in 2020/21, after the current round of the Better Care Fund has ceased. The department has not overspent since 2015/16, unlike many adult social care departments elsewhere.

- 7.6 The department has so far contributed £1.6m of savings towards the new Spending Review 4 Programme, and proposals are being considered to review charging and non-statutory support to supported housing.
- 7.7 Beyond 2019/20, attempting to budget for adult social care is a near impossibility. The current round of BCF ends after 2019/20; the Government recognises that there is a looming crisis, but the promised green paper to put the sector on a sustainable footing has now been delayed for over 12 months. The pressures, however, continue to grow: if there is no replacement for BCF whatsoever, the shortfall could amount to anything up to £30m by 2021/22.

#### City Development and Neighbourhoods

- 7.8 The department provides a wide range of statutory and non-statutory services which contribute to the wellbeing and civic life of the City. It brings together local services in neighbourhoods and communities, economic strategy, strategic and local transportation, tourism, regeneration, the environment, culture, heritage, libraries, adult learning, housing and property management.
- 7.9 Historically, the department has been able to live within its budget. The nature of the department's services is such that it does not experience the same financial volatility as social care services.
- 7.10 The department is a major contributor to the Spending Review Programme. To date, it has achieved £18.7m in earlier rounds of the programme and has a target of £7.4m to achieve in respect of Spending Review 4.
- 7.11 In 2018/19, for the first time, the department needed to achieve savings to enable it to live within its resources. This arose from budget pressures in waste management, bereavement income, market income and community services income. The approach taken by the department was to make additional spending review savings (in effect, increasing its target to £8.8m). Savings already achieved as part of the Spending Review 4 Programme now mean the department is able to live within its budget and can achieve further savings to support the corporate position. This is expected to include further review of investment properties, new pay and display bays, an efficiency review of the museums service, and increased enforcement of bus lanes and urban clearways.
- 7.12 There is, nonetheless, a temporary pressure within the budget because the (completed) technical services review is taking longer to implement than anticipated. This pressure is being managed by means of additional short-term income generated by capital programme work.

## Health and Wellbeing

- 7.13 The health and wellbeing division consists of core public health services, together with sports and leisure provision. It is partly funded from public health grant and partly from the general fund.
- 7.14 Public health grant has been falling, and a further reduction of £0.7m is anticipated in 2019/20. In 2020/21, public health grant is expected to cease, and the money consolidated into the new 75% Business Rates Retention Scheme. This, however, remains uncertain as it is subject to agreement between the Ministry of Housing, Communities and Local Government; and the Department of Health – the latter may wish to impose requirements on how former public health grant is spent in the future. We have no indication of the equivalent amount of grant we will receive in 2020/21.
- 7.15 The department has completed all outstanding reviews from the earlier stages of the Spending Review Programme. Reviews of sports services, sexual health services and lifestyle services have all been completed in 2018/19, and have collectively contributed £2.8m to the Council's ongoing budget reductions. These reviews are now in the process of implementation. The department is able to manage within its budget for 2019/20 although it is facing cost pressures of around £120k associated with an increase in licensed drug treatment costs, as well as an estimated £570k as a result of the national pay award for NHS staff working in services commissioned by the Council. This has been escalated nationally to the Department of Health & Social Care, Public Health England and the LGA as a 'new burden' on local government which cannot be met within the existing grant without further service reductions.
- 7.16 The department is expecting to contribute to the Spending Review 4 Programme, with a key area being review of services provided to children aged 0-19 (to be complete for the start of a new contract in 2020/21).

## Corporate Resources and Support

- 7.17 The key challenge facing the department is to be as cost effective as possible, in order to maximise the amount of money available to run public facing services. The department has achieved £8.6m of savings since 2011/12 in earlier phases of the spending review programme, and is expected to save a further £3.3m as part of the Spending Review 4 Programme. £1m of this has already been achieved.
- 7.18 The department will manage within its budget ceilings for 2019/20, having absorbed new spending pressures. These pressures include:-
- (a) Additional legal posts to manage workload (£0.4m) which will be met from a combination of charges to the HRA, charges to the capital programme and a review of working arrangements. A further £0.4m for childcare lawyers is being funded from within existing budgets;
  - (b) The department is paying £0.5m per year on an offsite benefits processing contract. The need for this arises from difficulties in retaining staff (the service has a limited "shelf life", given the move to Universal Credit) and the

need to improve performance and increase available subsidy. It is anticipated that the cost will be met from savings achieved;

- (c) Reductions in housing benefit administration grant will be compensated by departmental reserves in 2019/20. We do not know what grant arrangements beyond 2019/20 will be.

### Children's Services

7.19 In common with authorities across the country, increasing demand for social care services is putting considerable pressure on the budget of the department (and of the Council).

7.20 Without additional funding the department will be facing an impossible task of meeting pressures estimated at £10m to £11m in 2019/20. The key cost pressures facing the department are:-

- (a) Social care placement costs, where there is a pressure of some £6m. This is a combination of increasing numbers of looked after children with new entrants to care averaging 260 per annum in recent years (this level is now being reduced because of referral of cases to new therapeutic intervention teams); continued reliance on independent fostering agents (over 20% of total foster care placements); and the number of children in external residential placements (although this has reduced from 40 to 36 since the beginning of 2018/19, at the time of writing);
- (b) Pressures in respect of transport costs for looked after children and SEN pupils (around £2m);
- (c) Continued pressures as a consequence of inability to recruit social workers, and the need to use agency staff while we "grow our own";
- (d) Pressures of £2m from previous years which have been dealt with by one-off money (these, themselves, arise from the same issues described above).

7.21 Pressures on children's social care has started to be acknowledged by the Government, and funding made available for social care in 2019/20 is now also (expressly) intended for children's social care as well as adult care. The need for the Government to increase funding in this area continues to be made by us, and the LGA. Nonetheless, the director is reviewing options to reduce costs on a permanent basis with a view to bringing the department back to within its budget in later years (there is no expectation of any contribution to the authority's spending review targets).

7.22 Measures being considered to reduce costs include:-

- (a) Continued development and extension of therapeutic intervention teams by adding a further Multi-Systemic Therapy Child Abuse and Neglect team (now operational); and a Functional Family Therapy Child Welfare team

(also now operational). It is expected that these teams will divert 80 children from care per year;

- (b) Reducing the use of independent fostering agencies by increasing the number of internal foster carers. We will be reviewing our approach to recruitment, and are targeting a net increase of 10 placements per year;
- (c) Continuing to reduce external residential placements: a process of challenge has been introduced by means of a monthly placements panel;
- (d) Investigation of options to reduce transport costs and promote independence.

7.23 In 2019/20, the budget will be supported by use of £4.4m of one-off monies held by the department, and a corporate contribution of £6m. The longer-term position will be developed in early 2019, in the light of emerging Government proposals for public spending. Proposals will be shared with the Children, Young People and Schools' Scrutiny Commission as they develop.

## 8. **Corporately held Budgets**

8.1 In addition to the service budget ceilings, some budgets are held corporately. These are described below (and shown in the table at paragraph 4).

8.2 The budget for **capital financing** represents the cost of interest and debt repayment on past years' capital spending. This budget is not controlled to a cash ceiling, and is managed by the Director of Finance. Costs which fall to be met by this budget are driven by the Council's treasury management strategy, which will be approved by the Council in February, and are affected by decisions made by the Director of Finance in implementation of this policy.

8.3 Capital financing costs have reduced significantly from previous years; predominantly, this is the result of implementing a change in the minimum revenue policy provision that the Council is required to set aside to repay debts (in effect, the saving means that debt is being repaid more slowly). This policy was approved by the Council in November 2015, but implementation was deferred until now. In addition, interest on investments is higher due to a combination of higher interest rates and higher cash balances than anticipated.

8.4 A one-off **corporate contingency** of £1m has been created in 2019/20 to manage significant pressures that arise during the year. This is particularly appropriate given the scale of reductions departments are having to make.

8.5 As set out in previous budget reports, **education funding reforms** have reduced the amount available to support centrally-managed services for schools and pupils. Whilst the Children's Services department is making reductions to school improvement services, the savings will not meet the full amount of the funding reductions and therefore a provision of £3.8m has been created to manage the shortfall.

8.6 **Miscellaneous central budgets** include external audit fees, pensions costs of some former staff, levy payments to the Environment Agency, bank charges, monies set aside to assist council taxpayers suffering hardship and other sums it is not appropriate to include in service budgets. These budgets are offset by the effect of charges from the general fund to other statutory accounts of the Council (which exceed the miscellaneous costs, but are reducing over time).

## 9. Future Provisions

9.1 This section of the report describes the future provisions shown in the table at paragraph 4 above. These are all indicative figures – budgets for these years will be set in February prior to the year in question.

9.2 The provision for **inflation** includes money for:-

- (a) Pay awards in 2020/21 and 2021/22. It is assumed that local funding will be required equivalent to 1% per annum;
- (b) A contingency for inflation on running costs for services unable to bear the costs themselves. These are: waste disposal, independent sector residential and domiciliary care, and foster payments.

9.3 A **planning provision** has been set aside to manage uncertainty. Our general policy is to set aside a cumulative £3m per year, each year for the duration of the strategy. This can then be removed in subsequent budget reports, to the extent that it has not been utilised elsewhere. In recent years, it has been used to deal with the impact of education funding reform, and with continuing cost pressures in social care.

## 10. Budget and Equalities (Hannah Watkins)

10.1 The Council is committed to promoting equality of opportunity for its residents; both through its policies aimed at reducing inequality of outcomes, and through its practices aimed at ensuring fair treatment for all and the provision of appropriate and culturally sensitive services that meet local people's needs.

10.2 In accordance with section 149 of the Equality Act, the Council must "have due regard", when making decisions, to the need to meet the following aims of our Public Sector Equality Duty:-

- (a) eliminate unlawful discrimination;
- (b) advance equality of opportunity between those who share a protected characteristic and those who do not;
- (c) foster good relations between those who share a protected characteristic and those who do not.

10.3 Protected groups under the public sector equality duty are characterised by age, disability, gender re-assignment, pregnancy/maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation.

- 10.4 When making decisions, the Council (or decision maker, in this case the City Mayor) must be clear about any equalities implications of the course of action proposed. In doing so, it must consider the likely impact on those likely to be affected by the recommendation; their protected characteristics; and (where negative impacts are anticipated) mitigating actions that can be taken to reduce or remove that negative impact.
- 10.5 This report seeks approval to the proposed budget strategy. The report sets out financial ceilings for each service which act as maxima above which the City Mayor cannot spend (subject to his power of virement). However, decisions on services to be provided within the budget ceilings are taken by managers or the City Mayor separately from the decision regarding the budget strategy. Therefore, the report does not contain details of specific service proposals. However, the budget strategy does recommend a proposed council tax increase for the city's residents. The City Council's proposed tax for 2019/20 is £1,552.17, an increase of just below 3% compared to 2018/19. As the recommended increase could have an impact on those required to pay it, an assessment has been carried out to inform decision makers of the potential equalities implications.
- 10.6 The 2018/19 budget report noted that disposable income had fallen in real terms due to slow wage growth, welfare changes and inflation. The context has changed slightly over the last year with the ASDA Income Tracker September 2018 highlighting that family spending power is up by £7.45 per week year on year in September 2018, an annual increase of 3.8%. Income growth has been boosted across most regions with UK families seeing the fastest pay growth since 2008. Inflation peaked at 3.1% in late 2017, and has now fallen back to 2.2% as measured by the Consumer Price Index (CPI). It is not expected to rise significantly in the short term, although analysts stress the uncertainties caused by Brexit.
- 10.7 The ASDA income tracker is an indicator of the economic prosperity of 'middle Britain', taking into account income, tax and all basic expenditure. ASDA's customer base matches the UK demographic more closely than that of other supermarkets.
- 10.8 In most cases, the change in council tax (0.67p/week for a band B property with no discounts) is a small proportion of disposable income, and a small contributor to the squeeze on household budgets. A Council Tax increase would be applicable to all properties - the increase would not target any one particular protected group, rather it would be an increase that is applied across the board. However, it is recognised that this may have a differential impact dependent upon a household's disposable income.
- 10.9 Some households reliant on social security benefits are likely to be adversely affected due to the cumulative impact of further implementation of the Government's welfare reforms, in particular the rollout of Universal Credit full service which was implemented in Leicester in June 2018, although most of these households will be eligible to receive Council Tax Support reducing their Council Tax bill by up to 80%, and further discretionary relief, discounts and exemptions are available.



- 10.10 The Council has a number of mitigating actions in place to provide council tax reductions, exemptions or support for particular groups and some relief in instances of short term financial crisis.
- 10.11 There are council tax reductions and exemptions available for some individuals from protected characteristic groups, provided they meet certain criteria. For example, some people may qualify for a reduction if their home has been specially adapted due to a disability for them or someone who lives with them, if there are severely mentally impaired adults in receipt of particular benefits in the household, and care leavers under 25 years of age who have previously been a resident in a care home or similar facility provided by Leicester City Council.
- 10.12 Locally, Council services provide (or fund) a holistic safety net including the provision of advice, personal budgeting support, and signposting provision of necessary household items. In particular, the Council provides £500,000 annually in Council Tax Discretionary Relief for households with a low income in financial difficulties (see para. 10.14 below), and also supports Crisis and Support Grants covering food, fuel, white goods and essential items through the Community Support Grant scheme. The Council also assists with rent shortfalls in the form of Discretionary Housing Payments (£1.1m in 2018/19). It is important to note that these mitigating actions are now the sole form of safety net support available to households in the city. A House of Commons Works and Pensions Committee report in January 2016 ('The local welfare safety net') described this devolution of discretionary support to those in short term financial crisis to local government. There is now no other source of Government support available.
- 10.13 Since April 2013, as a consequence of the Government's welfare reforms, all working age households in Leicester have been required to contribute towards their council tax bill. Currently working age households have to pay at least 20% of their council tax bill, but low income households can apply for council tax support which can help to pay their council tax bill.
- 10.14 There is also a discretionary relief scheme which can help households who are struggling to pay their council tax as a last resort. The scheme sets out to ensure that the most vulnerable householders are given some relief in response to financial hardship they may experience.
- 10.15 Leicester is ranked as the 21<sup>st</sup> most deprived local authority in the country according to the 2015 Indices of Multiple Deprivation. In addition to provision of a 'local welfare safety net', council services seek to address inequalities of opportunity that contribute to this deprivation. They do this by seeking to improve equality of outcomes for those residents that we can directly support.
- 10.16 Our Public Sector Equality Duty is a continuing duty, even after decisions have been made and proposals have been implemented. Periodically we review the outcomes of earlier decisions to establish whether mitigating actions have been carried out and the impact they have had. The Council has a legal duty to set a balanced budget. The spending review programme enables us to assess our service provision from the perspective of the needs of individual residents. This

“person centred” approach to our decision making ensures that the way we meet residents’ needs with reducing resources can be kept under continuous review – in keeping with our Public Sector Equality Duty.

10.17 A key concern in terms of potential for significant equalities implications is the uncertainty and challenges around the funding of Adult Social Care in the long term. In the current financial climate, a lower council tax increase would require even greater cuts to services. While it is not possible to say where these cuts would fall (and therefore which specific groups would be affected), the users of Adult Social Care are mostly older people or, to a lesser extent, adults who have a disability and therefore there are likely to be negative equalities implications arising from a decision to implement a lower council tax increase.

10.18 Where there are changes to policy, service or function in the future, an individual Equalities Impact Assessment will be undertaken to identify the specific equalities impacts and inform the development of proposals, including any mitigating actions where a disproportionate negative impact on a protected characteristic/s is identified.

## 11. Rates Retention scheme

11.1 Local government retains 50% of the rates collected locally, with the other 50% being paid to central government. In Leicester, 1% is paid to the fire authority, and 49% is retained by the Council. This is known as the “Business Rate Retention Scheme”.

11.2 In recognition of the fact that different authorities’ ability to raise rates does not correspond to needs, there are additional elements of the business rates retention scheme:

(a) a **top-up to local business rates**, paid to authorities with lower taxbases relative to needs (such as Leicester) and funded by authorities with greater numbers of higher-rated businesses.

(b) **Revenue Support Grant (RSG)**, which has declined sharply in recent years as it is the main route for the government to deliver cuts in local government funding (and the methodology for doing this has disproportionately disadvantaged deprived authorities).

11.3 At the time of writing this report, the finance settlement for 2019/20 had not been received. However, in 2016/17, the Government offered, and we accepted, a four year certainty deal which means the revenue support grant and top-up figures for 2019/20 are fixed, “barring exceptional circumstances.”

11.4 Our estimates of rates income take into account the amount of income we believe we will lose as a consequence of successful appeals. The majority of appeals against the 2017 revaluation have not yet been decided, and appeals have been a source of volatility since business rates retention was introduced. Despite Government attempts to reduce this volatility, we have again seen significant losses through appeals in 2018, and this is likely to continue as there are still a large number of outstanding appeals from earlier years (and any successful appeals will be backdated, potentially for several years).

## Funding from 2020/21

- 11.5 No figures have been made available for local government funding after 2019/20, either nationally or locally. Despite headlines of “the end of austerity”, analysis of the Chancellor’s October budget statement implies a less optimistic picture. After paying for commitments, including an increase in NHS funding, it appears that the amount available for other unprotected services will be (at best) remaining at its 2019/20 level.
- 11.6 Further information on future funding levels will be available in the government’s Spending Review, due to be published next year. This will set out spending totals for government departments for years past 2019/20, but not the funding available to individual local authorities. We do not yet know how many years the Spending Review will cover.
- 11.7 A further reform of local government funding is planned to take effect from April 2020, increasing the proportion of rates retained locally to 75%. In itself, this change should be financially neutral, as the additional business rates income will be offset by the loss of RSG and some other grants. There is likely to be a more substantial effect on the Council’s finances from the “fair funding review” planned for the same date, which will redistribute resources between councils.
- 11.8 The current funding formula is complex, and has not been updated since 2013. One outcome of the funding review is likely to be a simpler, more up-to-date means of measuring each authority’s need to spend. In itself, this should be beneficial to us as it will take into account our rapid population growth in recent years, and should (unlike the current formula) fully reflect the differences in council taxbase between different areas of the country. However, there are other pressures on the limited amount of funding available, including intensive lobbying from some authorities over perceived extra costs in rural areas. As a result, we do not know the likely outcome of the funding review.
- 11.9 In the first few years, the new funding formula is likely to be subject to a significant amount of damping, to protect authorities from a sudden loss of resources. Since the overall funding for local government is fixed, this can only come from reducing the amounts paid to authorities that gain from the new formula. This means the new formula will take some years to be fully implemented.
- 11.10 The budget assumes (real-terms) cuts of £3m per year in each of 2020/21 and 2021/22, which is significantly less than the cuts seen in recent years. This is a significant risk in the medium-term budget, which is discussed further in paragraph 17 below.

## 12. **Council Tax**

- 12.1 Council tax income is estimated at £113.6m in 2019/20, based on a tax increase of just below 3%, which is the maximum we can increase tax without a referendum.

For planning purposes, tax increases of 2% per year have been assumed in each of 2020/21 and 2021/22.

12.2 Since 2016/17, social care authorities have been given additional flexibility (the “social care precept”) to help mitigate the growing costs of social care. We have already used our maximum social care flexibility and therefore cannot increase tax beyond 3% in 2019/20.

12.3 Council tax income includes the additional revenue raised from the Empty Homes Premium, which increases the charge by 50% for a property left empty for more than six months. From April 2019, as part of the Government’s housing strategy, the maximum charge will be increased to 100% (i.e. a long-term empty property would attract double the normal council tax); the figures in this report assume that the maximum premium is introduced.

### 13. **Collection Fund Surpluses / Deficits**

13.1 Collection fund surpluses arise when more tax is collected than assumed in previous budgets. Deficits arise when the converse is true. At this stage, figures in the draft budget are estimates which will be revised in due course.

13.2 The Council has an estimated **council tax collection fund surplus** of £1.5m, after allowing for shares paid to the police and fire authorities. This has arisen because of growth in the number of homes liable to pay tax (which has been greater than was assumed when the budget was set) and a reduction in the costs of the council tax support scheme (linked to improvements in the local economy).

13.3 The Council has an estimated **business rates collection fund deficit** of £2.3m. This is due to the cost of appeals, particularly a larger than anticipated rates reduction on a large property in the city that has been backdated to 2005, and the effect of a recent ruling on the rates chargeable on ATM machines.

### 14. **Other government grants**

14.1 The Government also controls a range of other grants. With the exception of New Homes Bonus and Adult Social Care Grant, these are not shown in the table at paragraph 4.1, as they are treated as income to departments (departmental budgets are consequently lower than they would have been).

14.2 These other grants include:-

(a) **New Homes Bonus (NHB)**. This is a grant which roughly matches the council tax payable on new homes, and homes which have ceased to be empty on a long term basis. The future of NHB beyond 2019/20 is in doubt, and it may be rolled into the new business rates retention scheme.

(b) **Dedicated Schools Grant (DSG)**, which funds schools’ own spending and a range of education-related central services, was reformed in 2018/19, leading to a reduction in the funding available for school improvement and SEN support services provided centrally.

- (c) The **Better Care Fund** has increased nationally, and the city is expected to receive £15.5m by 2019/20. The increase has been termed the “Improved Better Care Fund” (iBCF). iBCF is not entirely new money – some is being met from cuts to NHB, and from a reduction in the amount available for RSG. The future of the entire BCF after 2019/20 is unclear.
- (d) Additional funding to support **Adult Social Care** has been made available each year since 2017/18, although this has been as a series of one-off allocations rather than a stable funding stream. A further £650 million nationally will be available in 2019/20; our (provisional) share of this funding is £4.3m. For the purposes of this draft budget, the full amount is shown in the table at paragraph 4, but some additional spending is likely to be required to meet grant conditions. For the first time, some of the funding will be available to support Children’s social care services as well as Adults’.

15. **General Reserves and the Managed Reserves Strategy**

- 15.1 In the current climate, it is essential that the Council maintains reserves to deal with the unexpected. This might include continued spending pressures in demand led services, or further unexpected Government grant cuts.
- 15.2 The Council has agreed to maintain a minimum balance of £15m of reserves. The Council also has a number of earmarked reserves, which are further discussed in section 16 below.
- 15.3 In the 2013/14 budget strategy, the Council approved the adoption of a managed reserves strategy. This involved contributing money to reserves in 2013/14 to 2015/16, and drawing down reserves in later years. This policy has bought time to more fully consider how to make the substantial cuts which are necessary. Since 2016/17, these reserves have been drawn down to balance the budget, although some remain to support 2019/20 and 2020/21.
- 15.4 The managed reserves strategy will be extended as far as we can: the rolling programme of spending reviews enables any in-year savings to extend the strategy. Additional money has been made available since the 2018/19 budget was set, and future reviews should enable further contributions to be made. Given the uncertainty around future funding, it is essential that these reviews are implemented promptly to ensure that managed reserves are available to mitigate the medium-term funding risks.
- 15.5 The table below shows the forecast reserves available to support the managed reserves strategy:-

2018/19	2019/20
£m	£m

Brought forward	21.8	19.4
Additional savings in year	3.1	
Earmarked reserves review	1.4	
Other provisions review	3.3	
Planned use	(10.2)	(6.2)
<b>Carried forward</b>	<b>19.4</b>	<b>13.2</b>

15.6 In the budget monitoring report for period 6, the intention of reducing capital financing charges in 2018/19 was noted. This will be considered further at outturn. If approved, there will be a further one-off saving (not reflected in the figures above).

## 16. Earmarked Reserves

16.1 In addition to the general reserves, the Council also holds earmarked reserves which are set aside for specific purposes. A schedule is provided at Appendix Six.

16.2 Earmarked reserves are kept under review, and amounts which are no longer needed for their original purpose will be used to extend the managed reserves strategy. The most recent review took place after the close of the 2017/18 financial year, and identified £1.4m of reserves that could be used for this purpose.

16.3 The 2019/20 budget also proposes using the Demographic Pressures reserve of £3.5m to support the budget. This reserve was established from savings in Adult Social Care in previous years, to help cushion the ongoing increases in care costs due to an ageing and higher-needs population.

16.4 In addition, provisions and other amounts set aside have been reviewed. A provision of £3.3m for pay due to carers on sleep-in duties is not now required, following more recent legal developments, and this amount will be transferred to managed reserves.

## 17. Risk Assessment and Adequacy of Estimates

17.1 Best practice requires me to identify any risks associated with the budget, and section 25 of the Local Government Act 2003 requires me to report on the adequacy of reserves and the robustness of estimates.

17.2 In the current climate, it is inevitable that the budget carries significant risk.

17.3 In my view, although very difficult, the budget for 2019/20 is achievable subject to the risks and issues described below.

17.4 There are risks in the 2019/20 budget arising from:-

- (a) Social care spending pressures - specifically the risks of further growth in the cost of care packages above budget assumptions, risks to our BCF

income due to government expectations (particularly relating to delayed transfers of care) and inability to contain the costs of looked after children;

- (b) Ensuring spending reviews which have already been approved, but not yet implemented, deliver the required savings;
- (c) Achievability of estimated rates income (although technically any shortfall will appear as a collection fund deficit in the 2020/21 budget), and particularly the extent of successful appeals against the 2017 revaluations.

17.5 From 2020/21 and beyond, the budget projections are particularly uncertain. Risks to a balanced budget in these years include:-

- (a) Non-achievement, or delayed achievement, of the remaining spending review savings; and/or further budget pressures within service departments meaning that any savings achieved cannot be used to reduce the overall budget gap;
- (b) The considerable task facing Children's Services to balance its budget in the medium term;
- (c) Loss of future resources. The funding landscape after 2019/20 is largely unknown, with the move to 75% business rates retention and the planned needs review (which could result in a gain or loss to the Council). The risk of further cuts to funding in 2020/21 and 2021/22 is significant;
- (d) Longer-term reforms to social care funding and expectations on local authorities, and the need to manage ongoing demographic pressures. Crucially, we need to know what additional funding the Government will make available after 2019/20;
- (e) Continuing increases in pay costs. Upward pressures may lead to pay increases above the amount provided in the budget. Each 1% on pay costs around £1.7 million in direct costs, and will also impact on contract costs, particularly in Adult Social Care.

17.6 A further risk is economic downturn, nationally or locally. This could result in new cuts to grant; falling business rate income; and increased cost of council tax reductions for taxpayers on low incomes. It could also lead to a growing need for council services and an increase in bad debts. The effect of Brexit remains to be seen.

17.7 The budget seeks to manage these risks as follows:-

- (a) A minimum balance of £15m reserves will be maintained;
- (b) A one-off corporate contingency of £1m is included in the budget for 2019/20;

- (c) A planning contingency is included in the budget from 2020/21 onwards (£3m per annum accumulating);
  - (d) Spending Review savings are being implemented as soon as possible, and the resulting savings “banked” to support future budgets.
- 17.8 Subject to the above comments, I believe the Council’s general and earmarked reserves to be adequate. I also believe estimates made in preparing the budget are robust. (Whilst no inflation is provided for the generality of running costs in 2019/20, some exceptions are made, and it is believed that services will be able to manage without an allocation).

## 18. **Consultation on the Draft Budget**

18.1 Comments on the draft budget will be sought from:-

- (a) The Council’s scrutiny function;
- (b) Key partners and other representatives of communities of interest;
- (c) Business community representatives (a statutory consultee);
- (d) The Council’s trade unions.

18.2 Comments will be incorporated into the final version of this report.

## 19. **Capital Strategy**

19.1 There is a new requirement on local authorities to prepare a capital strategy each year, which sets out our approach to capital expenditure and financing at a high level.

19.2 The proposed capital strategy is set out at Appendix Three. This also includes the policy on repaying debt and the prudential indicators which assess the affordability of new borrowing.

19.3 The capital strategy also fully implements the minimum revenue provision (MRP) policy approved in November 2015. In previous years, this has not been fully implemented as we have voluntarily set aside additional funds for debt repayment.

19.4 The new policy will make substantial savings against the revenue budget (in excess of £6 million per year in 2019/20 and 2020/21), although these are paper rather than real savings – they result from a slower repayment of historic debt. Members are also asked to note that the savings will tail off gradually in subsequent years.

## 20. **Financial Implications**

20.1 This report is exclusively concerned with financial issues.

20.2 Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any member with arrears of council tax which have been outstanding for two months or more to attend any meeting at which a decision affecting the budget is to be made unless the member concerned declares the arrears at the outset of the



meeting and that as a result s/he will not be voting. The member can, however, still speak. The rules are more circumscribed for the City Mayor and Executive. Any executive member who has arrears outstanding for 2 months or more cannot take part at all.

## 21. **Legal Implications (Kamal Adatia)**

- 21.1 The budget preparations have been in accordance with the Council's Budget and Policy Framework Procedure Rules – Council's Constitution – Part 4C. The decision with regard to the setting of the Council's budget is a function under the constitution which is the responsibility of the full Council.
- 21.2 At the budget-setting stage, Council is estimating, not determining, what will happen as a means to the end of setting the budget and therefore the council tax. Setting a budget is not the same as deciding what expenditure will be incurred. The Local Government Finance Act, 1992, requires an authority, through the full Council, to calculate the aggregate of various estimated amounts, in order to find the shortfall to which its council tax base has to be applied. The Council can allocate greater or fewer funds than are requested by the Mayor in his proposed budget.
- 21.3 As well as detailing the recommended council tax increase for 2019/20, the report also complies with the following statutory requirements:-
- (a) Robustness of the estimates made for the purposes of the calculations;
  - (b) Adequacy of reserves;
  - (c) The requirement to set a balanced budget.
- 21.4 Section 65 of the Local Government Finance Act, 1992, places upon local authorities a duty to consult representatives of non-domestic ratepayers before setting a budget. There are no specific statutory requirements to consult residents, although in the preparation of this budget the Council is undertaking tailored consultation exercises with wider stakeholders.
- 21.5 The discharge of the 'function' of setting a budget triggers the duty in s.149 of the Equality Act, 2010, for the Council to have "due regard" to its public sector equality duties. These are set out in paragraph 10. There are considered to be no specific proposals within this year's budget that could result in new changes of provision that could affect different groups of people sharing protected characteristics. As a consequence, there are no service-specific 'impact assessments' that accompany the budget. There is no requirement in law to undertake equality impact assessments as the only means to discharge the s.149 duty to have "due regard". The discharge of the duty is not achieved by pointing to one document looking at a snapshot in time, and the report evidences that the Council treats the duty as a live and enduring one. Indeed case law is clear that undertaking an EIA on an 'envelope-setting' budget is of limited value, and that it is at the point in time when policies are developed which reconfigure services to live within the budgetary constraint when impact is best assessed. However, an analysis of equality impacts has been prepared in respect of the proposed increase in council tax, and this is set out in Appendix Four.

21.6 Judicial review is the mechanism by which the lawfulness of Council budget-setting exercises are most likely to be challenged. There is no sensible way to provide an assurance that a process of budget setting has been undertaken in a manner which is immune from challenge. Nevertheless the approach taken with regard to due process and equality impacts is regarded by the City Barrister to be robust in law.

22. **Other Implications**

Other Implications	Yes/No	Paragraph References within the report
Equal Opportunities	Y	Paragraph 10
Policy	Y	The budget sets financial envelopes within which Council policy is delivered
Sustainable and Environmental	N	The budget is a set of financial envelopes within which service policy decisions are taken. The proposed 2019/20 budget reflects existing service policy.
Crime & Disorder	N	
Human Rights Act	N	
Elderly People/People on Low Income	N	

Background information relevant to this report is already in the public domain.

23. **Report Authors**

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**Budget Ceilings**

	Revised 2018/19 budget £000s	Spending Reviews £000s	Inflation £000s	Other changes £000s	BUDGET CEILING 2019/20 £000s
<b>1. City Development &amp; Neighbourhoods</b>					
<b>1.1 Neighbourhood &amp; Environmental Services</b>					
Divisional Management	370.1	(4.9)	6.4		371.6
Regulatory Services	3,224.5	(4.2)	82.2		3,302.5
Waste Management	16,776.5	(0.1)	547.5		17,323.9
Parks & Open Spaces	3,785.9	(369.0)	267.7		3,684.6
Neighbourhood Services	6,002.2	(88.0)	105.1		6,019.3
Standards & Development	1,561.6	(28.0)	55.3		1,588.9
<b>Divisional sub-total</b>	<b>31,720.8</b>	<b>(494.2)</b>	<b>1,064.2</b>	<b>0.0</b>	<b>32,290.8</b>
<b>1.2 Tourism, Culture &amp; Inward Investment</b>					
Arts & Museums	4,538.7	(5.6)	62.2		4,595.3
De Montfort Hall	866.7	(96.3)	54.2		824.6
City Centre	99.4		3.4		102.8
Place Marketing Organisation	394.2		4.1		398.3
Economic Development	258.3	(46.2)	29.8		241.9
Markets	(241.1)	(3.7)	15.5		(229.3)
Divisional Management	73.7	(317.7)	3.9		(240.1)
<b>Divisional sub-total</b>	<b>5,989.9</b>	<b>(469.5)</b>	<b>173.1</b>	<b>0.0</b>	<b>5,693.5</b>
<b>1.3 Planning, Development &amp; Transportation</b>					
Transport Strategy	10,049.5	(102.5)	70.1		10,017.1
Highways	4,660.5	(1.6)	106.5		4,765.4
Planning	924.9		52.5		977.4
Divisional Management	210.3	(6.7)	4.3		207.9
<b>Divisional sub-total</b>	<b>15,845.2</b>	<b>(110.8)</b>	<b>233.4</b>	<b>0.0</b>	<b>15,967.8</b>
<b>1.4 Estates &amp; Building Services</b>	<b>4,473.8</b>	<b>(1,174.4)</b>	<b>205.9</b>	<b>0.0</b>	<b>3,505.3</b>
<b>1.5 Housing Services</b>					
Housing Services	3,106.3	(112.1)	108.3		3,102.5
Fleet Management	31.0	(200.0)	17.8		(151.2)
<b>Divisional sub-total</b>	<b>3,137.3</b>	<b>(312.1)</b>	<b>126.1</b>	<b>0.0</b>	<b>2,951.3</b>
<b>1.6 Departmental Overheads</b>					
Adult Skills	(870.4)				(870.4)
School Organisation & Admissions	790.2		31.0		821.2
Overheads	629.8	217.9	3.5		851.2
<b>Divisional sub-total</b>	<b>549.6</b>	<b>217.9</b>	<b>34.5</b>	<b>0.0</b>	<b>802.0</b>
<b>DEPARTMENTAL TOTAL</b>	<b>61,716.6</b>	<b>(2,343.1)</b>	<b>1,837.2</b>	<b>0.0</b>	<b>61,210.7</b>

## Appendix One

	Revised 2018/19 budget £000s	Spending Reviews £000s	Inflation £000s	Other changes £000s	BUDGET CEILING 2019/20 £000s
<b>2.Adults</b>					
<b>2.1 Adult Social Care &amp; Safeguarding</b>					
Other Management & support	1,523.2	(1.0)	47.5		1,569.7
Safeguarding	85.2	(0.1)	4.1		89.2
Preventative Services	6,005.4	(9.2)	145.7		6,141.9
Independent Sector Care Package Costs	89,400.5		1,878.8	2,848.0	94,127.3
Care Management (Localities)	7,220.8	(4.6)	150.9		7,367.1
<b>Divisional sub-total</b>	<b>104,235.1</b>	<b>(14.9)</b>	<b>2,227.0</b>	<b>2,848.0</b>	<b>109,295.2</b>
<b>2.2 Adult Social Care &amp; Commissioning</b>					
Enablement & Day Care	3,193.4	(162.4)	102.1		3,133.1
Care Management (LD & AMH)	4,951.9	(6.6)	101.2		5,046.5
Preventative Services	2,944.2	(384.7)	3.0		2,562.5
Contracts, Commissioning & Other Support	3,150.3	(0.1)	80.9		3,231.1
Substance Misuse	5,559.7				5,559.7
Departmental	(20,020.2)	(0.1)	11.1	1,137.5	(18,871.7)
<b>Divisional sub-total</b>	<b>(220.7)</b>	<b>(553.9)</b>	<b>298.3</b>	<b>1,137.5</b>	<b>661.2</b>
<b>2.3 Health and Wellbeing</b>					
Adults' Services	4,805.6	(555.0)			4,250.6
Children's 0-19 Services	9,267.5	(250.0)			9,017.5
Lifestyle Services	1,855.0	(605.0)	9.2		1,259.2
Staffing, Infrastructure & Other	1,298.9		27.8		1,326.7
Sports Services	2,811.4	(250.1)	200.3		2,761.6
<b>Divisional sub-total</b>	<b>20,038.4</b>	<b>(1,660.1)</b>	<b>237.3</b>	<b>0.0</b>	<b>18,615.6</b>
<b>DEPARTMENTAL TOTAL</b>	<b>124,052.8</b>	<b>(2,228.9)</b>	<b>2,762.6</b>	<b>3,985.5</b>	<b>128,572.0</b>

## Appendix One

	Revised 2018/19 budget £000s	Spending Reviews £000s	Inflation £000s	Other changes £000s	BUDGET CEILING 2019/20 £000s
<b>3. Education &amp; Children's Services</b>					
<b>3.1 Strategic Commissioning &amp; Business Support</b>					
Divisional Budgets	676.9		17.1		694.0
Operational Transport	(111.6)				(111.6)
<b>Divisional sub-total</b>	<b>565.3</b>	<b>0.0</b>	<b>17.1</b>	<b>0.0</b>	<b>582.4</b>
<b>3.2 Learning Quality &amp; Performance</b>					
Raising Achievement	1,472.0	(4.1)	29.9		1,497.8
Learning & Inclusion	1,835.2		49.6		1,884.8
Special Education Needs and Disabilities	7,341.4		72.5		7,413.9
<b>Divisional sub-total</b>	<b>10,648.6</b>	<b>(4.1)</b>	<b>152.0</b>	<b>0.0</b>	<b>10,796.5</b>
<b>3.3 Children, Young People and Families</b>					
Children In Need	9,076.5	(19.7)	140.0		9,196.8
Looked After Children	35,393.5		433.4	6,000.0	41,826.9
Safeguarding & QA	2,475.9		56.0		2,531.9
Early Help Targeted Services	5,493.7		126.7		5,620.4
Early Help Specialist Services	2,520.8		90.5		2,611.3
<b>Divisional sub-total</b>	<b>54,960.4</b>	<b>(19.7)</b>	<b>846.6</b>	<b>6,000.0</b>	<b>61,787.3</b>
<b>3.4 Departmental Resources</b>					
Departmental Resources	(2,107.3)		11.1		(2,096.2)
Education Services Grant	(4,468.1)				(4,468.1)
<b>Divisional sub-total</b>	<b>(6,575.4)</b>	<b>0.0</b>	<b>11.1</b>	<b>0.0</b>	<b>(6,564.3)</b>
<b>DEPARTMENTAL TOTAL</b>	<b>59,598.9</b>	<b>(23.8)</b>	<b>1,026.8</b>	<b>6,000.0</b>	<b>66,601.9</b>
<b>4. Corporate Resources Department</b>					
<b>4.1 Delivery, Communications &amp; Political Gov</b>	<b>5,424.6</b>	<b>(1.1)</b>	<b>124.2</b>	<b>0.0</b>	<b>5,547.7</b>
<b>4.2 Financial Services</b>					
Financial Support	4,717.0	(3.6)	145.1		4,858.5
Revenues & Benefits	5,870.3		206.5		6,076.8
<b>Divisional sub-total</b>	<b>10,587.3</b>	<b>(3.6)</b>	<b>351.6</b>	<b>0.0</b>	<b>10,935.3</b>
<b>4.3 Human Resources</b>	<b>4,252.9</b>	<b>(1.1)</b>	<b>99.9</b>	<b>0.0</b>	<b>4,351.7</b>
<b>4.4 Information Services</b>	<b>9,395.7</b>	<b>(0.4)</b>	<b>109.8</b>	<b>0.0</b>	<b>9,505.1</b>
<b>4.5 Legal Services</b>	<b>2,628.5</b>	<b>(0.3)</b>	<b>98.8</b>	<b>0.0</b>	<b>2,727.0</b>
<b>DEPARTMENTAL TOTAL</b>	<b>32,289.0</b>	<b>(6.5)</b>	<b>784.3</b>	<b>0.0</b>	<b>33,066.8</b>
<b>TOTAL -Service Budget Ceilings</b>	<b>277,657.3</b>	<b>(4,602.3)</b>	<b>6,410.9</b>	<b>9,985.5</b>	<b>289,451.4</b>
<b>less public health grant</b>	<b>(26,804.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>700.0</b>	<b>(26,104.0)</b>
<b>NET TOTAL</b>	<b>250,853.3</b>	<b>(4,602.3)</b>	<b>6,410.9</b>	<b>10,685.5</b>	<b>263,347.4</b>

**Scheme of Virement**

1. This appendix explains the scheme of virement which will apply to the budget, if it is approved by the Council.

**Budget Ceilings**

2. Strategic directors are authorised to vire sums within budget ceilings without limit, providing such virement does not give rise to a change of Council policy.
3. Strategic directors are authorised to vire money between any two budget ceilings within their departmental budgets, provided such virement does not give rise to a change of Council policy. The maximum amount by which any budget ceiling can be increased or reduced during the course of a year is £500,000. This money can be vired on a one-off or permanent basis.
4. Strategic directors are responsible, in consultation with the appropriate Assistant Mayor if necessary, for determining whether a proposed virement would give rise to a change of Council policy.
5. Movement of money between budget ceilings is not virement to the extent that it reflects changes in management responsibility for the delivery of services.
6. The City Mayor is authorised to increase or reduce any budget ceiling. The maximum amount by which any budget ceiling can be increased during the course of a year is £5m. Increases or reductions can be carried out on a one-off or permanent basis.
7. The Director of Finance may vire money between budget ceilings where such movements represent changes in accounting policy, or other changes which do not affect the amounts available for service provision.
8. Nothing above requires the City Mayor or any director to spend up to the budget ceiling for any service.

**Corporate Budgets**

9. The following authorities are granted in respect of corporate budgets:
  - (a) the Director of Finance may incur costs for which there is provision in miscellaneous corporate budgets, except that any policy decision requires the approval of the City Mayor;
  - (b) the City Mayor may determine the use of the corporate contingency;
  - (c) the City Mayor may determine the use of the provision for Education Funding reform.

### Earmarked Reserves

10. Earmarked reserves may be created or dissolved by the City Mayor. In creating a reserve, the purpose of the reserve must be clear.
11. Strategic directors may add sums to an earmarked reserve, from:
  - (a) a budget ceiling, if the purposes of the reserve are within the scope of the service budget;
  - (b) a carry forward reserve, subject to the usual requirement for a business case.
12. Strategic directors may spend earmarked reserves on the purpose for which they have been created.
13. When an earmarked reserve is dissolved, the City Mayor shall determine the use of any remaining balance.

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**Proposed Capital Strategy**

**1. Introduction**

- 1.1 There is a new requirement on local authorities to prepare a capital strategy each year, which sets out our approach to capital expenditure and financing at a high level. The requirement to prepare a strategy arises from Government concerns about certain authorities borrowing substantial sums to invest in commercial property, outside the vicinity of the Council concerned (something the City Council has never done).
- 1.2 There is also a new requirement on local authorities to prepare an investment strategy, which specifies our approach to making investments other than day to day treasury management investments (the latter is included in our treasury management strategy, as in previous years). The new investment strategy is presented as a separate report on your agenda.
- 1.3 This appendix sets out the proposed capital strategy for the Council's approval. It incorporates our policy on repaying debt, which used to be approved separately.

**2. Capital Expenditure**

- 2.1 The Council's capital expenditure plans are approved by the full Council, on the basis of two reports:-
- (a) The corporate capital programme – this covers periods of one or more years, and is always approved in advance of the period to which it relates. It is often, but need not be, revisited annually (it need not be revisited if plans for the subsequent year have already been approved);
  - (b) The Housing Revenue Account (HRA) capital programme – as this is funded primarily from revenue, it is considered as part of the HRA budget strategy which is submitted each year.
- 2.2 The capital programme is split into:-
- (a) Immediate starts – being schemes which are approved by the Council and can start as soon as practical after the council has approved the programme. Such schemes are specifically described in the relevant report;
  - (b) Policy provisions, which are subsequently committed by the City Mayor (and may be less fully described in the report). The principle here is that further consideration is required before the scheme can start.
- 2.3 The corporate capital programme report sets out authorities delegated to the City Mayor. Decisions by the City Mayor are subject to normal requirements in the constitution (e.g. as to prior notice and call-in).



2.4 Monitoring of capital expenditure is carried out by the Executive and the Overview Select Committee. Reports are presented on 3 occasions during the years, and at outturn. For this purpose, immediate starts have been split into three categories:-

- (a) **Projects** – these are discrete, individual schemes such as a road scheme or a new building. These schemes are monitored with reference to physical delivery (rather than an annual profile of spending). We do, of course, still want to make sure that the overall budget is not going to be exceeded;
- (b) **Work Programmes** – these are minor works or similar schemes where there is an allocation of money to be spent in a particular year. The focus of monitoring is on whether the money is spent in the years for which it is approved;
- (c) **Provisions** – these are sums of monies set aside in case they are needed, but where low spend is a favourable outcome rather than indicative of a problem.

2.5 When, during the year, proposals to spend policy provisions are approved, a decision on classification is taken at that time (i.e. a sum will be added to projects, work programmes or provisions as the case may be).

2.6 The authority does not capitalise expenditure, except where it can do so in compliance with proper practices: it does not apply for directions to capitalise revenue expenditure.

2.7 Past and forecast capital expenditure is:

<b>Area of expenditure</b>	<b>2018/19 Estimate £000s</b>	<b>2019/20 Estimate £000s</b>
Children's Services	41,938	60,550
Young People	20	20
Resources ICT	1,866	807
Transport	34,250	27,588
Cultural & Neighbourhood Services	11,893	8,984
Environmental Services	379	0
Economic Regeneration	31,472	21,952
Adult Care	1,967	9,924
Public Health	1,808	1,811
Property	4,853	2,995
Vehicles	198	0
Housing Strategy & Options	1,970	17,045
Corporate Loans	0	0
<b>Total General Fund</b>	<b>132,614</b>	<b>151,676</b>
Housing Revenue Account	16,373	28,121
<b>Total</b>	<b>148,987</b>	<b>179,797</b>

2.8 The Council's Estates and Building Services Division provides professional management of non-housing property assets. This includes maintaining the properties, collecting any income, rent reviews, ensuring that lease conditions are complied with and that valuations are regularly updated at least every 5 years. A

capital programme provision is made each year for significant improvements or renovation: spending need is initially prioritised by the division and formally approved by the City Mayor.

- 2.9 The Housing Division provides management of tenanted dwellings. As the HRA capital programme is almost entirely funded from tenants' rents, both major and minor repairs are (directly or indirectly) met from tenants' rents. The criteria used to plan major works are in the table below:-

<b>Component for Replacement</b>	<b>Leicester's Replacement Condition Criteria</b>	<b>Decent Homes Standard: Maximum Age</b>
Bathroom	All properties to have a bathroom for life by 2030	40 years / 30 years
Central Heating Boiler	Based on assessed condition	15 years (future life span of new boilers is expected to be on average 12 years)
Chimney	Based on assessed condition	50 years
Windows & Doors	Based on assessed condition	40 years
Electrics	Every 30 years	30 years
Kitchen	All properties to have an upgraded kitchen by 2030	30 years / 20 years
Roof	Based on assessed	50 years (20 years for flat roofs)
Wall finish (external)	Based on assessed condition	80 years
Wall structure	Based on assessed condition	60 years

### 3. **Financing Capital Expenditure**

- 3.1 Most capital expenditure of the Council is financed as soon as it is spent (by using grants, capital receipts, revenue budgets or the capital fund). The Council will only incur spending which cannot be financed in this way in strictly limited circumstances. Such spending is termed "prudential borrowing" as we are able to borrow money to pay for it. (The treasury management strategy explains why in practice we don't need to borrow on the external market: we must still, however, account for it as borrowing and make "repayments" from revenue each year). Circumstances in which the Council will use "prudential borrowing" are:-

- (a) Where spending facilitates a future disposal, and it is estimated that the proceeds will be sufficient to fully cover the initial costs;
- (b) Where spending can be justified with reference to an investment appraisal (this is further described in the separate investment strategy). This also includes social housing, where repayment costs can be met from rents;
- (c) Other "spend to save" schemes where the initial cost is paid back from revenue savings;
- (d) Where, historically, the Council has used leasing for vehicles or equipment, and revenue budgets already exist to meet the cost;

(e) “Once in a generation” opportunities to secure significant strategic investment that will benefit the city for decades to come.

3.2 The Council measures its capital financing requirement, which shows how much we would need to borrow if we borrowed for all un-financed capital spending (and no other purpose). This is shown in the table below:-

	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>	<b>2021/22 Estimate £m</b>
HRA	210	210	209	209
General Fund	260	255	248	241

*(The table above excludes PFI schemes).*

3.3 Projections of actual external debt are included in the treasury management strategy, which is elsewhere on your agenda.

#### 4. **Debt Repayment**

4.1 As stated above, the Council usually pays for capital spending as it is incurred. However, this has not always been the case. In the past, the Government encouraged borrowing and money was made available in Revenue Support Grant each year to pay off the debt (much like someone paying someone else’s mortgage payments).

4.2 The Council makes charges to the general fund budget each year to repay debt incurred for previous years’ capital spending. (In accordance with Government rules, no charge needs to be made to the Housing Revenue Account: we do, however, make charges for newly built property).

4.3 The general underlying principle is that the Council seeks to repay debt over the period for which taxpayers enjoy the benefit of the spending it financed.

4.4 Where borrowing pays for an asset, debt is repaid over the life of the asset.

4.5 Where borrowing pays for a grant or investment, debt is repaid over the life of the Council’s interest in the asset which has been financed (this may be the asset life, or may be lower if the recipient’s interest is subject to time limits). Where borrowing funds a loan to a third party, repayment will never exceed the period of the loan.

4.6 Charges to revenue will be based on an equal instalment of principal, or set on an annuity basis, as the Director of Finance deems appropriate.

4.7 Debt repayment will normally commence in the year following the year in which the expenditure was incurred. However, in the case of expenditure relating to the construction an asset, the charge will commence in the year after the asset becomes operational or the year after total expenditure on the scheme has been completed.

4.8 The following are the maximum asset lives which can be used:-

- (a) Land – 50 years;
- (b) Buildings – 50 years;
- (c) Infrastructure – 40 years;
- (d) Plant and equipment – 20 years;
- (e) Vehicles – 10 years.

4.9 Authority is given to the Director of Finance to voluntarily set aside sums for debt repayment, over and above the amounts determined in accordance with the above rules, where she believes the standard charge to be insufficient, or in order to reduce the future debt burden to the authority.

4.10 Voluntary set aside has been made in past years, in line with approved budget strategies. Prior to 2015/16, the Council had a policy requiring higher sums to be set aside than the current policy requires. In November, 2015, the policy was changed by the Council to one which is essentially the one stated above. Subsequent budgets, however, deliberately topped up the amount of repayment to previous levels. In this way, the Council postponed potential budget savings until Government grant cuts made implementation essential (after all, the “budget savings” only arise from slower payment of debt). As a consequence, the Council has set aside (cumulatively) £18m more than the amount determined by the policy approved in 2015.

4.11 The law permits the Council to “claim back” sums set aside voluntarily in previous years by reducing subsequent years’ debt repayment. The Council will only do this in the following circumstances:-

- (a) To support the Council’s treasury management strategy. For instance, using these sums gives the Council access to a wider pool of collective property investments than we could otherwise use because of accounting restrictions (and hence access to better investment opportunities);
- (b) For the acquisition of other investments permitted by the investments strategy, where it is appropriate to capitalise spending so that revenue savings can be delivered immediately.

4.12 Once investments acquired through sums “claimed back” are redeemed, the receipt will be set aside again for debt repayment.

4.13 In circumstances where the investment strategy permits use of borrowing to support projects which achieve a return, the Director of Finance may adopt a different approach to debt repayment to reflect the financing costs of such schemes. The rules governing this are included in the investment strategy.

4.14 The ratio of financing costs to net revenue budget is estimated to be:-

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>%</b>	<b>%</b>	<b>%</b>
General Fund	2.1	2.3	2.3
HRA	10.1	10.0	9.9

## 5. **Commercial Activity**

5.1 The Council has for many decades held commercial property. It may decide to make further commercial investments in property, or give loans to others to support commercial investment. Our approach is described in the investment strategy, which sets the following limitations:-

- (a) The Council will not make such investments purely to generate income. Each investment will also benefit the Council's service objectives (most probably, in respect of economic regeneration and jobs). It will, however, invest to improve the performance of its current investment property portfolio;
- (b) The Council will not make investments outside of (or on the periphery of) the LLEP area except as described below. We would not, for instance, borrow money to buy a shopping centre 100 miles from Leicester;
- (c) There is one exception to (b) above, which is where the investment meets a service need other than economic regeneration. An example might be a joint investment in solar panels, in collaboration with other local authorities; or investment in a consortium serving local government as a whole. In these cases, the location of the asset is not necessarily relevant.

5.2 Such investments will only take place (if they are of significant scale) after undertaking a formal appraisal, using external advisors if needs be. Nonetheless, as such investments also achieve social objectives, the Council is prepared to accept a lower return than a commercial funder would, and greater risk than it would in respect of its treasury management investments. Such risk will always be clearly described in decision reports (and decisions to make such investments will follow the normal rules in the Council's constitution).

5.3 Although the Council accepts that an element of risk is inevitable from commercial activity, it will not invest in schemes whereby (individually or collectively) it would not be able to afford the borrowing costs if they went wrong. As well as undertaking a formal appraisal of schemes of a significant scale, the Council will take into account what "headroom" it may have between the projected income and projected borrowing costs.

## 6. **Knowledge and Skills**

6.1 The Council employs a number of qualified surveyors and accountants as well as a specialist team for economic development who can collectively consider investment proposals. It also retains external treasury management consultants (currently Arlingclose). For proposed investments of a significant scale, the Council may employ external specialist consultants to assist its decision making.

## Equality Impact Assessment

### 1. Purpose

- 1.1 The purpose of this appendix is to present the equalities impact of the proposed 2.99% council tax increase. This is the maximum increase that the Government will allow us without a referendum

### 2. Who is affected by the proposal?

- 2.1 Since April 2013, as a consequence of the Government's welfare reforms, all working age households in Leicester have been required to contribute towards their council tax bill. Our current council tax support scheme (CTSS) requires working age households to pay at least 20% of their council tax bill and sets out to ensure that the most vulnerable householders are given some relief in response to financial hardship they may experience.
- 2.2 NOMIS<sup>1</sup> figures for the city's working age population (June 2018) indicated that there are 162,800 economically active residents in the city, of whom 5.4% are unemployed. As of November 2016, there were 30,000 working age benefit claimants (12.9% of the city's working age population of 233,000). It should be noted that this does not include tax credit claimants (unless they are also in receipt of another benefit). The working age population is inclusive of all protected characteristics.

### 3. How are they affected?

- 3.1 The table below sets out the financial impact of the proposed council tax increase on different properties, before any discounts or reliefs are applied. It shows the weekly increase in each band, and the minimum weekly increase for those in receipt of a reduction under the CTSS.
- 3.2 For band B properties (almost 80% of the city's properties are in bands A or B), the proposed annual increase in council tax is £35.15; the minimum annual increase for households eligible under the CTSS would be £7.03.

Band	No. of Households	Weekly Increase	Maximum Relief (80%)	Minimum Weekly Increase
A-	280	£0.48	£0.39	£0.10
A	76,074	£0.58	£0.46	£0.12
B	25,021	£0.67	£0.54	£0.13
C	14,491	£0.77	£0.54	£0.23
D	6,051	£0.87	£0.54	£0.33
E	3,222	£1.06	£0.54	£0.52
F	1,468	£1.25	£0.54	£0.71
G	578	£1.44	£0.54	£0.91
H	35	£1.73	£0.54	£1.19
<b>Total</b>	<b>127,220</b>			

NB: "A-" properties refer to band A properties receiving an extra reduction for Disabled Relief

<sup>1</sup> NOMIS is an Office for National Statistics web based service that provides free UK labour market statistics from official sources.

#### 4. **Risks over the coming year**

4.1 As predicted in the previous year's report (2018/19) inflation has fallen. It peaked at 3.1% in late 2017 and has now fallen back to 2.2% which has had a positive impact on disposable income. However, although inflation is not expected to rise significantly in the short term, analysts have stressed that the uncertainties caused by Brexit could pose a risk. In addition, the 2018 update of the Joseph Rowntree Foundation's Minimum Income Standard (MIS) highlights that over the last decade there have been significant increases in domestic fuel costs and increase in transport costs impacting those reliant on public transport, particularly those of working age who commute. These essential costs are likely to impact more so on low income households, particularly if their access to technology is limited as they may be less able to take advantage of price comparisons to shop around for competitive prices.

4.2 Incomes of households reliant on social security benefits continue to be squeezed with the Government's continued implementation of the welfare reform programme. Of particular relevance is the roll out of Universal Credit full service which was implemented in Leicester in summer 2018. The chart below<sup>2</sup> gives an indication of anticipated decreases in household incomes by 2020/21, as a consequence of post 2015 welfare reforms:-

Couple – one dependent child	£900 p.a.
Couple – two or more dependent children	£1,450 p.a.
Lone parent – one dependent child	£1,400 p.a.
Lone parent – two or more dependent children	£1,750 p.a.
Single person working age household	£250 p.a.

4.3 A more recent analysis by the Equality and Human Rights Commission published in March 2018 found that, across Britain, approximately the same number of households gain as lose from the reforms but the proportion of losers is much higher among some groups. This includes households containing one or more disabled member, those from certain ethnic groups in particular Bangladeshi households, and households with children (especially those with more than two children). In addition, larger losses are more common than larger gains for these groups and for low income households in general.

4.4 A summary of the key findings of the analysis overall were that:

- Across Great Britain as a whole, approximately 47% of households lose from the reforms.
- Female lone parents are the group with highest proportion of losers from the reforms (over 87%). More than three fifths of lone-parent households lose at least 10% of their net incomes from the reforms, and almost two fifths lose more than 20% of their net incomes.
- Four-fifths of households with three or more children are losers from the reforms. Over two fifths of these households lose at least 10% of net income from the reforms, while over one fifth lose more than 20%.

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<sup>2</sup> Source: Centre for Regional Economic and Social Research/Sheffield Hallam University report: "The uneven impact of welfare reform – the financial losses to places and people" (March 2016).

- Almost 75% of Bangladeshi households lose from the reforms.
- Over 71% of households with a disability 'score' of six or more (disability score measure is the sum of the number of functional disabilities) lose from the reforms. Almost one-fifth of these households lose at least 20% of their net income from the reforms.

4.5 Given the diversity of Leicester's population and that it is the 21<sup>st</sup> most deprived local authority area in the country, the losses arising from the reforms are likely to affect a significant proportion of Leicester's population.

4.6 There are some offsetting current trends:

- There has been a decrease in the percentage of the working age population unemployed in Leicester in recent years although there has been a slight increase this year (NOMIS): June 2018 - 5.4% (June 2017 - 5.2%, June 2016 - 6.6%, June 2015 - 7.7%; June 2014 - 11.8%; and June 2013 - 13.9%).
- Consumer price inflation peaked at 3.1 per cent in the final quarter of 2017, before gradually falling to 2.4 per cent. The ASDA Income Tracker September 2018 shows that family spending power is up by £7.45 per week year on year in September 2018, an annual increase of 3.8%. Income growth has been boosted across most regions with UK families seeing the fastest pay growth since 2008.

## 5. **Overall impact**

5.1 Any increased costs will be a problem for some households with limited incomes, as they could be squeezed by welfare reforms alongside inflationary increases of many basic requirements such as household fuel and transport.

5.2 The weekly increase in council tax, however, is small for many of these households, as can be seen from the table above. It must also be taken into account there are also potential equalities implications in the event that a decision were made to not increase Council Tax or to agree a lower council tax increase. In the current financial context, this would require even greater cuts to services. While it is not possible to say where these cuts would fall exactly, there are potential negative impacts for those with the protected characteristic of age and disability, as older people and disabled people are the primary service users of Adult Social Care.

## 6. **Mitigating actions**

6.1 For residents likely to experience short term financial crises as a result of the cumulative impacts of the above risks, the Council has a range of mitigating actions. These include: funding through Discretionary Housing Payments; the council's work with voluntary and community sector organisations to provide food to local people where it is required – through the council's or partners' food banks; and through schemes which support people getting into work (and include cost reducing initiatives that address high transport costs such as providing recycled bicycles).

6.2 At the time of the previous report, social welfare advice services were being remodelled and re-procured. The intention to award the new contracts for social welfare



advice services was communicated to suppliers on 30th November 2018 and we are currently in the standstill period for this procurement.

6.3 The advice services will continue to be used as a mitigating action, providing advice in relation to welfare benefits, debt, housing, employment, community care, family issues and immigration.

7. **What protected characteristics are affected?**

7.1 The table below describes how each protected characteristic is likely to be affected by the proposed council tax increase. The chart sets out known trends, anticipated impacts and risks; along with mitigating actions available to reduce negative impacts.

7.2 Some protected characteristics are not (as far as we can tell) disproportionately affected (as will be seen from the table) because there is no evidence to suggest they are affected differently from the population at large. They may, of course, be disadvantaged if they also have other protected characteristics that are likely to be affected, as indicated in the following analysis of impact based on protected characteristic.

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**Analysis of impact based on protected characteristic**

Protected characteristic	Impact of proposal:	Risk of negative impact:	Mitigating actions:
<p><b>Age</b></p>	<p>Older people are least affected by a potential increase in council tax. Older people (pension age &amp; older) have been relatively protected from the impacts of the recession &amp; welfare cuts, they receive protection from inflation in the uprating of state pensions. Low-income pensioners also have more generous (up to 100%) council tax relief. However, in the current financial climate, a lower council tax increase would require even greater cuts to services. While it is not possible to say where these cuts would fall exactly, there are potential negative impacts for this group as older people are the primary service users of Adult Social Care.</p> <p>Working age people bear the impacts of welfare reform reductions – particularly those with children. Whilst an increasing proportion of working age residents are in work, national research indicates that those on low wages are failing to get the anticipated uplift of the National Living Wage.</p> <p>A recent report by the Institute for Fiscal Studies on Living Standards, Poverty and Inequality in the UK 2017, shows that trends in living standards for different age groups have been very different. By 2015–16, median income for those aged 60 and over was 10% higher than it was in 2007–08, but for adults aged 22–30 it was still 4% lower. These differences are primarily due to the negative labour market impacts of the recession, which were far more pronounced among younger people.</p> <p>The Joseph Rowntree Foundation’s Minimum Income standard (MIS) shows that families with children continue to have the highest risk of having incomes that fall short of the standard, with working parents facing worsening prospects. The tax increase could have an impact on such household incomes.</p>	<p>Working age households and families with children – incomes squeezed through low wages and reducing levels of benefit income.</p>	<p>Access to council discretionary funds for individual financial crises; access to council and partner support for food; and advice on managing household budgets.</p>

78

Protected characteristic	Impact of proposal:	Risk of negative impact:	Mitigating actions:
<b>Disability</b>	<p>Disability benefits have been reduced over time as thresholds for support have increased.</p> <p>An analysis by the Equality and Human Rights Commission published in March 2018 showed that over 71% of households with a disability 'score' of six or more (disability score measure is the sum of the number of functional disabilities) lose from the reforms with approximately one in five households with a disability score of six or more losing at least 20% of their net income.</p> <p>The tax increase could have an impact on such household incomes. However, in the current financial climate, a lower council tax increase would require even greater cuts to services. While it is not possible to say where these cuts would fall exactly, there are potential negative impacts for this group as disabled people are more likely to be service users of Adult Social Care.</p>	<p>Further erode quality of life being experienced by disabled people as their household incomes are squeezed further as a result of reduced benefits.</p>	<p>Disability benefits are disregarded in the assessment of need for CTRS purposes. Access to council discretionary funds for individual financial crises; access to council and partner support for food; and advice on better managing budgets.</p>
<del>Gender</del> <del>Reassignment</del>	<p>No disproportionate impact is attributable specifically to this characteristic.</p>		
<b>Marriage &amp; Civil Partnership</b>	<p>Couples receive benefits if in need, irrespective of their legal marriage or civil partnership status. No disproportionate impact is attributable specifically to this characteristic.</p>		
<b>Pregnancy and Maternity</b>	<p>Maternity benefits will not be frozen and therefore kept in line with inflation. However, other social security benefits will be frozen, but without disproportionate impact arising for this specific protected characteristic.</p>		
<b>Race</b>	<p>Those with white backgrounds are disproportionately on low incomes (indices of multiple deprivation) and in receipt of social security benefits. Some BME people are also low income and on benefits. Analysis from the Equality and Human Rights Commission showed that nationally almost 75% of Bangladeshi households lose from welfare reforms. The tax increase could have an impact on such household incomes.</p> <p>Nationally, one-earner couples have seen particular falls in real income and are disproportionately of Asian background – which suggests an increasing impact on this group.</p>	<p>Household income being further squeezed through low wages and reducing levels of benefit income, along with anticipated inflation.</p>	<p>Access to council discretionary funds for individual financial crises, access to council and partner support for food and advice on managing household budgets. Where required, interpretation and translation will be provided in line with the Council's policy to remove barriers to accessing the support identified.</p>

Protected characteristic	Impact of proposal:	Risk of negative impact:	Mitigating actions:
<b>Religion or Belief</b>	No disproportionate impact is attributable specifically to this characteristic.		
<b>Sex</b>	<p>Disproportionate impact on women who tend to manage household budgets and are responsible for childcare costs. Women are disproportionately lone parents.</p> <p>The Joseph Rowntree Foundation's Minimum Income standard (MIS) shows that Families with children continue to have the highest risk of having incomes that fall short of the standard, with working parents facing worsening prospects:</p> <p>For lone parents, even those working full time have a 42% risk of being below MIS, up from 28% in 2008/09. 151,000 out of 356,000 people in households headed by lone parents working full time are below the minimum.</p> <p>The analysis from the Equality and Human Rights commission identifies that female lone parents are the group with highest proportion of losers from the reforms (over 87%).</p>	<p>Incomes squeezed through low wages and reducing levels of benefit income, along with anticipated inflation. Increased risk for women as they are more likely to be lone parents.</p>	<p>If in receipt of Universal Credit or tax credits, a significant proportion of childcare costs are met by these sources.</p> <p>Access to council discretionary funds for individual financial crises, access to council and partner support for food and advice on managing household budgets.</p>
<b>Sexual Orientation</b>	No disproportionate impact is attributable specifically to this characteristic.		

**Earmarked Reserves**

1. Earmarked reserves as reported to Overview Select Committee in September 2018 were as follows. These figures take account of the release of £1.4m from departmental reserves to support the managed reserves strategy:

	<b><u>Current Balance</u></b> <b><u>£k</u></b>
<b><u>Departmental Reserves</u></b>	
Adult Social Care	5,244
Children's Services	1,127
City Development & Neighbourhoods Housing (non HRA)	1,117 843
Health & Wellbeing	1,471
Delivery Communications & Political Governance	5,136
ICT	3,769
Financial Services	3,710
Other Corporate Resources Department	1,257
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<b>Subtotal – departmental</b>	<b>23,673</b>
<b><u>Corporate Reserves</u></b>	
Managed Reserves Strategy	21,824
Demographic Pressures Reserve	3,455
BSF Financing	11,533
Capital Programme Reserve	41,395
Severance fund	7,265
Insurance Fund	9,099
Service Transformation	6,087
Welfare Reform	3,789
Other corporate reserves	4,015
	<hr/>
<b>Subtotal – Corporate</b>	<b>108,463</b>
<b><u>Ringfenced Reserves</u></b>	
NHS Joint Working Projects	1,769
Public Health Transformation	1,668
School Capital Fund	2,383
Schools Buyback	1,073
Dedicated Schools Grant not delegated to schools	15,783
School & PRU balances	12,009
	<hr/>
<b>TOTAL RINGFENCED</b>	<b>34,686</b>
	<hr/>
<b><u>Total earmarked reserves</u></b>	<b>166,823</b>
	<hr/>

2. Earmarked reserves can be broadly divided into ring-fenced reserves, which are funds held by the Council but for which we have obligations to other partners or organisations; departmental reserves, which are held for specific services; and corporate reserves, which are held for purposes applicable to the organisation as a whole.
3. Ring-fenced reserves include:-
  - **NHS joint working projects:** for joint projects with the NHS;
  - **Public Health Transformation:** for costs of relocating sexual health clinic, service transformation and channel shift;
  - Amounts originating from **Dedicated Schools Grant** which are, by, law, ring-fenced to schools or relevant non-delegated functions.
4. Departmental reserves include amounts held by service departments to fund specific projects or identified service pressures. Significant amounts include:-
  - **Adult Social Care:** to meet budget pressures and balance the budget in 2018/19 and 19/20;
  - **Children's Services:** to balance the budget in 2018/19;
  - **City Development and Neighbourhoods:** to meet known additional pressures, including one off costs associated with highways functions and the cost of defending planning decisions;
  - **Housing:** to meet spikes in bed & breakfast costs; sourcing private sector landlords; costs associated with economic migrants; and for development work associated with a subsidiary housing company;
  - **Health & Wellbeing:** to support service pressures, channel shift and transitional costs;
  - **Delivery, Communications & Political Governance:** principally for expenditure incurred to retain the Digital Transformation team until 20/21, temporary and one-off staffing costs in HR/Payroll, costs associated with the Hinckley Road fire, and for future elections.
  - **ICT:** rolling funds for network and server upgrades, mobile airtime and upgrade of the PC Stock;
  - **Financial Services:** for expenditure on replacing the Council's main finance system; funding the Service Analysis Team; transitional costs with the transfer of the audit function to the County Council; spikes in benefit processing and overpayment recovery; and to mitigate budget pressures including reducing grant income to the Revenues & Benefits service.
5. Corporate reserves include:-
  - **Managed Reserves Strategy:** a key element to delivering this budget strategy, as set out in para. 15 of this report;
  - **Demographic Pressures:** to help meet cost of demographic changes in adult social care, and reduce the burden on council tax payers – now used as part of the 19/20 budget strategy;
  - **BSF Financing:** to manage costs over the remaining life of the BSF scheme and lifecycle maintenance costs of the redeveloped schools;

- **Capital Programme Reserve:** to support approved spending on the Council's capital programme. This is committed to meet the costs of the 18/19 and 19/20 capital programme;
- **Severance Fund:** to facilitate ongoing savings by meeting the redundancy and other costs arising from budget cuts;
- **Insurance Fund:** to meet the cost of claims which are self-insured;
- **Service Transformation Fund:** to fund projects which redesign services enabling them to function effectively at reduced cost;
- **Welfare Reform:** set aside to support welfare claimants who face crisis, following the withdrawal of government funding for this purpose;
- **Other reserves:** includes monies for spend to save schemes that reduce energy consumption, the combined heat and power reserve, and the surplus property reserve to prepare assets for disposal.

**Comments from Partners**

*[To be added once consultation is complete]*



## Economic Development, Transport and Tourism Scrutiny Commission

### Draft Work Programme 2018 – 2019

Meeting	Topic	Actions Arising	Progress
12 <sup>th</sup> July 2018	<ol style="list-style-type: none"> <li>1. <b>Putney Road Scheme – Presentation</b></li> <li>2. <b>Procurement Social Value</b> - full report back on progress and timetable</li> <li>3. <b>Business Workplace Portfolio</b> – update report</li> <li>4. <b>Draft Work Programme 2018/19</b> – members to consider and comment.                             <ol style="list-style-type: none"> <li>a) <b>Bus Services Act Scrutiny Review Update</b> – Chair to provide verbal report on progress.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Agreed:                             <ul style="list-style-type: none"> <li>• That the results of the consultation on the Putney Road Scheme be noted; and</li> <li>• That the Commission endorses proceeding to the next phase of delivery of the Putney Road Scheme.</li> </ul> </li> <li>2. Agreed:                             <ul style="list-style-type: none"> <li>• That the next steps required to finalise, adopt and implement the Social Value Charter be noted; and</li> <li>• That the Head of Procurement be asked to:                                     <ol style="list-style-type: none"> <li>a) Circulate the draft Social Value Charter and Social Value Guide as soon they are available to all members of this Commission and all Members who participated in the Procurement and Social Value Task Group;</li> <li>b) Include examples of good practice in the Social Value Guide, showing how social value has already been successfully secured through commissioning; and</li> <li>c) Ensure that the Equalities Implications of the Social Value Charter are added to documentation as appropriate.</li> </ol> </li> </ul> </li> <li>3. Report welcomed and noted.</li> <li>4. Work programme noted and Bus Services Act task group update reported.</li> </ol>	

85

Appendix E

Meeting	Topic	Actions Arising	Progress
6 <sup>th</sup> September 2018	<ol style="list-style-type: none"> <li>1. <b>Leicester's Biodiversity Action Plan 2011 – 2021</b> update – report and presentation</li> <li>2. <b>Bus Services Act Scrutiny Review</b> – Draft report of findings</li> </ol>	<ol style="list-style-type: none"> <li>1. Question raised by Cllr Porter relevant to Biffa bio-compost re: ongoing trials at Loddington and potential issue of permit from the Environmental Agency. Action Helen to provide a response.</li> <li>2. Bus Services Act report welcomed and agreed. To be presented to Overview Select Committee for endorsement, prior to presenting to the Executive. Commission to receive feedback on the report recommendations in 12 months.</li> </ol>	
25 <sup>th</sup> October 2018	<ol style="list-style-type: none"> <li>1. <b>Call-in: Putney Road Scheme</b></li> <li>2. <b>Procurement Social Value</b> - update</li> <li>3. <b>Strategic Growth Plan</b> - update</li> <li>4. <b>Neighbourhood Road Safety</b> (20mphs, School Run Parking, Local Safety Schemes)</li> </ol>	<ol style="list-style-type: none"> <li>1. Following discussion at the meeting the call-in was withdrawn.</li> <li>2. The report and update was noted.</li> <li>3. Strategic Growth Plan was noted and supported.</li> <li>4. The update was noted.</li> </ol>	

Meeting	Topic	Actions Arising	Progress
<b>6<sup>th</sup> December 2018</b>	1. <b>Major Transport Projects</b> – progress update  2. <b>Local Plan consultation</b> – progress update	1. Timetable and provisions for consultation and scrutiny be noted.  2. Update was noted and another presentation was requested by the commission for Summer 2020.	
<b>17<sup>th</sup> January 2019</b> <i>Draft items tbc</i>	1. <b>Draft Revenue Budget 2019/20</b>  2. <b>Business Support</b> – Update ( <i>item deferred from last meetings – lead Peter Chandler</i> )  3. <b>Employment Hub</b> (launched June 2018) - report on progress  4. <b>Connecting Leicester Projects</b> – update		
<b>14<sup>th</sup> March 2019</b> <i>Draft items tbc</i>	1. <b>Local Plan update?</b>  2. <b>Connecting Leicester Projects</b> – update?		

87

## Economic Development, Transport and Tourism Scrutiny Commission 2018/19 Forward Planning

Date of meeting	Topic	Brief description of actions	Progress
<b>ONGOING</b>	<b>City Mayor &amp; Executive Plan of Key Decisions</b>	Commission to keep a watching brief and receive regular reports / updates on executive key decisions planned relating to this portfolio.	Ongoing
<b>ONGOING</b>	Spending Review Programmes linked to: a) <b>Councils General Fund Revenue Budget Report 2018/19 to 2020/21</b> b) <b>Capital Programme Projects</b>	Commission to keep a watching brief and receive regular updates on issues related to budgets with this portfolio  <i>(Full council in February 2018 agreed Councils General Fund Revenue Budget report 2018 to 2021).</i>	Ongoing
<b>ONGOING</b>	<b>Connecting Leicester Projects</b>	Commission agreed to be involved at the early stages of development of plans	Ongoing
<b>ONGOING</b>	<b>'Leicester: Great City' Economic Action Plan 2016-2020'</b> Website Link: <a href="https://www.leicester.gov.uk/media/57817/economic-action-plan-2016-2020.pdf">https://www.leicester.gov.uk/media/57817/economic-action-plan-2016-2020.pdf</a>	Commission to receive regular updates and reports relating to the 5 themes within the Economic Action Plan.	Ongoing
<b>ONGOING 2018 / 2019</b>	<b>'Leicester's Draft Local Plan'</b> updates on progress	Consideration of the draft local plan and monitoring progress – continuing to keep a watching brief on progress made	Ongoing (update in December 2018)
TBC	<b>Healthier Air for Leicester – Air Quality Action Plan 2015 – 2026</b>	Progress update on actions (joint with health & wellbeing scrutiny)	tbc
TBC	<b>Railway Station Area Regeneration</b>	Progress on the redevelopment	tbc
TBC	<b>'Leicester Flood Risk Strategy'</b>	Progress update on flood risk programme in Leicester	tbc

TBC	<b>Major Transport Projects and Management / Technology</b> (including update on Midlands Connect (MC))	Report on progress	tbc
TBC	<b>National Productivity Investment Fund (NPIF) update</b> (including Bus Lanes update)	Report on progress	tbc
TBC	<b>Climate Change Obligations</b>	Update on progress	tbc
TBC	<b>'Leicester Sustainability Action Plan 2016 – 2019'</b>	Update on progress on actions	tbc
TBC	<b>'Leicester's Parking Improvement Action Plan 2016 to 2019'</b>	Commission members to receive report on progress on action plan	tbc
Jan 2019	<b>Employment Hub update</b>	Commission members to receive update on the new Employment Hub launched in June 2018?	Jan 2019
TBC	<b>'Planning for People not cars – Leicester's Local Transport Plan 2011 to 2026'</b>	Report on progress on the plan	tbc
TBC	<b>'Leicester City Cycle Action Plan'</b>	Report on progress on the actions	tbc
TBC	<b>Energy &amp; District Heating</b>	Focus on Energy Efficiency and raising awareness e.g. businesses	tbc
TBC	<b>Commercial Councils – Entrepreneurialism in local government</b>	To investigate the position and impact on Leicester City Council services	tbc
July 2018	<b>Business Improvement District</b>	Report on progress on the delivery of the BID Board	July 2018
TBC	<b>'Leicester Tourism Action Plan 2015 – 2020'</b>	Report on progress on actions	tbc
TBC	<b>Marketing Leicester &amp; Leicestershire – Inward investment</b>	Report on progress	tbc
TBC	<b>Leicester, Leicestershire Enterprise Partnership (LLEP)</b>	Key Priorities and progress report e.g. Strategic Economic Plan	tbc

88

