



*Meeting:* **Scrutiny Commission**

*Date/Time:* **Wednesday, 29 January 2014 at 2.00 pm**

*Location:* **Sparkenhoe Committee Room, County Hall, Glenfield**

*Contact:* **Mr. S. J. Weston (Tel: 0116 305 6226)**

*Email:* **sam.weston@leics.gov.uk**

### **Membership**

Mr. S. J. Galton CC (Chairman)

Mrs. R. Camamile CC    Mr. A. M. Kershaw CC  
Dr. R. K. A. Feltham CC    Mr. P. G. Lewis CC  
Mr. S. J. Hampson CC    Mr. K. W. P. Lynch CC  
Dr. S. Hill CC    Mr. R. J. Shepherd CC  
Mr. Max Hunt CC    Mr. L. Spence CC

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leics.gov.uk/webcast>  
– Notices will be on display at the meeting explaining the arrangements.**

### **AGENDA**

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 6 November 2013.	(Pages 5 to 10)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on	



the agenda.

6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
7. Presentation of Petitions under Standing Order 36.
8. Medium Term Financial Strategy 2014/15 - 2017/18 - Context Setting and Overall Position. Director of Corporate Resources

The Director of Corporate Resources will provide an oral update under this item.

Mr. N. J. Rushton CC, Leader of the Council, and Mr. J. B. Rhodes CC, Cabinet Lead Member for Corporate Resources, have been invited to attend for this item.

A copy of the full Medium Term Financial Strategy Report considered by the Cabinet on Wednesday 15 January is attached for Commission members only.

9. Medium Term Financial Strategy 2014/15-2017/18 - Corporate Resources and Corporate Items. Director of Corporate Resources (Pages 11 - 26)

Mr. J. B. Rhodes CC, Cabinet Lead Member for Corporate Resources has been invited to attend for this item.

10. Medium Term Financial Strategy 2014/15-2017/18 - Chief Executive's Department. Chief Executive and Director of Corporate Resources (Pages 27 - 40)

The following Cabinet Lead Members have been invited to attend for this item:

Mr. R. Blunt CC (Minerals and Planning)  
Mr. J. T. Orson JP CC (Safer Communities)  
Mr. B. L. Pain CC (Economic Development and Community Engagement)  
Mrs. P. Posnett CC (Trading Standards)  
Mr. J. B. Rhodes CC (Corporate Resources)

11. Consideration of Responses from Overview and Scrutiny Committees.

The purpose of this item is to enable consideration of the responses of the following Overview and Scrutiny Committees to their respective areas of

the Medium Term Financial Strategy:

- Adults and Communities Overview and Scrutiny Committee
- Children and Families Overview and Scrutiny Committee
- Environment and Transport Overview and Scrutiny Committee
- Health Overview and Scrutiny Committee

12. Consultation Principles. Chief Executive (Pages 41 - 50)

A copy of the report submitted to the Cabinet's meeting on 4 February is attached for the consideration of the Commission.

13. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 26 February 2014 at 2.00pm.

14. Any other items which the Chairman has decided to take as urgent.

## **QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY**

Members serving on Overview and Scrutiny have a key role in providing constructive yet robust challenge to proposals put forward by the Cabinet and Officers. One of the most important skills is the ability to extract information by means of questions so that it can help inform comments and recommendations from Overview and Scrutiny bodies.

Members clearly cannot be expected to be experts in every topic under scrutiny and nor is there an expectation that they so be. Asking questions of 'experts' can be difficult and intimidating but often posing questions from a lay perspective would allow members to obtain a better perspective and understanding of the issue at hand.

Set out below are some key questions members may consider asking when considering reports on particular issues. The list of questions is not intended as a comprehensive list but as a general guide. Depending on the issue under consideration there may be specific questions members may wish to ask.

### **Key Questions:**

- Why are we doing this?
- Why do we have to offer this service?
- How does this fit in with the Council's priorities?
- Which of our key partners are involved? Do they share the objectives and is the service to be joined up?
- Who is providing this service and why have we chosen this approach? What other options were considered and why were these discarded?
- Who has been consulted and what has the response been? How, if at all, have their views been taken into account in this proposal?

### **If it is a new service:**

- Who are the main beneficiaries of the service? (could be a particular group or an area)
- What difference will providing this service make to them – What will be different and how will we know if we have succeeded?
- How much will it cost and how is it to be funded?
- What are the risks to the successful delivery of the service?

### **If it is a reduction in an existing service:**

- Which groups are affected? Is the impact greater on any particular group and, if so, which group and what plans do you have to help mitigate the impact?
- When are the proposals to be implemented and do you have any transitional arrangements for those who will no longer receive the service?
- What savings do you expect to generate and what was expected in the budget? Are there any redundancies?
- What are the risks of not delivering as intended? If this happens, what contingency measures have you in place?



Minutes of a meeting of the Scrutiny Commission held at County Hall, Glenfield on Wednesday, 6 November 2013.

PRESENT

Mr. S. J. Galton CC (in the Chair)

Mrs. R. Camamile CC  
 Dr. R. K. A. Feltham CC  
 Mr. S. J. Hampson CC  
 Dr. S. Hill CC  
 Mr. Max Hunt CC

Mr. A. M. Kershaw CC  
 Mr. P. G. Lewis CC  
 Mr. K. W. P. Lynch CC  
 Mr. R. J. Shepherd CC  
 Mr. L. Spence CC

In Attendance:

Mr. J. T. Orson JP CC, Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel (For Minute 43).

36. Minutes.

The minutes of the meeting held on 4 September 2013 were taken as read, confirmed and signed.

37. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

38. Questions asked by members.

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

39. Urgent Items.

There were no urgent items for consideration.

40. Declarations of Interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

The following members each declared a personal interest in respect of items 9 and 14 as members of District/Borough Councils (Minutes 44 and 49 respectively refer):

Mrs. R. Camamile CC  
 Mr. S. Galton CC  
 Dr. S. Hill CC

Mr. M. J. Hunt CC  
Mr. K. W. P. Lynch CC  
Mr. R. J. Shepherd CC  
Mr. L. Spence CC

41. Declarations of the Party Whip.

There were no declarations of the party whip.

42. Presentation of Petitions.

The Chief Executive reported that no petitions had been received under Standing Order 36.

43. Police and Crime Panel - Update.

The Chairman welcomed to the meeting Mr. J. T. Orson JP CC, Chairman of the Police and Crime Panel (PCP), to report on the first year in operation of the PCP and to enable members to ask questions of him and put forward any suggestions for issues which the PCP might wish to consider in the future.

Mr. Orson delivered a brief introduction, which included the following points:

- The role of the PCP was to “support and challenge” the Police and Crime Commissioner (PCC). It was recognised that this remit presented its own challenge and it was important that the PCP was dynamic but not destructive in how it carried out this role. The PCP was working well as a team;
- The PCP was geographically and politically balanced with one member from the County Council, Rutland Council and each of the seven District Councils. Due to its large population, the City Council was afforded three extra members to serve on the PCP. Two independent members also served on the PCP;
- The PCP had needed to learn and adapt to its role at the same time as the PCC himself. The relationship between the PCP and the PCC was professional and constructive. The PCC had welcomed the PCP’s input, particularly in relation to the Police and Crime Plan, which he had amended significantly to recognise the contribution made by effective partnership working;
- The PCC had expressed a desire to keep the Police and Crime Plan under constant review. It would be the PCP’s job to ensure he was delivering against his Key Strategic Priorities;
- A Confirmation Hearing had been held for the post of Chief Finance Officer. The PCP had supported the PCC’s proposed appointment of Helen King, though it was noted that even if the PCP had not done so, the PCC would still have been able to continue to appoint should he have been minded to do so;
- As with other public services, the Police were experiencing significant budgetary pressures. The PCP would scrutinise the PCC’s budget proposals at meetings in December and January.

Arising from questions from members, the following points were noted:

- It was recognised that the County Council would continue to play an important role in regard to Community Safety work. Reductions in budgets were expected to place increasing pressure on this service;
- The PCP was working well, but had limited powers. Though more power would be welcomed, it was unclear how this would work in practice;
- With regard to the PCC's budget and precept, the PCP had limited powers to effect any significant change, other than request that the PCC raise or lower the precept;
- Though the Chief Constable, Simon Cole had now returned to work after a long period of sickness absence, the PCP had questioned the PCC to seek assurances that, at that time, robust management arrangements were in place whilst he had been absent.

RESOLVED:

That Mr. J. T. Orson JP CC, Chairman of the Police and Crime Panel, be thanked for providing an update on the first year in operation of the Police and Crime Panel.

44. 2013/14 Medium Term Financial Strategy Monitoring (Period 6).

The Commission considered a report of the Director of Corporate Resources concerning an update on the 2013/14 revenue budget and capital programme monitoring position. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from the discussion, the following points were noted:

- (i) The overspend in respect of the Adults and Communities Department was a matter for concern and had been caused by the achievement of only 50% of a specific efficiency target. A more up-to-date picture would be presented to the Adults and Communities Overview and Scrutiny Committee;
- (ii) The invest to save earmarked fund was available to meet the cost of the expected significant reduction in staffing numbers going forward. This would avoid the Council having to make cuts in services to fund redundancy and early retirement settlements;
- (iii) The Local Authority Mortgage Scheme might need to cease due to the anticipated launch by the Government of the Help to Buy scheme in early 2014, which offered many of the same benefits as the local scheme, but with the option of a higher loan amount. More would be known on the status of the local scheme in the next few weeks;
- (iv) The projected net underspend was £8.2 million. The significant areas of underspend were:
  - (Paragraph 10) The underspend of £3.7 million on Dedicated Schools Grant was primarily due to the release of contingency relating to new responsibilities for high needs SEN pupils;

- (Paragraph 22) Some of the £1.2 million contingency for council tax collection deficits was likely to be released;
- (Paragraph 28) The underspend in relation to Discretionary Discount Funds following changes made under the Localisation of Council Tax Support reforms was likely to increase.

RESOLVED:

- (a) That the report be noted;
- (b) That an explanation of the current position in respect of the Local Services Support Grant (paragraph 27 of the report) be circulated to members of the Commission.

45. Medium Term Financial Strategy Consultation.

The Commission reflected on a presentation delivered on Tuesday to which all members of the Council had been invited on the responses to the County Council's extensive budget consultation exercise.

RESOLVED:

That it be noted that the slides from the presentation delivered at the all member briefing held on Tuesday 5 November would be circulated to members via the Members' News in Brief Service.

46. Review of Earmarked Funds, Balances and Contingencies.

The Commission considered a report of the Director of Corporate Resources concerning the findings of a detailed review of revenue earmarked funds. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

The following updates on the report were provided:

- (Paragraph 18) The £2 million contribution to the Charnwood Special School was no longer required and had been released;
- (Paragraph 19) The £3.2 million Early Intervention Grant Transition would feed into next year's budget;
- (Paragraph 22) The £8.8 million earmarked fund for Health and Social Care required an agreement with the Health Service. These discussions were still ongoing;
- (Paragraph 28) The £7.1 million earmarked fund for Public Health had been released. £1 million per year would be allocated for the next four years. The detail of the investment proposals would be provided in the next Medium Term Financial Strategy;

Reserves were projected to fall by around £23 million by next year, but this was only a projection, based on the intelligence that was currently available. This reduction was expected to be spread across all budgets. The suggestion to release reserves to offset revenue reductions in budget was not viewed as sustainable as it was only possible to spend this money once.



It was suggested that it would be helpful to include in future reports year-on-year movements in earmarked funds together with an explanation for such changes.

RESOLVED:

That the findings of the Review of Earmarked Funds, Balances and Contingencies as now reported be noted.

47. Traded Services.

The Commission considered a report of the Director of Corporate Resources concerning the performance of Commercial Services within the County Council and the threats and challenges that existed within the changing corporate environment. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.

Arising from the discussion, the following points were noted:

- It was felt that the County Council was able to offer a range of services with a "public" ethos that therefore had added-value. It would not always be possible to offer the cheapest services;
- As many services had traditionally been provided by the Council to schools, it was felt that there was a genuine opportunity to retain and build on this business. Customer loyalty and trust would be essential to thriving in the open market. The Council would need to build up this trust from scratch with the new leadership of schools and academies.
- The School Food Support Service had a £10 million turnover and also provided a range of services, such as tackling childhood obesity. The responsibility for the rollout of free school meals would fall to schools themselves, though the Council might be requested to contribute towards the purchase of additional kitchen equipment;
- Given the significance of the income from traded services, members were keen to explore further the opportunities and risk associated were the Council to become more proactive in its trading activities.

RESOLVED:

- (a) That the progress being made to implement a strategy for the provision of County Council services on a more corporate basis to both maintain and encourage new business be commended;
- (b) That the Scrutiny Commissioners be asked to explore the suggestion for a member panel to be established to consider the Council's approach to trading;
- (c) That an update be provided to a future meeting of the Commission on the work of the School Food Support Service.

48. Corporate Asset Management Plan.

The Commission considered a report of the Director of Corporate Resources concerning the Corporate Asset Management Plan (CAMP) 2013/14. A copy of the report, marked 'Agenda Item 13', is filed with these minutes.

## RESOLVED:

That the Corporate Asset Management Plan 2013/14 be endorsed for consideration by the Cabinet at its meeting on 20 November.

49. Leicestershire County Council and Leicestershire Together Annual Performance Report 2013.

The Commission considered a report of the Chief Executive concerning the draft Leicestershire County Council and Leicestershire Together Annual Performance Report 2013. A copy of the report, marked 'Agenda Item 14', is filed with these minutes.

Arising from the discussion, the following points were noted:

- Crime generally had reduced, though first time youth offending had seen a rise in the County. It was hoped that this would be addressed through early intervention work via the Supporting Leicestershire Families Programme, the Youth Service and the Youth Offending Service;
- Admissions of older people into residential care had increased. Such a trend was also apparent at the majority of other shire authorities;
- It was seen as a significant achievement that those Leicestershire schools rated as "outstanding" had risen from 74% to 83% over the past year;
- Some concern was expressed in the Annual Report appeared to underplay some of the areas of concern. One example given was around the drop in library visits and the number of books and other items issued. It was important that such areas of poor performance were highlighted so that a dialogue could be had with departmental managers to work to improve performance;
- It would be helpful to include in the Annual Report more explanation of the details that lay behind the percentages in the performance data dashboards. Where numbers were low, slight variations could lead to large percentage changes and significant changes in the comparative performance position.

## RESOLVED:

That the Annual Performance Report 2013 be endorsed for consideration by the Cabinet and full County Council, subject to amendment in light of the comments now made.

50. Date of next meeting.

It was NOTED that the next meeting of the Commission would be held on 29 January 2013 at 2.00pm.



## **SCRUTINY COMMISSION - 29 JANUARY 2014**

### **MEDIUM TERM FINANCIAL STRATEGY 2014/15 – 2017/18 - CORPORATE RESOURCES AND CORPORATE ITEMS**

### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

#### **Purpose**

1. The purpose of this report is to:
  - a) provide information on the proposed 2014/15 to 2017/18 Medium Term Financial Strategy (MTFS) as it relates to the Corporate Resources Department and Corporate Items; and
  - b) ask the Commission to consider any issues as part of the consultation process and any response it may wish to make.

#### **Policy Framework and Previous Decisions**

2. The County Council agreed the current MTFS in February 2013. This has been the subject of a comprehensive review and revision in light of the current economic circumstances. The draft MTFS for 2014/15 – 2017/18 was considered by the Cabinet on 15 January 2014.

#### **Background**

3. Reports such as this have been presented to the relevant Overview and Scrutiny Committees. The Cabinet will consider the results of the scrutiny process before recommending a MTFS including a budget and capital programme for 2014/15 to the County Council on the 19 February 2014.

#### **Financial Strategy**

4. The MTFS is set out in the report to Cabinet on 15 January, a copy of which has been circulated to all members of the County Council. This report highlights the implications for the Corporate Resources Department.

#### **Service Transformation**

5. The savings proposals outlined in the MTFS for Corporate Resources can be delivered under the existing operating model. Whilst this provides assurance that the savings can be delivered it may not be the best approach to providing support services for the County Council in the longer term.
6. A new Target Operating Model (TOM) for the County Council is being developed to enable the transformation and delivery of services through the significant financial

challenges being faced. This envisages:-

- A focus on prevention and early intervention to reduce demand for services
  - A focus on the customer/service user
  - Integration that reflects both an emphasis on the services provided by County Council, rather than by each department, and the integration and co-ordination of services across partner organisations
  - More community involvement in the delivery of appropriate services
  - A streamlined, concentrated and coordinated support service function
7. Whilst all of the features of the new TOM will be relevant to the way that Corporate Resources operates in the future its adoption also provides an opportunity to review how support services across the County Council are to be delivered. The intention is to starting with the question “what sort of support services will the organisation need in the future?” Transformation will lead to designing a new streamlined, concentrated and coordinated support service function to enable the County Council to cope with the reduced support service capacity.
8. The transformation of support services will require:
- A review of the current organisation of support functions, both within the central departments and across the County Council.
  - Developing the existing manager self-service model.
  - Strengthening support for commissioning and partnering.
  - Changing the level and type of support where services have reduced or changed focus.
  - Maintenance of support for the wider organisational transformation

### **Proposed Revenue Budget**

9. The table below summarises the proposed 2014/15 revenue budget and provisional budgets for the next three years. The proposed 2014/15 revenue budget is shown in detail in Appendix A.

	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Updated original budget	33,282	32,859	30,557	29,142
Other changes	250	250	250	250
Budget Transfers and Adjustments	1,222	3	0	0
<b>Sub Total</b>	<b>34,754</b>	<b>33,112</b>	<b>30,807</b>	<b>29,392</b>
Add proposed growth (Appendix B)	0	0	0	0
Less proposed savings (Appendix B)	-1,895	-2,555	-1,665	-1,200
<b>Proposed/Provisional budget (Appendix A)</b>	<b>32,859</b>	<b>30,557</b>	<b>29,142</b>	<b>28,192</b>

10. Detailed budgets for 2014/15 have been compiled on the basis of no pay or price inflation, a central contingency will be held which will be allocated to services as necessary. The budget also includes provision for an increase in the employer’s contribution to the Local Government Pension Scheme in 2014/15 and the following three years based upon the triennial actuarial revaluation of the pension fund.
11. The proposed net budget for 2014/15 totals £32.9m and is set out below:

	£000
Employees	38,375
Running Costs	27,647
<b>Gross Costs</b>	<b>66,022</b>
Income	-33,163
<b>Net Budget</b>	<b>32,859</b>

### **Other Changes and Transfers**

12. A number of budget transfers (£1.2m) were affected through the 2013/14 financial year that are now adjusted for in the updated original budget. These occur as a result of budget transfers enacted during the year arising from:
- a transfer from the centrally held inflation contingency to cover unavoidable increases on external supplies, primarily insurance premiums, utility costs, building maintenance expenditure and corporate contracts (£0.6m);
  - the nationally agreed staff pay award for 2013/14 (£0.3m)
  - transfers into the Finance service of funding for posts that had been previously been held by the Children and Families service (Early Intervention Grant) and Corporately (local government funding changes) (£0.2m)
  - Centralisation of existing Trade Union expenditure into a centrally held budget (£0.2m)
13. Growth and savings have been categorised in the appendices under the following classification;
- \* item unchanged from previous MTFS  
 \*\* item included in the previous MTFS, but amendments have been made  
 No stars - new item
14. This star rating is included in the descriptions set out for growth and savings below.

### **Corporate Growth Items**

15. Details of proposed growth are set out in Appendix B and total a reduction of £0.3m. These are detailed in the following paragraphs.
16. \*\* G18 Revenue consequences of Corporate ICT capital programme; £30,000 in 2014/15 rising to £60,000 in 2015/16, to £90,000 in 2016/17 and to £120,000 in 2017/18.  
 The draft capital programme includes provision for the replacement of ICT infrastructure and licences. This revenue growth relates to support and licensing costs of the upgraded and expanded infrastructure.

17. \* G19 Removal of time-limited contribution to Central Maintenance Fund; reduction of £500,000 in 2014/15.  
In the 2013/14 MTFS a one off increase in the fund was made to provide for the replacement of several larger items of facilities equipment that have reached the end of their serviceable life. This negative growth line is the removal of the temporary funding.
18. G20 Contribution to Central Maintenance Fund for replacement of major items; £250,000 in 2014/15.  
A permanent increase in the fund is proposed to allow the replacement of larger items of facilities equipment that have reached the end of their serviceable life. The actual items replaced will be determined based upon relative priority once costs and impact are known. This is a change in approach from that adopted in the previous MTFS (see paragraph 17) to allow better planning, and recognises the age of the County Hall facilities.
19. G21 School place planning strategy; time limited contribution of £500,000 in 2014/15.  
One-off funding of £0.5m is provided to establish a dedicated cross departmental team to research, plan and co-ordinate the CYPS capital programme. The team is required to manage the significant increase in in capital grant announced by the Department for Education. The capital grant, to fund new school places, will total £51.5m for the two years 2015/16 to 2016/17 compared with £3.4m for 2014/15.
20. \*\* G22 Reduction in previous growth for elections; reduction of £135,000 in 2014/15.  
To ensure sufficient funding is available for the cost of elections, growth was included in the MTFS to allow an earmarked fund of £1,000,000 to be built up every four years. The initial fund was built over three years; hence the contribution could be reduced (£85,000) in future years. A further reduction (£50,000) has been applied, as the cost of holding separate County Council elections is lower than originally estimated.

### Savings

21. Details of proposed savings are set out in Appendix B and total £7.3m. These are detailed in the following paragraphs.

### Efficiency Savings

22. There is an implicit assumption for the majority of the savings being proposed for Corporate Resources that the organisation will reduce in both size and number of activities. Whilst the majority of these savings are classed as efficiency there will be an impact internally upon the County Council. Expected implications include:
- More required of managers, who will need to continually develop in order to manage with less support.
  - There will be less capacity in the base budget for supporting change. These requests will have to be met from one-off resources.
  - Central departments will be less responsive to support requests, with need of prioritisation.
  - Central support will be more standard in nature, including accommodation and ICT systems.
  - Greater financial dependency on traded services, i.e. as Corporate Resources shrinks and their relative financial contribution grows.

- The County Council will need to consider new ways to mitigate a potential increase in risks.

23. The specific saving proposals are detailed below.

24. \*\* S81 Review of Strategic Finance, Property & Procurement; £350,000 in 2014/15 rising to £570,000 in 2015/16, to £910,000 in 2016/17 and to £1,110,000 in 2017/18.  
The main source of savings will be delivered through staffing reductions, across all of the main teams and levels of staff (£840,000). Due to its size relative to the other functions accountancy represents the majority of staff savings, this will be partially enabled by the implementation of a new reporting tool.

Additional income will contribute to the section's savings (£230,000). The majority is expected to arise from the ESPO surplus, which will need to be delivered consistently in future years. Internal Audit's trading with academies is also planned to grow.

The balance of savings (£40,000) is expected to be delivered through a review of the classes and levels of insurance taken. This review will consider the balance of insurance premium paid and the risk of claims. This review will be supported by an actuarial assessment of future claims expectations.

25. \*\* S82 Operational ICT review; £410,000 in 2014/15 rising to £1,000,000 in 2015/16, to £1,440,000 in 2016/17 and to £1,650,000 in 2017/18.

The largest element of savings will be achieved through contract reductions (£720,000). This will be found across a range of external contracts, through a mixture of renegotiation, system/equipment replacement and rationalisation of use. Although deliverability is dependent upon external parties and replacement of existing equipment/systems approximately half of these savings have already been secured.

Staff savings are a significant contributor to the overall total (£540,000). These will be achieved through a range of initiatives, including: consolidation of teams; automation of tasks and standardisation of equipment/systems.

Improvements in Operational ICT's trading activities are expected to make an increased contribution (£240,000) from a combination of new customers and reducing support costs. This will be dependent upon securing contracts with schools outside of Leicestershire.

The final proposal for the Operational ICT savings is through reduced expenditure on PC hardware (£150,000). This will be enabled by a transition to thin client architecture which has an increased lifespan.

26. \*\* S83 Operational Property review; £800,000 in 2014/15 rising to £1,500,000 in 2015/16, to £1,750,000 in 2016/17 and to £1,840,000 in 2017/18.

The saving proposed for Operational Property (£840,000) relates to reduced contract expenditure. The facilities and maintenance contracts are the main contributors, with cost reductions delivered through renegotiation supported by smaller savings from specification reductions and reduced waste and postage costs.

Additional income is a significant contributor to the savings in this area (£390,000.) The majority will be achieved from the industrial properties and farms portfolio. Additional investment is proposed to increase both the size and occupancy levels of the estate.

Increased trading contribution from the various property services is also proposed, with academies expected to be the main source of additional income.

Better use of the Eastern Annex is proposed to deliver savings (£150,000). This is a combination of reviewing how the County Council currently uses the building and exploring the potential for renting out some of the warehouse space.

A range of initiatives are proposed to deliver staff savings (£460,000), with approximately one third of the savings already secured.

27. S84 Senior Management & Business Support; £140,000 in 2016/17.  
A reduction in the senior management and associated support is proposed.
28. S85 School Food Support Service; £200,000 in 2014/15 rising to £280,000 in 2015/16, to £330,000 in 2016/17 and to £350,000 in 2017/18.  
An increase in the contribution from the service is being targeted from a combination of increased sales and a reduction in costs.
29. \*\* S86 Review of People and Transformation; £40,000 in 2014/15 rising to £440,000 in 2015/16, and to £880,000 in 2017/18.  
The main source of savings will be delivered through staffing reductions (£720,000). Saving in management and staff will be targeted from HR, Learning and Development (L&D) and the Change Management Unit.
- Additional income will contribute to the section's savings (£100,000). This is from a combination of expanding the existing Health and Safety trading with academies and trading of L&D services to the social care sector.
- The final portion of savings (£60,000) is expected to be delivered through a reduction in lower priority L&D expenditure.
30. \*\* S87 Strategic Information Technology & Comms Review; £30,000 in 2014/15 rising to £80,000 in 2015/16, to £420,000 in 2016/17 and to £620,000 in 2017/18.  
The main area of savings is expected to be staff reductions (£510,000). This will be from reductions in capacity for the following functions: Management, Architecture and Solution Design, Information governance/security, Online and data management and Communications.
- The main contribution from non-staff savings (£110,000) is expected to come from additional income from design and media relations work plus reduced spend on marketing campaigns, through a more corporate approach to prioritisation.
31. \*\* S88 Efficiency savings from sharing services with Nottingham City Council; £190,000 in 2014/15 rising to £390,000 in 2015/16.  
Savings are expected to be delivered principally from staff reductions. Delivery is currently ahead of plan for the current year and future savings will be implemented as the service continues to stabilise.
32. \*\* S89 Carbon / Energy savings; £200,000 in 2015/16 rising to £300,000 in 2016/17.  
Savings are proposed from a more energy efficient property estate. An energy strategy is currently being developed which will include a range of energy efficiency measures and renewable generation on an invest to save basis.



33. \*\* S90 Contingency; £165,000 reduction in 2014/15 changing to a £115,000 reduction by 2017/18.

The various savings proposals outlined in the paragraphs above have different degrees of risk associated with them. The Department continues to set a higher savings target than required. This will provide a contingency if some of the proposed changes are not fully achieved or delayed.

### Service Reductions

34. S91 Country Parks & Forestry - reduction of maintenance on parks and free tree planting schemes; £40,000 in 2014/15 rising to £50,000 in 2015/16, and to £80,000 in 2017/18.

This forestry element of this saving relates to a 40% reduction in the budget for the free tree scheme (£20,000). The Country Parks proposal is for the existing number of sites to be maintained with fewer resources.

35. S92 End support for community ICT; £70,000 in 2015/16.

It is proposed to withdraw internal and 3rd party contract support for Community ICT that is currently provided without charge. This support covers Leicestershire Villages, Leicestershire Parishes and a number of partnership sites.

### Other Funding

36. Corporate Resources receives a significant amount of income from external sources, including retained schools. For 2014/15 this trading income is expected to be in excess of £26m or 40% of the gross departmental budget. Schools and academies are the largest customer group accounting for £17m of the income. The certainty of this income has reduced due to cost pressures being faced by public sector partners and the academy conversion process that has increased competition. Despite this trading performance has been better than initially anticipated, however competition may increase further as the private sector looks for additional growth.
37. Earmarked funds are used to supplement the base budget where available resources are not sufficient to meet demand. Over the course of the MTFs the main reason for holding earmarked funds is expected to support the transformation programme. Significant activities that are financed by the earmarked funds, which have been identified to date, are: Framework development, SSIS decommissioning, ICT development work, the central department's efficiency projects, ICT renewals and property asset management projects. Additional use of earmarked funds may be added during the year if further support requirements are identified that exceed what is available through the base budget.

### Capital Programme

#### Corporate Resources Programme

38. The draft Capital Programme is summarised in the following table and the detailed programme is set out in Appendix C. The programme is discretionary, hence is funded from general capital receipts and revenue funding, with a contribution from earmarked funds.

<b>Project</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
ICT Services	2,137	1,450	500	500
Property	405	0	0	0
County Farms	150	150	150	150
<b>Total</b>	<b>2,692</b>	<b>1,600</b>	<b>650</b>	<b>650</b>

39. The ICT Services programme includes the following schemes: the on-going replacement and development of the ICT infrastructure across the corporate estate (£500,000 from 2014/15); refresh of the corporate wide area network whose contract expires in summer 2014 (£840,000 in 2014/15); online services project to improve the customer experience and internal efficiency (£500,000 in 2014/15); replacement of the electronic document and records management system (£130,000 in 2014/15); procurement of tools to enable improved use of data internally and with partners (£120,000 in 2014/15); and re-provisioning of the ICT data centre, which does not meet modern standards in several areas (£50,000 in 2014/15 and £950,000 in 2015/16), (note: depending upon the solution chosen this project may only require revenue funding.)
40. The Property programme covers two schemes, as follows: replacement of the obsolete Property Management Information System (£255,000 in 2014/15) and demolition of vacant buildings to improve saleability of two sites (£150,000 in 2014/15).

### **Corporate Programme**

41. The draft Capital Programme is summarised in the following table and the detailed programme is set out in Appendix C. The programme is discretionary, hence is funded from general capital receipts and revenue funding.

<b>Project</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Refurbishment of former Fire HQ	778	0	0	0
Energy Strategy	1,780	930	1,290	0
Corporate Asset Investment Fund	1,000	4,000	5,000	5,000
<b>Total</b>	<b>3,558</b>	<b>4,930</b>	<b>6,290</b>	<b>5,000</b>

42. The refurbishment of former Fire HQ project is a continuation of the scheme from 2013/14 and entails the refurbishment / redevelopment works to re-fit the building for County Council requirements.
43. The Energy Strategy programme will be a series of invest to save measures to deliver revenue savings and carbon reduction in line with the Environment Strategy. The types of improvements that will be implemented include: renewable energy generation, behavioural change, energy efficiency improvements to heating and lighting and improvements to energy consumption measurement, monitoring and reporting.
44. It is proposed that a Corporate Asset Investment Fund be established which would be used to add to the County Council's portfolio of property and land assets including County Farms and commercial properties with a view to:
- Ensuring that there is a more diverse range of properties available to meet the aims of economic development

- Increasing the size of the portfolio
- Improving the quality of land and property available and
- Ensuring the sustainability of the County Farms portfolio by replacing land sold to generate capital receipts.

45. It would have the incidental benefit of generating a surplus which could be used to support the County Council's functions.

46. Governance arrangements for the fund are being developed.

### **Recommendation**

47. The Commission is asked to consider the report and any response it may wish to make.

### **Equal Opportunities Implications**

48. Many aspects of the County Council's MTFS budget are directed towards the needs of disadvantaged people. Where proposed savings are likely to have an adverse impact on service users protected under equalities legislation, Equality Impact Assessments must be undertaken at a formative stage of developing proposals prior to all final decisions being made. Assessments are being undertaken in light of the potential impact of proposals and the timing of the proposed changes.

### **Background Papers**

Cabinet 15 January 2014 - Medium Term Financial Strategy 2014/15 to 2017/18

### **Circulation under local issues alert procedure**

None.

### **Appendices**

Appendix A – Revenue Budget 2014/15

Appendix B – Growth and Savings 2014/15 – 2017/18

Appendix C – Capital Programme 2014/15 – 2017/18

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**CORPORATE RESOURCES DEPARTMENT****REVENUE BUDGET 2014-15**

Budget 2013/14 £		Employees £	Running Expenses £	External Income £	Internal Income £	Net Total £
<b>STRATEGIC FINANCE, PROPERTY &amp; PROCUREMENT</b>						
436,015	Internal Audit	582,522	11,254	-180,020	-10,860	402,896
-107,841	Insurance	287,228	1,674	-240,200	-156,525	-107,823
2,741,646	Accounting	3,222,218	171,069	-439,390	-377,370	2,576,527
845,295	Procurement & Resilience	1,153,767	63,815	-260,790	-275,000	681,792
1,076,067	Strategic Property	1,372,495	454,103	-129,500	-662,143	1,034,955
<b>4,991,182</b>	<b>TOTAL</b>	<b>6,618,230</b>	<b>701,916</b>	<b>-1,249,900</b>	<b>-1,481,898</b>	<b>4,588,348</b>
<b>CUSTOMER SERVICES &amp; OPERATIONS</b>						
1,845,004	Customer Services	1,999,561	113,357	0	-91,900	2,021,018
-56,486	Pensions	694,390	803,965	-1,554,868	0	-56,513
7,533,342	Operational IT	5,359,625	3,774,182	-1,195,108	-792,746	7,145,953
-198,343	Central Print	317,465	576,192	-523,894	-568,106	-198,343
45,938	School Food Support & County Hall Cater	5,617,502	5,046,159	-7,216,622	-3,600,000	-152,961
<i>Operational Property:</i>						
681,822	Property Management & Business Su	681,552	40,869	0	-35,675	686,746
272,466	Sites Development	869,407	645,492	-290,000	-975,519	249,380
8,544,103	Corporate FM, Utilities, Rates & Main	1,780,977	9,101,022	-1,471,606	-1,399,930	8,010,464
109,596	Travellers Sites & Services	181,881	67,148	-163,353	0	85,676
559,519	Country Parks & Forestry	515,143	1,009,676	-375,535	-617,000	532,284
150,000	Residential & Conference Services	869,822	676,214	-1,115,890	-350,970	79,176
-585,824	Industrial Properties and Farms	153,116	1,556,100	-2,378,000	-10,000	-678,784
<b>18,901,137</b>	<b>TOTAL</b>	<b>19,040,441</b>	<b>23,410,376</b>	<b>-16,284,876</b>	<b>-8,441,846</b>	<b>17,724,095</b>
<b>PEOPLE &amp; TRANSFORMATION</b>						
1,081,411	Corporate HR	1,861,598	171,947	-214,715	-737,370	1,081,459
510,276	Health & Safety	657,697	72,562	-22,000	-228,000	480,259
2,402,723	Learning & Development	1,541,723	995,362	-105,700	0	2,431,384
699,143	Corporate Change Management	662,644	21,194	0	0	683,839
<b>4,693,553</b>	<b>TOTAL</b>	<b>4,723,662</b>	<b>1,261,064</b>	<b>-342,415</b>	<b>-965,370</b>	<b>4,676,941</b>
<b>STRATEGIC INFORMATION &amp; TECHNOLOGY</b>						
1,039,777	Communications	912,740	338,207	-15,000	-223,127	1,012,819
2,379,038	Strategic ICT	2,186,827	274,991	-85,950	0	2,375,867
<b>3,418,815</b>	<b>TOTAL</b>	<b>3,099,566</b>	<b>613,198</b>	<b>-100,950</b>	<b>-223,127</b>	<b>3,388,687</b>
1,354,751	<b>EAST MIDLANDS SHARED SERVICES</b>	3,866,074	1,414,670	-3,742,901	-329,562	1,208,281
322,130	<b>CORPORATE PROJECTS</b>	250,000	213,099	0	0	463,099
823,557	<b>MANAGEMENT &amp; SUPPORT</b>	776,964	32,585	0	0	809,549
<b>34,505,125</b>	<b>TOTAL CORPORATE RESOURCES</b>	<b>38,374,937</b>	<b>27,646,908</b>	<b>-17,978,141</b>	<b>-11,112,241</b>	<b>32,859,000</b>

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**MTFS 2014/15 - 2017/18****CORPORATE ITEMS**

Reference		2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
	<b><u>GROWTH</u></b>				
	<b>Demand &amp; cost increases</b>				
** G18	Revenue consequences of Corporate ICT capital programme	30	60	90	120
* G19	Removal of time-limited contribution to Central Maintenance Fund	-500	-500	-500	-500
G20	Contribution to Central Maintenance Fund for replacement of major items	250	250	250	250
G21	School place planning strategy	500	0	0	0
** G22	Reduction in previous growth for elections	-135	-135	-135	-135
		<b>145</b>	<b>-325</b>	<b>-295</b>	<b>-265</b>

**CORPORATE RESOURCES DEPARTMENT**

Reference		2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
	<b><u>SAVINGS</u></b>				
	<b>Efficiency savings</b>				
** S81	Review of Strategic Finance, Property & Procurement	-350	-570	-910	-1,110
** S82	Operational ICT review	-410	-1,000	-1,440	-1,650
** S83	Operational Property Review	-800	-1,500	-1,750	-1,840
S84	Senior Management & Business Support			-140	-140
S85	School Food Support Service	-200	-280	-330	-350
** S86	Review of People & Transformation	-40	-440	-440	-880
** S87	Strategic Information Technology & Comms Review	-30	-80	-420	-620
** S88	Efficiency savings from sharing services with Nottingham City Council	-190	-390	-390	-390
** S89	Carbon / Energy savings		-200	-300	-300
** S90	Contingency	165	130	125	115
	<b>Total</b>	<b>-1,855</b>	<b>-4,330</b>	<b>-5,995</b>	<b>-7,165</b>
	<b>Service reductions</b>				
S91	Country Parks & Forestry -reduction of maintenance on parks and free tree planting schemes	-40	-50	-50	-80
S92	End support for community ICT		-70	-70	-70
	<b>Total</b>	<b>-40</b>	<b>-120</b>	<b>-120</b>	<b>-150</b>
	<b>TOTAL</b>	<b>-1,895</b>	<b>-4,450</b>	<b>-6,115</b>	<b>-7,315</b>

\* items unchanged from previous Medium Term Financial Strategy

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

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CAPITAL PROGRAMME 2014/15 - 2017/18CORPORATE RESOURCES DEPARTMENT

SCHEME DETAILS	2014/15	2015/16	2016/17	2017/18	TOTAL
	£000	£000	£000	£000	£000
<b>ICT:</b>					
Corporate ICT Capital Programme	500	500	500	500	2,000
ICT Resiliency: data Centre Reprovisioning	50	950			1,000
WAN Replacement	840				840
Online Services Project (Citizen Self Service, Online Technology and Oracle Policy Automation)	497				497
EDRMS Replacement	130				130
Data Quality / Pseudonymisation Software	120				120
<b>Sub total ICT</b>	<b>2,137</b>	<b>1,450</b>	<b>500</b>	<b>500</b>	<b>4,587</b>
<b>Property Services:</b>					
Demolition of Vacant Buildings	150	0	0	0	150
County Farms Estate - General Improvements	150	150	150	150	600
Property Asset Management System (previously PMIS)	255				255
<b>Sub total Property Services</b>	<b>555</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,005</b>
<b>Total Corporate Resources</b>	<b>2,692</b>	<b>1,600</b>	<b>650</b>	<b>650</b>	<b>5,592</b>

CORPORATE PROGRAMME

SCHEME DETAILS	2014/15	2015/16	2016/17	2017/18	TOTAL
	£000	£000	£000	£000	£000
Refurbishment of former Fire HQ	778				778
Property - Energy Strategy (subject to approved business case)	1,780	930	1,290		4,000
Corporate Asset Investment Fund (subject to approved business case)	1,000	4,000	5,000	5,000	15,000
<b>Total</b>	<b>3,558</b>	<b>4,930</b>	<b>6,290</b>	<b>5,000</b>	<b>19,778</b>

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**SCRUTINY COMMISSION - 29 JANUARY 2014**

**MEDIUM TERM FINANCIAL STRATEGY 2014/15 – 2017/18 -  
CHIEF EXECUTIVE'S DEPARTMENT**

**JOINT REPORT OF THE CHIEF EXECUTIVE AND THE DIRECTOR OF  
CORPORATE RESOURCES**

**Purpose**

1. The purpose of this report is to:
  - a) provide information on the proposed 2014/15 to 2017/18 Medium Term Financial Strategy (MTFS) as it relates to the Chief Executive's Department; and
  - b) ask the Commission to consider any issues as part of the consultation process and any response it may wish to make.

**Policy Framework and Previous Decisions**

2. The County Council agreed the current MTFS in February 2013. This has been the subject of a comprehensive review and revision in light of the current economic circumstances. The draft MTFS for 2014/15 – 2017/18 was considered by the Cabinet at its meeting on 15 January 2014.

**Background**

3. Reports such as this have been presented to the relevant Overview and Scrutiny Committees. The Cabinet will consider the results of the scrutiny process before recommending a MTFS including a budget and capital programme for 2014/15 to the meeting of the County Council on the 19 February 2014.

**Financial Strategy**

4. The MTFS is set out in the report to the meeting of the Cabinet on 15 January, a copy of which has been circulated to all members of the County Council. This report highlights the implications for the Chief Executive's Department.

**Service Transformation**

5. A new Target Operating Model (TOM) for the County Council is being developed to enable the transformation and delivery of services through the significant financial challenges being faced. This envisages:
  - A focus on prevention and early intervention to reduce demand for services
  - A focus on the customer/service user

- Integration that reflects both an emphasis on the services provided by County Council, rather than by each department, and the integration and co-ordination of services across partner organisations.
  - More community involvement in the delivery of appropriate services
  - A streamlined, concentrated and coordinated support service function
6. Whilst all of the features of the new TOM will be relevant to the way that the Chief Executive's Department operates in the future, its adoption also provides an opportunity to review how support services across the County Council are to be delivered.
7. The savings approach to the front line services delivered by the Department is in line with the results of the public consultation. Grants to individuals, funding for business and agencies all featured in the residents' top ten areas to reduce. This has been reflected by an average reduction of 47%, the highest in the Department. The reduction for Trading Standards is 14% reflecting that residents' preference was a low level of reduction. The other significant front line services provided by the Department are Planning and Historic and Natural Environment and the Youth Offending Service, the proposed reductions, these being 20% and 23% respectively, reflecting their midway position in the residents' survey.

### **Proposed Revenue Budget**

8. The table below summarises the proposed 2014/15 revenue budget and provisional budgets for the next three years. The proposed 2014/15 revenue budget is shown in detail in Appendix A.

	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Updated original budget	15,196	12,884	10,944	10,364
Other changes	110	110	110	110
Budget Transfers and Adjustments	-992	0	0	0
<b>Sub Total</b>	<b>14,314</b>	<b>12,994</b>	<b>11,054</b>	<b>10,474</b>
Add proposed growth (Appendix B)	0			
Less proposed savings (Appendix B)	-1,430	-2,050	-690	-520
<b>Proposed/Provisional budget (Appendix A)</b>	<b>12,884</b>	<b>10,944</b>	<b>10,364</b>	<b>9,954</b>

9. Detailed budgets for 2014/15 have been compiled on the basis of no pay or price inflation, a central contingency will be held which will be allocated to services as necessary. The budget also includes provision for an increase in the employer's contribution to the Local Government Pension Scheme in 2014/15 and the following three years based upon the triennial actuarial revaluation of the pension fund.
10. The proposed net budget for 2014/15 totals £12.9m is set out below:

	<b>£000</b>
Employees	13,447
Running Costs	8,242
<b>Gross Costs</b>	<b>21,689</b>
Income	-8,805
<b>Net Budget</b>	<b>12,884</b>

## **Other Changes and Transfers**

11. A number of budget transfers (-£1.0m) were effected through the 2013/14 financial year that are now adjusted for in the updated original budget. These occur as a result of budget transfers enacted during the year arising from:
  - Transfer out of the Department (-£1.2m) for the County Sports (and Physical Activity) Partnership, the Substance Misuse Strategic Team and the County Council's public health budget. These were transferred to the new Public Health Department.
  - The nationally agreed staff pay award for 2013/14 (£0.1m)
  - Transfer in of the responsibility of two community centres (£0.1m) from the Children and Families Service.
12. The following transfers are being made to the Children and Families Service: the Supporting Leicestershire Families Service, the Youth Offending Service, and the Community Safety Team. To maintain consistency through the MTFS review process this change of department has not been reflected in the financial information.
13. Savings have been categorised in the appendices under the following classification;
  - \* item unchanged from previous MTFS
  - \*\* item included in the previous MTFS, but amendments have been made
  - No stars - new item
14. This star rating is included in the descriptions set out for savings below.

## **Savings**

15. Details of proposed savings are set out in Appendix B and total £4.7m. These are detailed in the following paragraphs.

### **Efficiency Savings**

16. \*\* S65 Review of Management Structure; £70,000 in 2017/18.  
A review of management structures across the Department is on-going.
17. \*\* S66 Democratic Services, Administration and Civic support review; £110,000 in 2014/15 rising to £210,000 in 2015/16 and to £240,000 in 2017/18.  
The largest contributor to savings is from staffing (£160,000), enabled by a combination of a restructure of the function and absorption of funded work that has transferred into the section. Reductions have been applied to the subscriptions and members' expenses budgets (£60,000) to reflect the latest level of demand. The final element of savings (£20,000) is for a reduction in the level of hospitality and civic allowances.
18. \*\* S67 Legal Services review; £100,000 in 2014/15 rising to £170,000 in 2015/16, and to £210,000 in 2016/17.  
Additional income (£120,000) is expected to be secured from a range of sources, including academies, developers and Public Health. Staff related savings will also contribute (£90,000), enabled by a combination of a restructure and absorption of funded work that has transferred into the service.

19. \*\* S68 Development of Coroners and Registration services; £30,000 in 2014/15 rising to £90,000 in 2015/16, to £150,000 in 2016/17 and to £340,000 in 2017/18.  
The Registration service's contribution (£180,000) is mainly attributable to additional income, through further development of complementary customer services and price increases. Cost reductions also contribute to the target, from staff savings and increased shared working with the City and Rutland.
- The main part of the Coroner's service contribution (£140,000) is expected to be from the development of shared facilities and/or practices with the City Council. The project is at an early appraisal stage to develop the actual source of savings. The saving from the project will be supplemented by targeted cost reductions in the existing service (£20,000).
20. \*\* S69 Review of Strategy, Partnerships & Communities section; £50,000 in 2014/15 rising to £240,000 in 2015/16, and to £440,000 in 2016/17.  
The savings for the section relate to staff and the associated expenditure budgets. A review will commence next year to establish the relative on-going priorities of the various activities undertaken and to identify where efficiency savings can be made.
21. \*\* S70 Removal of establishment control saving (replaced with other savings); £150,000 reduction in 2014/15.  
To reflect the reduced size of the Department and provide increased certainty the establishment control target has been removed and replaced with permanent savings.

### Service Reductions

22. S71 Provision and refocusing of grants to individuals and community groups; £430,000 reduction in 2014/15.  
This proposal is to merge the existing Big Society, Community Forum and Shire Grant funds administered by the section into a single Shire Grants programme and reduce the total value of grants awarded (£430,000). The new grants programme will have an annual value of £320,000 and be supplemented by further funding from the capital programme of £100,000.
23. S72 Funding and support to agencies; £210,000 reduction in 2014/15 rising to £590,000 in 2015/16.  
A saving (£590,000) in relation to the funding of various external organisations is proposed. Any such proposals will be subject to detailed Equality and Human Rights Impact Assessments (EHRIA) and formal consultation with the organisations affected and service users. No changes in funding will be implemented prior to 1st October 2014, at the earliest, to enable the County Council to undertake the consultation and complete the EHRIAs referred to.

The relevant budgets that could be affected are set out below:

<b>Contract</b>	<b>Current Value £000</b>
Support for VCS Organisations (Voluntary Action Leicestershire)	595
Rural Advice and Rural Representation (Rural Community Council)	55
Race, Faith & LGBT Representation (The Race Equality Centre)	35
Advice and Advocacy Service (Citizens Advice Leicestershire/Charnwood)	190

Think Leicestershire (Voluntary Action Leicestershire)	70
Healthwatch Consumer Voice and Healthwatch Advocacy (Voluntary Action Leicestershire/POWhER)	195
Support for Town and Parish Councils (Association of Local Councils)	20

LCC internal budgets, which have a value of £40,000, will also be considered as part of this process.

24. S73 Funding for businesses and housing; £550,000 reduction in 2015/16.  
The cessation of using some of New Homes Bonus Grant to assist local housing schemes accounts for the majority of this saving (£500,000). The remainder of the saving will be found from a review of the contributions for supporting tourism, social enterprises and rural housing and economic initiatives.
25. S74 Reduced staffing for a range of partnership and community support activity; £50,000 reduction in 2014/15 rising to £250,000 in 2015/16, and to £440,000 in 2016/17.  
A review of the Strategy, Partnerships and Communities section will be undertaken to cover this saving (£440,000) and S69 above. The partnership and community work undertaken by the section includes those subject to the proposed savings in S71 to S73, although some areas of staff's work will not have an external expenditure element and this will form part of the overall review.
26. \*\* S75 Review Planning, Historic and Natural Environmental Services; £70,000 reduction in 2014/15 rising to £120,000 in 2015/16, to £160,000 in 2016/17 and to £180,000 in 2017/18.  
A review of the Planning, Historic and Natural Environmental Service will be undertaken. The majority of the saving (£180,000) is expected to be found from staff reductions across the service, although a review of charges may provide some mitigation.
27. S76 Registration opening hours and "tell us once" service; £20,000 reduction in 2015/16, rising to £60,000 in 2017/18.  
The first part of the proposal is to make "tell us once" a telephone only service, by removing the face to face option provided via the Registration service (£20,000). It is also proposed to implement a reduction in opening hours in 2017/18 (£40,000).
28. \*\* S77 Trading Standards reduced enforcement, inspection and testing activity; £100,000 reduction in 2014/15 rising to £180,000 in 2015/16 and to £250,000 in 2016/17.  
The savings proposal recognises the need to maintain services to business and investigation of rogue traders, however there will be a reduction in business inspections, rogue trader enforcement, testing and analysis and cessation in recording farm animal movements.
29. S78 Cessation of International Links support to schools; £50,000 reduction in 2017/18.  
The proposal is to stop the International Links activity that is currently provided free of charge to schools.

30. \* S79 Cease contribution towards Police Community Support Officers; £430,000 reduction in 2014/15.  
This proposal is the removal of the final part of financial support for Police Community Support Officers made by the County Council. This saving recognises that commissioning of such services is now a matter for the Police and Crime Commissioner.

31. \*\* S80 Review of IMPACT programme and the Youth Offending Service; £350,000 reduction in 2015/16, rising to £440,000 in 2016/17 and to £550,000 in 2017/18.  
The majority of the savings under this heading are expected to be predominately staff reductions, with the exception of the proposal to remove the funding that the County Council provides to Leicestershire Constabulary's Inter-Agency Community Safety Bureau (£50,000).

The lower staff numbers following the review of the IMPACT programme (£140,000) will reduce the number of areas that can be worked on simultaneously. The initial impact of the Youth Offending Service review (£170,000) will be to increase the case loads per officer working with young offenders, and reduce the capacity for intensive work. The balance of the saving (£190,000) will also be identified through the review of the Youth Offending Service including the links with the Children and Families Service.

### **Other Funding**

32. As part of the Government's welfare reforms the Department for Work and Pensions (DWP) abolished its discretionary social fund, on the 30<sup>th</sup> March 2013, and provided a Local Welfare Provision Grant (£1.1m) to councils to allow local arrangements to be put in place. Although the amount of grant funding was only known for the financial years 2013/14 and 2014/15 it was widely expected that some funding would continue beyond these two years. However, following the announcement of the local government finance settlement it is uncertain if any funding will be received post 2014/15 to provide a local welfare provision.

33. The Police and Crime Panel Grant (£0.1m) provides funding towards the administration and member expenses for the panel locally. The level of funding for 2014/15, from the Home Office, is still to be confirmed.

34. The Local Reform and Community Voices Grant (£0.3m) is providing funding towards the local Healthwatch and Independent Complaints Advocacy services. Local Healthwatch is the consumer champion for patients and the public in health and social care. The Independent Complaints Advocacy Service provides complaints advocacy support to people who wish to make a complaint about the service that they have received from the NHS.

35. The grant allocations for the Youth Offending Service (£0.6m) have not yet been released. It is anticipated that the amounts received for next year will be lower than in 2013/14, hence an 8% reduction has been assumed in the MTFs for planning purposes. Most of the contributions from local partners to the pooled budget have been confirmed. The main uncertainty is the funding from the Probation Trust due to the Government's significant changes to the Probation Service.



36. The Department of Communities and Local Government (DCLG) grant funding (£0.3m) towards the Supporting Leicestershire's Families programme is claimed on a payment by results basis. The budget has been set using an amount that is expected to be attainable. However, the actual amount received could be higher or lower depending upon performance. The Department of Education (DfE) grant (£0.1m) is a fixed amount, which is not expected to continue after 2014/15. The grants supplement the funding received from local partners and that provided by the County Council. Combined this funding will allow the programme to run until the end of 2015/16.
37. The table shows the specific grants expected to be received in 2014/15.

	<b>2014/15 £000</b>
Social Fund (DWP)	1,059
Police and Crime Panel Grant (Home Office)	*53
Local Reform and Community Voices Grant (Department of Health)	276
Youth Justice Grant (Ministry of Justice / Home Office)	*562
Youth Offending Service Pooled Budget Contributions (Police, Probation, PCT and Rutland)	*314
Domestic Violence Grant (Home Office)	*20
Restorative Justice Development Grant (Ministry of Justice)	13
Troubled Families Programme (DCLG)	*274
Troubled Families Co-ordinator Funding (DfE)	100
<b>TOTAL</b>	<b>2,671</b>

\* amount to be confirmed by the awarding organisation

### **Capital Programme**

38. The draft Capital Programme is summarised in the following table. The programme is funded from a combination of County Council resources and specific grants from external organisations.

<b>Project</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Rural Broadband Scheme	3,400	4,630	420	0
Loughborough Science Park	100	1,400	0	0
Rural Capital Programme	150	100	100	100
SHIRE & Better Places Grant Scheme	155	150	100	100
Kegworth Community Centre	0	95	0	0
<b>Total</b>	<b>3,805</b>	<b>6,375</b>	<b>620</b>	<b>200</b>

39. The Rural Broadband scheme will roll out superfast broadband to home and businesses in the County so that the amount with access to faster internet speeds will increase from 75% to 95%, within three years. This will be delivered through the contract that was entered into with BT over the summer. The scheme is funded from a variety of sources, namely: European Regional Development Fund (£1.2m), Broadband UK (£3.3m) and the County Council (£3.9m). This capital scheme is expected to be expanded in the future so that further areas of the County benefit from superfast broadband.

40. The Loughborough University Science and Enterprise Park contribution, alongside contributions from other public sector partners, will assist towards the University's planned expansion of the existing Science and Enterprise Park. The initial grant (£0.5m) from the County Council will support the advance provision of infrastructure to the Park and a purpose built innovation centre. The remainder of the funding provided by this scheme is expected to be used to support the future growth of the site.
41. The Rural Capital Programme aims to help grow Leicestershire's rural economy. Priority focus for the programme has been small and micro businesses, employing up to 50 individuals. The figures contained in the table are net costs, with at least 60% of the funding required to be contributed by the benefiting business. The County Council's initial three year commitment to the programme has been extended by two years by using the earmarked fund for economic development.
42. The Shire & Better Places Grants will supplement the new revenue Shire Grants programme proposed above. The scheme will provide small grants to contribute towards projects that improve community infrastructure and town centres. The value of the projects supported will be higher than the capital amounts in the table above, as this is only the County Council match funding element.
43. The Kegworth Community Centre scheme will entail the building of an extension to the existing, community run, village hall. This expansion will act as a replacement for the County Council owned community centre, which is due to close, as the County Council no longer has a service delivery requirement for the centre. The amount in the table above is in addition to the amount in the 2013/14 capital programme, the majority of which is expected to be carried forward into 2014/15. This element of funding for the scheme will be funded by a variety of small grants.

### **Recommendation**

44. The Commission are asked to consider the report and any response it may wish to make.

### **Equal Opportunities Implications**

45. Many aspects of the County Council's MTFS budget are directed towards the needs of disadvantaged people. Where proposed savings are likely to have an adverse impact on service users protected under equalities legislation, Equality Impact Assessments must be undertaken at a formative stage of developing proposals prior to all final decisions being made. Assessments are being undertaken in light of the potential impact of proposals and the timing of the proposed changes.

### **Background Papers**

Cabinet 15 January 2014 - Medium Term Financial Strategy 2014/15 to 2017/18

### **Circulation under local issues alert procedure**

None.

**Appendices**

Appendix A – Revenue Budget 2014/15

Appendix B – Savings 2014/15 – 2017/18

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**CHIEF EXECUTIVE'S DEPARTMENT****REVENUE BUDGET 2014-15**

Budget 2013/14 £		Employees £	Running Expenses £	External Income £	Internal Income £	Net Total £
	<b>DEMOCRATIC SERVICES, ADMIN &amp; CIVIC AFFAIRS</b>					
625,550	Democratic Services	451,290	112,502	-18,333	0	545,459
970,880	Administration	844,975	108,482	-2,200	0	951,257
131,750	Subscriptions	0	111,750	0	0	111,750
233,170	Civic Affairs	87,713	183,329	-38,917	0	232,125
<b>1,961,350</b>	<b>TOTAL</b>	<b>1,383,978</b>	<b>516,064</b>	<b>-59,450</b>	<b>0</b>	<b>1,840,592</b>
<b>1,572,177</b>	<b>LEGAL SERVICES</b>	<b>1,859,682</b>	<b>189,780</b>	<b>-327,028</b>	<b>-250,548</b>	<b>1,471,886</b>
<b>5,861,520</b>	<b>STRATEGY, PARTNERSHIPS &amp; COMMUNITIES</b>	<b>3,146,156</b>	<b>4,214,255</b>	<b>-1,852,955</b>	<b>-477,461</b>	<b>5,029,996</b>
0	<b>SUPPORTING LEICESTERSHIRE FAMILIES</b>	1,677,653	921,151	-665,266	-1,933,539	0
<b>1,986,951</b>	<b>YOUTH JUSTICE &amp; SAFER COMMUNITIES</b>	<b>2,289,994</b>	<b>773,397</b>	<b>-957,607</b>	<b>-624,751</b>	<b>1,481,033</b>
	<b>REGULATORY SERVICES</b>					
1,684,990	Trading Standards	1,324,631	471,228	-160,800	-87,000	1,548,059
755,501	Coroners	155,110	626,397	-33,000	0	748,507
32,410	Registrars	724,344	72,147	-774,085	0	22,406
<b>2,472,901</b>	<b>TOTAL</b>	<b>2,204,084</b>	<b>1,169,772</b>	<b>-967,885</b>	<b>-87,000</b>	<b>2,318,971</b>
604,620	<b>PLANNING, HISTORIC &amp; NATURAL ENVIRONMENT</b>	885,688	254,929	-499,000	-102,950	538,667
<b>-255,604</b>	<b>DEPARTMENTAL ITEMS</b>	<b>0</b>	<b>202,855</b>	<b>0</b>	<b>0</b>	<b>202,855</b>
<b>14,203,915</b>	<b>TOTAL CHIEF EXECUTIVE'S</b>	<b>13,447,236</b>	<b>8,242,204</b>	<b>-5,329,191</b>	<b>-3,476,249</b>	<b>12,884,000</b>

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MTFS 2014/15 - 2017/18CHIEF EXECUTIVE'S DEPARTMENT

Reference	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b><u>SAVINGS</u></b>				
<b>Efficiency savings</b>				
** S65				-70
** S66				-240
** S67	-110	-210	-210	-210
** S67	-100	-170	-210	-210
** S68	-30	-90	-150	-340
** S69	-50	-240	-440	-440
** S70	150	150	150	150
<b>Total</b>	<b>-140</b>	<b>-560</b>	<b>-860</b>	<b>-1,150</b>
<b>Service reductions</b>				
S71	-430	-430	-430	-430
S72	-210	-590	-590	-590
S73		-550	-550	-550
S74				
	-50	-250	-440	-440
** S75	-70	-120	-160	-180
S76		-20	-20	-60
** S77	-100	-180	-250	-250
S78				-50
* S79	-430	-430	-430	-440
** S80		-350	-440	-550
<b>Total</b>	<b>-1,290</b>	<b>-2,920</b>	<b>-3,310</b>	<b>-3,540</b>
<b>TOTAL</b>	<b>-1,430</b>	<b>-3,480</b>	<b>-4,170</b>	<b>-4,690</b>

\* items unchanged from previous Medium Term Financial Strategy

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

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**CABINET – 4 FEBRUARY 2014**  
**CONSULTATION PRINCIPLES**  
**REPORT OF THE CHIEF EXECUTIVE**

**PART A**

**Purpose of Report**

1. The purpose of the report is to seek approval to adopt a set of consultation principles setting out what the public can expect the County Council to take into account when conducting public consultations with regards to County Council services.

**Recommendations**

2. The Cabinet is asked to agree the 'Leicestershire County Council Consultation Principles', attached as Appendix A to this report.

**Reason for Recommendation**

3. The coalition government has now replaced its consultation standards with consultation principles, setting out a different approach to consultation and engagement. Moreover, the nature and practice of consultation and engagement has developed since the County Council adopted its seven Consultation Standards in 2005 and the current consultations standards do not adequately reflect this change in practice. It is therefore recommended that consultation principles in line with Government guidance are adopted.

**Timetable for Decisions (including Scrutiny)**

4. If agreed by the Cabinet, the consultation principles will replace the 2005 consultation standards with immediate effect. Guidance for service managers is in the process of being completed.
5. A copy of this report will be considered by the Scrutiny Commission on 29 January 2014. As this report will be circulated to the Cabinet before the Scrutiny Commission meets, the outcome of its considerations will be reported separately at the Cabinet meeting.

### **Policy Framework and Previous Decisions**

6. The following legislation and Government guidance is relevant to the consultation principles:
  - Section 3(2) of the Local Government Act 1999 (Duty to Consult);
  - Best Value Statutory Guidance;
  - Government Consultation Principles;
  - Equalities Act 2010 - Public Sector Equalities Duty;
  - Any statutory guidance for a particular service area.
  
7. In addition, the requirement to consult may arise:
  - Because of the terms of any funding agreement;
  - Because there are factors which give rise to a legitimate expectation that consultation will take place.
  
8. In 2005 the County Council adopted the Leicestershire County Council consultation standards (attached as Appendix B). As the guidance document underpinning public consultation practice within the County Council, these have in practice already been superseded by the Government's Consultation Principles since 2011.
  
9. The Leicestershire County Council consultation principles will formally replace the 2005 consultation standards and provide the County Council with an up to date framework for conducting public consultations.

### **Resource Implications**

10. There are no direct resource implications to adopting the consultation principles. Budgets to allow for robust public consultation should be built into all service change and commissioning processes where it can be anticipated that public consultation will be required or desirable.

### **Circulation under the Local Issues Alert Procedure**

11. Not applicable.

### **Officer to contact**

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**PART B****Background**

12. The proposed consultation principles set out what considerations people can expect the County Council to make when planning its consultation activity. The guiding principle is that the potential impact of the change or decision on which it consults is proportionate to the scope and type of consultation undertaken.
13. The consultation principles will replace the consultation standards, which the County Council adopted in 2005. The standards have helped to ensure that public consultations are conducted in a consistent way. However, since 2005 consultation and engagement practice has developed considerably. Engagement with stakeholders, service users and residents now involves a wider range of engagement and consultation methods and techniques and happens at various stages in the process of developing, changing, reviewing and commissioning policies and services. Much of the Council's engagement is informal and formal consultation is only one of several ways in which to engage stakeholders, residents and service users. The 2005 consultation standards do not adequately reflect or support this change in practice.
14. The principles acknowledge the use of informal engagement methods and use of social media, but also appreciate the constraints the Council is under to ensure proportionate use of resources available.
15. The 2005 consultation standards set out that the Council will aim to provide 12 weeks for consultees to respond to consultations and provide reasons when that is not possible. However, in some cases, it is not necessary to hold a 12 week consultation period, whereas in other instances 12 weeks may not be sufficient. The consultation principles therefore require managers to carefully consider the most appropriate length, format and type of consultation.
16. The consultation principles will require the County Council to document and provide the evidence of how it is applying the principles to the design of the consultation in question. This will make it easier for the Council to ensure that effective consultation is in place, while also making it easier for the public to scrutinise and monitor the application of the principles.
17. Guidance for managers will be developed to help them design an appropriate consultation and engagement schedule in line with the new principles. The guidance will bring together and link to relevant existing guidance, i.e. around equalities and legal implications.
18. The consultation principles will be published on the County Council website and hard copies can be provided on request.

## **Background Papers**

19. The Coalition Government's Consultation Principles (first published 17 July 2012, revised 5 November 2013).  
<https://www.gov.uk/government/publications/consultation-principles-guidance>
20. Best Value Statutory Guidance, September 2011  
<https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

## **Appendices**

Appendix A – Draft Leicestershire County Council Consultation Principles

Appendix B – Leicestershire County Council Consultation Standards (2005)

## **Equal Opportunities**

Adoption of the consultation principles will further ensure that equality considerations are embedded in all decision making about consultation design and process.

## **Risk Assessment**

Adoption of the consultation principles will bring up to date guidance in place to ensure consultation on changes to County Council services is conducted in a robust way. This will also help to reduce the risk of County Council decisions being subjected to legal challenges.

## **Draft Leicestershire County Council (LCC) Consultation Principles**

This document sets out the principles that Leicestershire County Council will adopt for engaging residents, service users and stakeholders when reviewing or changing existing services, policies and commissioning arrangements or developing new ones.

These principles reflect the Coalition Government's Consultation Principles and replace the 2005 County Council Consultation Standards.

It aims to help policy makers and service managers make the right judgements about when, with whom and how to consult. The key principle is that the potential impact of the change or decision on which we consult is proportionate to the scope and type of the consultation undertaken.

This is therefore not a 'how to guide' as each consultation will be different and tailored. The focus is on achieving real engagement rather than a bureaucratic process. The County Council uses a range of engagement activities, of which consultation forms a part. Whether and how to consult should in part depend on the wider scheme of engagement.

Residents, service users and stakeholders may find this document a useful guide to understand what they can expect from Leicestershire County Council with regards to consultation.

### **Why do we undertake Consultation?**

There are a number of reasons why we consult. For example, we may want to

- gain the views, opinions and preferences of our communities;
- understand the possible unintended consequences of a policy/service change;
- get views on different options for the implementation of our policies or service change, or:
- there may be a legal requirement for us to consult.

Increasingly we need to work more closely with communities, partners and stakeholders to deliver the best possible services within the budgets available.

The purpose and objectives of our consultations should be clear, and will depend on the stage of the policy making, commissioning or service change process.

These principles are not prescriptive with regards to length and format of consultation. Rather, they require services and policy makers to consider carefully what type of consultation and engagement will be the most appropriate.

The principles contained within the Compact agreement with the Voluntary and Community Sector and the 'Hear By Right' standards framework for engaging with young people will continue to be respected.

## **We will try and reach relevant sections of the community**

The amount of time required to undertake consultations will depend on the nature and the impact of the proposal/plan/service change and could typically vary between two and 12 weeks. The timing and length of a consultation should be decided on a case-by-case basis. The important requirement is that the consultation takes place at a formative stage before proposals are too far developed. Some, more technical changes, may not require consultation at all. In many cases, we will be working alongside stakeholders throughout the process and therefore a formal time period in which consultation takes place may not always be necessary.

When we undertake engagement we need to think carefully about who we should be working with, including who will be affected by the plans under consideration. We will consider the best way of involving those affected and other stakeholders, in particular any hard to reach or vulnerable groups that will be affected. This may include a range of methods for communication and involvement, such as on-line tools as well as face-to-face engagement such as public meetings and focus groups. Whatever method or tools we use, we should present the information in a clear format that is easy to comprehend, using plain language and making the issues we want consultees to consider clear. There should be enough information to allow the consultees the opportunity to properly consider all of the issues and to allow them enough time to respond. We should also consider the ways in which we communicate.

However, how and what we do will be proportionate in terms of resources (cost, time etc) to the impact of what is being consulted on, within the time and resources available.

## **Open and Transparent Use of Information**

We will be clear on what the purpose of the consultation or engagement is and what is within the scope of the consultation. We need to ensure that we provide the right information so that informed responses can be made. This includes making available relevant evidence underpinning the policy or service change under consideration. Where we do not know something (for example something that is dependent on a Central Government decision) it is important that we communicate this.

We will also make it clear at the outset with consultees what the time-frame for 'change' is and communicate this. An essential part of our engagement activities will be to inform those that have taken part how the feedback they have provided has been used.

We will be clear how we have come to the decision to consult in a particular way and relevant Councillors should be involved in that decision.

We will ensure Cabinet Members and other relevant Councillors and decision makers have access to information and insight gained through consultation and can use this to inform decision making.

## **Other forms of Consultation**

There will be other occasions where we are required, by law, to undertake more formal consultations in a particular way or format.





## Leicestershire County Council Consultation Standards (2005)

### Standard 1 - Consult and involve people widely

**We will:**

- promote a culture of consultation through involving people to achieve greater openness and inclusiveness.
- build consultation into our plans for improving services being sensitive to the resource implications for those taking part.
- where possible, and not subject to other statutory requirements, seek to allow 12 weeks for written consultations on the development of policy in order to maximise participation. If for any reason it is not possible to allow this period of consultation the reasons for this will be made clear in the consultation document.
- bring our consultation activity to the attention of all interested parties and publicise it in ways most appropriate to the people we need to reach.
- ensure that our consultation involves representatives from the relevant community consulting at the closest level to the people affected by any decisions.
- actively listen to the views of the public and other stakeholders.
- consult people at the earliest opportunity and at the right time to give genuine opportunities to influence decisions whilst being sensitive to cultural/religious events.
- have a nominated consultation officer in each Department who will act as an adviser on consultation practice
- actively involve Council Members so that they may advocate on behalf of the community.
- comply with the requirements of legislation including the Human Rights Act, the Data Protection Act, the Freedom of Information Act and laws relating to discrimination and equality.
- ensure that staff are supported to develop the skills needed to carry out effective consultation.

### Standard 2 - Join with partners to share good practice

**We will:**

- work positively with our partners to support joint consultation activity so that good practice is shared and duplication or repeated consultation with the same people or groups is avoided.
- share information with other relevant partners (in line with data protection) to ensure that the views of local people are used to best effect to improve services.

### Standard 3 - Ensure that all relevant sections of the community are heard

**We will:**

- work with local communities and use a variety of ways to increase communication, involvement and participation e.g. face to face consultation, the Internet, discussion groups and postal surveys.
- show evidence of involving traditionally excluded groups of people in our consultation e.g. young people, Looked After Children, disabled people and black and minority ethnic people.

### Standard 4 - Ensure that consultation is accessible to all people who take part

**We will:**

- use appropriate skills and techniques to ensure that the needs of different groups of people, such as disabled people and people from minority ethnic communities are taken into account.
- ensure that consultation and involvement is accessible to all by using a variety of formats including written, spoken and pictures. This may involve signs and symbols for people with learning disabilities; British Sign Language Interpreters, Text Direct, induction loops and

Minicom for profoundly deaf people; language interpreters for people whose first language is not English; large print and Braille for visually impaired people; or guide communicators for those who are deaf/blind.

- use plain, simple, concise, clearly laid out and jargon free communication avoiding technical language (where this is necessary a glossary of terms will be provided).
- use accessible venues and equipment.
- arrange our events at reasonable times and dates
- provide or arrange advocacy support for people who request or need it e.g. vulnerable people, people with learning disabilities, Looked After Children/Young People.

### **Standard 5 - Provide clear and concise information before consulting**

#### **We will:**

- provide appropriate advance publicity and information about consultation exercises or events.
- provide clear information stating why we are consulting, who will be involved and affected, what any proposals are, time-scales for responses and how the consultation information will be used.
- make consultations open, wherever possible, with no options being ruled out. If services, decisions or proposals cannot be changed we will make this clear from the outset.
- provide contact information for enquiries giving name, address, telephone (including fax/mobile numbers where appropriate) and e-mail address details.

### **Standard 6 - Record all our consultation accurately**

#### **We will:**

- record consultation faithfully using anonymous quotations wherever possible.
- provide a summary of responses.
- list the groups of people we have consulted and provide these as an annex to consultation documents and reports.
- prepare a summary report, not more than four pages, outlining the consultation process including details of why the consultation was undertaken, when it took place, how it was carried out, who was involved, the main findings and resultant outcomes.
- record all consultation activity on the County Council's Consultation Database.

### **Standard 7 - Give clear and simple feedback to people and show how the consultation has been used to inform Council services and policies**

#### **We will:**

- analyse our information carefully with an open mind paying particular attention to possible new ideas and approaches, the impact of proposals and strength of feeling from people.
- give people feedback on the responses received within three months showing how the consultation results will influence the service or policy. Where timescales for implementation are longer, this may need to be supplemented by further feedback.
- review and evaluate our consultation to test whether the Standards have been followed and to ensure continuous improvement.

Consultation and community involvement will only succeed if supported by good customer care practice