



*Meeting:* **Scrutiny Commission**

*Date/Time:* **Wednesday, 11 March 2020 at 10.30 am**

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

*Contact:* **Mrs R Whitelaw (Tel: 0116 305 2583)**

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### Membership

Mr. S. J. Galton CC (Chairman)

Mr. T. Barkley CC    Mrs. H. J. Fryer CC  
Mr. P. Bedford CC    Mr. D. Harrison CC  
Mr. D. C. Bill MBE CC    Mrs. R. Page CC  
Mr. G. A. Boulter CC    Mr. A. E. Pearson CC  
Dr. T. Eynon CC    Mr. T. J. Richardson CC  
Dr. R. K. A. Feltham CC    Mr. M. B. Wyatt CC

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk>  
– 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 27 January 2020.	(Pages 5 - 14)
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 35.
8. Consultation on the Equality Strategy 2020 - 2024 and Proposed Outcomes. Chief Executive (Pages 15 - 66)
9. 2019/20 Medium Term Financial Strategy Monitoring (Period 10). Director of Corporate Resources (Pages 67 - 94)
10. Date of next meeting.

The next meeting of the Commission is scheduled to take place on Wednesday 8 April at 10.30am. Please note that there will be an afternoon session.

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

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

The ability to ask good, pertinent questions lies at the heart of successful and effective scrutiny. To support members with this, a range of resources, including guides to questioning, are available via the Centre for Public Scrutiny website [www.cfps.org.uk](http://www.cfps.org.uk).

The following questions have been agreed by Scrutiny members as a good starting point for developing questions:-

- Who was consulted and what were they consulted on? What is the process for and quality of the consultation?
- How have the voices of local people and frontline staff been heard?
- What does success look like?
- What is the history of the service and what will be different this time?
- What happens once the money is spent?
- If the service model is changing, has the previous service model been evaluated?
- What evaluation arrangements are in place – will there be an annual review?

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Minutes of a meeting of the Scrutiny Commission held at County Hall, Glenfield on Monday, 27 January 2020.

PRESENT

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

Mr. T. Barkley CC	Mr. J. Kaufman CC
Mr. G. A. Boulter CC	Mr. W. Liquorish JP CC
Dr. T. Eynon CC	Mrs. R. Page CC
Dr. R. K. A. Feltham CC	Mr. L. Phillimore CC
Mr. D. Harrison CC	Mr. T. J. Richardson CC

In attendance.

Mr N J Rushton CC  
Mr J B Rhodes CC  
Mrs L Richardson CC  
Mr T J Pendleton CC

57. Minutes.

The minutes of the meeting held on 6 November 2019 were taken as read, confirmed and signed.

58. Question Time.

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

59. Questions asked by members under Standing Order 7(3) and 7(5).

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

60. Urgent Items.

There were no urgent items for consideration.

61. Declarations of interest in respect of items on the agenda.

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

All members of the Commission who were also members of district councils declared a personal interest in all items relating to the Medium Term Financial Strategy (minutes 64 – 67 refer)

Mr L Phillimore CC declared a personal interest in all items relating to the Medium Term Financial Strategy, as his wife worked in early years and to support children with Special Educational Needs and Disabilities (SEND) (minutes 64 – 67 refer). He also declared a personal interest in the report on HS2 through Leicestershire as the Regional Chairman of the Federation of Small Businesses (minute 69 refers).

Dr T Eynon CC declared a personal interest in the report on HS2 through Leicestershire as she was a member of the Leicestershire and Rutland Wildlife Trust (minute 69 refers).

62. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

There were no declarations of the party whip.

63. Presentation of Petitions under Standing Order 35.

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

64. Provisional Medium Term Financial Strategy 2020/21 - 2023/24.

The Commission considered a report of the Director of Corporate Resources which provided information on the proposed 2020/21 to 2023/24 Medium Term Financial Strategy (MTFS) as it related to Corporate and Central items, provided an update on changes to funding and other issues arising since the publication of the draft MTFS and provided details of a number of strategies and policies related to the MTFS. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

The Chairman welcomed the Leader of the Council, Mr N J Rushton CC, the Deputy Leader and Cabinet Lead Member for Resources, Mr J B Rhodes CC, and the Cabinet Lead Member for Communities, Mrs L Richardson CC, to the meeting for this item

In his introduction to the report, the Director of Corporate Resources reminded members that the Council's financial position had been challenging since 2010. The key driver had been the reduction in funding. This was the first budget since 2010 where the Council had had a meaningful increase in funding from central Government. Despite this, the MTFS contained a number of challenges and risks, notably the SEND (Special Educational Needs and Disabilities) budget.

The Leader of the Council advised the Commission that increases in the National Living Wage would have a knock-on effect on pay differentials, particularly towards the bottom of the pay scale. The impact would need to be reviewed in future iterations of the MTFS. With regard to the forthcoming Devolution White Paper, the Leader felt that the Council's previous work on the business case for a unitary model of local government in Leicestershire had put it in a good position but that the business case might need amending in the light of the White Paper. However, he expected that any local government reorganisation would take a number of years and therefore the Comprehensive Spending Review and the Fair Funding Review were both needed to address the Council's short-term financial challenges. It was expected that an announcement regarding the Comprehensive Spending Review would be made at budget time.

The Deputy Leader and Cabinet Lead Member for Resources advised that the Ministry for Housing, Communities and Local Government was intending to provide more detail relating to the Fair Funding Review in the Spring. This was expected to include examples of what the review would mean for individual councils and some detail of the methodology that had been used.

The Deputy Leader confirmed that the following changes to the MTFS would be included in the report to the Cabinet in February 2020:

- SEND figures would need adjusting to reflect the most recent information that was available;
- £100,000 extra would be made available for Shire Grants;
- The scams intervention project, provided by Trading Standards, would receive £75,000 to enable it to continue;
- The £130,000 saving from the Recycling and Household Waste Sites, intended to be achieved through a reduction in opening hours, would be removed.

Arising from discussion and questions, the following points were raised:

#### Revenue Budget

- (i) The Commission welcomed the report, which demonstrated the Council's good financial management. Members were also pleased to note that the opening hours of Recycling and Household Waste Sites would remain unchanged and that the £130,000 saving was no longer required.
- (ii) The additional funding for the scams intervention project and Shire Grants was welcomed. Members requested a written briefing on Shire Grants which could be shared with residents. The Cabinet Lead Member for Communities, Mrs L Richardson CC, confirmed that this would be made available and also advised members to look at the communities website.
- (iii) The growth set out in the MTFS would, in some areas, require additional staff to be employed. Children's Social Care was one such area.
- (iv) In response to a query regarding health and social care integration, it was confirmed that Leicestershire had a successful programme. However, the NHS also required integration to take place at system level, defined as Leicester, Leicestershire and Rutland, which was more difficult. To facilitate greater joint working, the local NHS was now engaging with Executive members as well as the Health Overview and Scrutiny Committee and some meetings which also involved the City Mayor and his Cabinet would take place. The Leader commented that he welcomed the introduction of these meetings and that the initial meeting had been positive.
- (v) Some concern was expressed that the Clinical Commissioning Groups (CCGs) were struggling to produce a balanced budget and that this could have an impact on the health and care integration programme. It was noted that the local response to the NHS Long Term Plan should be published in the Spring. This would give an indication of the extent of the financial difficulty faced by the CCGs.
- (vi) The New Homes Bonus was being phased out by the Government. It was not yet known whether it would be replaced by a new system or abolished and the funding

returned to form part of the total amount of money that the Government made available for local government.

- (vii) It was not known when the review of business rates would be undertaken by the Government. It was noted that, through the 75% retention of business rates policy, the Government was already moving away from a system based purely on business rates to one based on the level of activity in an area.
- (viii) With regard to the plan to address overspends in the SEND budget, it was confirmed that the key part of the plan related to managing demand, including how applications for support were assessed, and part required the provision of additional places. 200 additional places had been created so far. However, increases in demand had meant that it had not been possible to move some children from expensive, independent sector provision. The number of children and young people with Education, Health and Care Plans increased by approximately eight percent each year. It was also noted that the system was designed to support parents and that the majority of appeals at tribunal went against the County Council, which further increased costs.

### Capital Programme

- (ix) The Deputy Leader advised that the size of the Capital Programme reflected the proposed level of housing and economic growth in Leicestershire and associated requirements for infrastructure. Section 106 contributions would be essential, but the agreements were determined by the district councils as Local Planning Authorities and their decisions could reduce the level of funding available to the County Council in order to meet other local needs, in some cases significantly. This in turn would increase the pressure on the County Council's budget.
- (x) With regard to the proposal to share the risks relating to the forward funding of infrastructure for major developments with district councils, the Commission was advised that the scale of development proposed for Leicestershire would otherwise expose the County Council to too much risk. Risk sharing agreements would need to be developed on an individual basis, reflecting the degree of risk for each scheme.
- (xi) It was confirmed that the County Council submitted robust, evidence-based requests for Section 106 funding, not least for education provision in new housing developments, but that it was a matter for the Local Planning Authority to agree the requests.

In closing the debate, the Deputy Leader advised the Commission that, to date, the County Council had made sufficient savings to enable it to set a balanced budget. However, the opportunities to make savings in the future were limited. An outcome of the Fair Funding Review which ensured that the Council was funded adequately in the future was needed.

### RESOLVED:

That the comments now made be submitted to the Cabinet for consideration at its meeting on 7 February.



65. Medium Term Financial Strategy 2020/21 - 2023/24 - Chief Executive's Department.

The Commission considered a joint report of the Chief Executive and Director of Corporate Resources which provided information on the proposed 2020/21 MTFS as it related to the Chief Executive's Department. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

The Chairman welcomed Mr N J Rushton CC, Leader of the Council and Mrs L Richardson, Cabinet Lead Member for Communities, to the meeting for this item.

It was noted that in May 2019, the Cabinet had agreed to establish a Growth Unit to enable the Council to respond to the scale of growth in Leicestershire and its impact on the Capital Programme. To date, the Growth Unit had been obliged to focus its efforts on the development to the east of Lutterworth. Positive conversations had also taken place with Harborough and Blaby District Councils. The Unit was operating with a skeleton staff but the aim was for it to be fully operational by April 2020.

Officers undertook to provide a written response to a query regarding the timescales for phase 4 of the superfast broadband project.

RESOLVED:

That the comments now made be submitted to the Cabinet for consideration at its meeting on 7 February.

66. Medium Term Financial Strategy 2020/21 - 2023/24 - Corporate Resources Department.

The Commission considered a report of the Director of Corporate Resources which provided information as it related to the proposed 2020/21 MTFS as it related to the Corporate Resources Department. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

The Chairman welcomed the Deputy Leader and Cabinet Lead Member for Resources, Mr J B Rhodes CC, to the meeting for this item.

Arising from discussion and questions the following points were raised:

- (i) With regard to the additional resources required to manage the increasing asset portfolio held by the authority (G35), the growth was felt to be modest, but reflected the extra demands placed on Strategic Property Services by the size of the Capital Programme, social care investment schemes and energy efficiency schemes.
- (ii) It was suggested that the growth required to improve complaints handling (G37) would not be needed if the right decision was made in the first place. However, the growth related to the fact that the County Council was receiving more complaints, as well as the increased complexity of complaints, particularly relating to SEND and SEND transport.
- (iii) It was felt that the resources allocated for environmental improvements during 2020/21 were small given the significance of the climate change agenda. It was explained that the funding had been split into departments and that in total £16 million had been allocated to carbon reduction. The largest allocation was the solar farm planned at Quorn. In future reports, consideration would be given to

presenting the total amount of funding available to address climate change given it would be a growing influence on the capital programme.

- (iv) With regard to County Farms, it was confirmed that staff and acquisition costs were charged to the Capital Programme whereas the ongoing maintenance and income generated both formed part of the revenue budget. In terms of revenue, the rate of return, from rental income, was low but there would be significant financial benefits if some of the land was made available for housing and infrastructure. More detail on the performance of County Farms and the amount of land made available for development would be included in the Corporate Asset Investment Fund Annual Report.
- (v) The Council was making good progress with its digital strategy. Key customer facing services were being digitised, for example the blue badge renewal process. However, it would take time for the digital initiatives to have an impact on the Customer Service Centre. A workplace strategy was also in place to support staff to make better use of digital technology and consideration was being given to improving the digital offer for elected members. A proposal for trialling paperless meetings would shortly be considered by the Group Leaders.
- (vi) It was confirmed that the Country Parks cost approximately £300,000. The café at Beacon Hill would broadly break even or make a small profit this year which was to be welcomed given that it had only been operating for six months, largely over the autumn and winter period. Officers undertook to provide a written note of where the Country Parks were accounted for in the departmental budget.

RESOLVED:

That the comments now made be submitted to the Cabinet for consideration at its meeting on 7 February.

67. Medium Term Financial Strategy 2020/21 - 2023/24 - Consideration of Responses from Overview and Scrutiny Committees.

The Commission considered extracts from the minutes of the Overview and Scrutiny Committee meetings held to consider the Medium Term Financial Strategy (MTFS) 2020/21 to 2023/24 as it related to the County Council departments. A copy of the minute extracts is filed with these minutes.

Arising from discussion the following points were raised:-

Health Overview and Scrutiny Committee

The Chairman of the Health Overview and Scrutiny Committee drew members' attention to the uncertainty regarding the future funding of Public Health and the lack of clarity from central Government.

Environment and Transport Overview and Scrutiny Committee

Members commented on issues relating to temporary traffic management, in particular where grass verges were damaged during roadworks. It was confirmed that where this was the fault of the company undertaking the roadworks, this should be reported to the Customer Service Centre so the company could be asked to repair the damage. It was

not possible to recharge the company for damage caused by individual road users. The Leader of the Council confirmed the view of the administration that, if more funding became available, it needed to be invested in highways maintenance.

The Commission welcomed the decision previously announced by the Deputy Leader to remove the savings requirement from the Recycling and Household Waste Sites (ET5).

#### Adults and Communities Overview and Scrutiny Committee

The Chairman of the Adults and Communities Overview and Scrutiny Committee advised that the Committee was very impressed with the programme to introduce a new Target Operating Model into the department. Members were proud of the Cabinet's vision and the hard work of officers as this was expected to make a dramatic change to the department's budget.

#### RESOLVED:

That the comments now made be submitted to the Cabinet for consideration at its meeting on 7 February.

#### 68. Change to the Order of Business.

The Chairman sought and gained the consent of the Commission to vary the order of business from that set out on the agenda.

#### 69. HS2 through Leicestershire.

The Commission considered a report of the Director of Environment and Transport which provided an update on the Government's proposals for high speed rail through Leicestershire, information on the Council's approach to achieving the maximum benefits for Leicestershire from HS2 and an overview of the Government hybrid Bill process. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

The Commission also considered comments from Mr S D Sheahan CC, local member. A copy is filed with these minutes.

The Chairman welcomed the Leader of the Council, Mr N J Rushton CC and the Cabinet Lead Member, Mr T J Pendleton CC, to the meeting for this item.

Arising from discussion and questions the following points were raised:

- (i) A majority vote of all County Councillors was required to petition the hybrid Bill. The hybrid Bill was not expected to be deposited until Summer 2020 at the earliest, and the vote to petition could not happen before this. The County Council would not be able to submit its petition on the hybrid Bill until after its second reading. It was expected that the petitioning period would last for 28 days after the second reading. The total time between the hybrid Bill deposit and the close of the petitioning period could be as little as three months, though it was more likely to be four to five months. A meeting of the full Council would need to be held once the hybrid Bill had been deposited in Parliament to approve the approach. Given the timescales, it might be necessary to convene a special meeting of the full Council; members were supportive of this approach.

- (ii) The Commission recognised that the report focused on the benefits that could be achieved from HS2 by petitioning, as this enabled the County Council to engage proactively in the process. It was recognised that HS2 would also bring disadvantages to the County. The benefits of a proactive approach, based on learning from other authorities, included support to STEM (science, technology, engineering and maths) subjects in schools, improved traffic management and reductions in the length of road closures. Small and medium sized business would also be encouraged to tender for contracts and the Leicester and Leicestershire Enterprise Partnership was already working to provide them with relevant support.
- (iii) It would be possible for trains with classic compatibility to run on HS2 lines, but this depended on the views of HS2 Limited. Another challenge to be addressed was the risk that, if all fast routes went through the station at Toton, Leicestershire and the East Midlands Mainline could be left with a worse and slower service.
- (iv) Officers were working closely with a range of partners, including ecological organisations, to develop a list of issues to be addressed through the hybrid Bill or petitioning process. The intention was that all parties that were 'specially or particularly affected' by the proposal, and therefore able to petition, would be petitioning for the same things. Conversations with parish and district councils were also ongoing to ensure that the County Council would be able to represent their views in its petition and to provide parishes with knowledge, so they could submit their own petitions. The Leader of the Council undertook to discuss the matter at his next meeting with Leicestershire MPs. It was suggested that engagement should also take place with other interested community groups.
- (v) The restoration of the Ivanhoe Line would depend on how the HS2 line was built and whether various parts of the existing rail network would need reinforcing. Members supported the inclusion of the Ivanhoe Line in the list of issues to be addressed through the hybrid Bill and petitioning process as it would help to relieve pressure on the road network.
- (vi) An example of the benefits of a proactive approach related to Ashby Canal. In the 2018 consultation HS2 Limited had indicated that the canal restoration would require locks to pass under the new railway. The draft design now suggested that it would be allowed free passage. However, officers were working to encourage HS2 to build part of the canal and leave a positive, lasting legacy.

RESOLVED:

- (a) That the update on the Government's proposals for high speed rail through Leicestershire including the forward programme, subject to the Government review of the HS2 rail project, be noted;
- (b) That the Council's approach to achieving the maximum benefits for Leicestershire from HS2 be noted;
- (c) That the Government hybrid Bill process, and the importance of the County Council having a voice in the development and delivery of HS2 to realise its benefits, be noted.

70. Country Parks and Open Spaces Strategy 2019 - 2020.

The Commission considered a report of the Director of Corporate Resources which set out the approach for the management of the County Council's Country Parks including the Country Parks Action Plan. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

Arising from discussion and questions the following points were raised:

- (i) The Commission welcomed the report, in particular the assurance that all Country Parks and open spaces were valuable assets that would be looked after. It was felt that the level of housing and economic growth proposed for Leicestershire emphasised the importance of parks and open spaces, which could form a key part of local communities and were available for everyone to enjoy. It was also noted that there was enthusiasm in some parts of the county for Friends groups to work with Country Parks.
- (ii) Although members felt that people should not be excluded from visiting the parks through increased car parking charges, there was also a need to consider green initiatives such as sustainable travel schemes. It was suggested that County Council could work with community groups and litter-producing businesses in this area. Officers already worked across County Council departments such as Environment and Transport and Public Health and used their expertise but undertook to follow these suggestions up. Members were reminded that the Country Parks also needed to have reasonable parking available and that charges covered wear and tear of the car parks.
- (iii) Some disappointment was expressed that there were very few Country Parks in the south and east of the County. However, members were reminded that some parks had been gifted to the Council, or had been acquired as the opportunity arose, for example from reclaimed former coalfields. There were also a number of parks and green spaces across the county owned by district councils. As part of new developments such as Lutterworth East, consideration would be given to establishing new Country Parks or open spaces and the Strategy would be amended to include this aspiration. It was also suggested that a comprehensive list of publicly owned parks and open spaces in Leicestershire should be compiled, including the County Council owned site of special scientific interest (SSSI) at Misterton Marshes.
- (iv) The Commission was pleased to note that the County Council was making the most of opportunities to work with local businesses that were focused on social responsibility. For example, Beacon Hill Country Park had a labyrinth and a series of wooden sculptures. The need to balance commercial activity with providing a service for local communities was recognised, as was the aim for the Country Parks to be cost neutral.
- (v) It was suggested that one of the priorities for the Country Parks and Open Spaces Strategy should be carbon neutrality or offsetting the County Council's carbon footprint, for example through tree planting. This also needed to be reflected in the Strategic Outcomes.

RESOLVED:

(a) That the draft Country Parks and Open Spaces Strategy 2019 – 2020 be welcomed and amended in the light of the comments now made;

(b) That the Cabinet be advised of the views of the Scrutiny Commission at its meeting in March 2020.

(c)

71. Date of next meeting.

It was noted that the next meeting of the Commission would be held on 11 March 2020 at 10.30am.

10.30 am - 1.05 pm  
27 January 2020

CHAIRMAN



**SCRUTINY COMMISSION – 11<sup>TH</sup> MARCH 2020**

**CONSULTATION ON THE EQUALITY STRATEGY 2020-24 AND  
PROPOSED OUTCOMES**

**REPORT OF THE CHIEF EXECUTIVE**

**Purpose of the report**

1. The purpose of this report is to:
  - a. Present the methodology and summary of responses to the consultation exercise on the Council's draft Equality Strategy 2020-24 which ran from 11<sup>th</sup> November 2019 to 2<sup>nd</sup> February 2020;
  - b. Seek the views of the Commission on the changes made to the draft Equality Strategy 2020-24 and the principal actions proposed for the 2020-21 Action Plan which have been shaped by engagement and consultation;
  - c. To gain the views of the Commission to influence the final Equality Strategy and Action Plan to be considered for approval by the Cabinet at its meeting on 28<sup>th</sup> April 2020 and by the County Council at its meeting on 13<sup>th</sup> May 2020.

**Policy Framework and Previous Decisions**

2. Under the Equality Act 2010 and relevant secondary legislation, the Council is obliged to meet three core duties which require public bodies to have "due regard" to the need to:
  - i. Eliminate discrimination, harassment and victimisation;
  - ii. Advance equality of opportunity between people who share a protected characteristic and those who do not;
  - iii. Foster good relations between people who share a protected characteristic and those who do not.
3. The current Equality Strategy 2016-20 was approved by the County Council on 29<sup>th</sup> June 2016 and will expire this year. A draft Equality Strategy 2020-24 has been developed and was approved for public consultation by the Cabinet on 22<sup>nd</sup> October 2019.

**Background**

4. The County Council has chosen to produce an Equality Strategy to provide evidence of how it is meeting its statutory duties regarding equalities and diversity. Under the Equality Act 2010 (Specific Duties) Regulations 2011, it must also:

- Prepare and publish one or more objectives it thinks it should achieve to do any of the things mentioned in the aims of the general equality duty by 6<sup>th</sup> April 2012, and at least every four years thereafter.
  - Ensure that those objectives are specific and measurable.
  - Publish those objectives in such a manner that they are accessible to the public.
5. The Equality Strategy 2020-24 provides a policy context for the Council's activity around equality, diversity, community cohesion and human rights. It sets out how the Council will meet its legislative duty and the intention to develop equal and fair decision-making processes, policies and services for all employees and residents. It reflects developments and progress over the course of the previous strategy as well as setting out key aims for equality-related work going forward.
  6. The Strategy will be reviewed and refreshed in line with the Council's statutory duty to periodically prepare and publish one or more Equality objectives. When the County Council is presented with the final Equality Strategy 2020-24, it will be asked to approve a delegated authority for the Chief Executive, in consultation with the Cabinet Lead member for Equalities, to produce annual equality action plans based on the strategy objectives. This enables progress to be monitored regularly and work adjusted as necessary in the light of changing circumstances.
  7. A detailed Equality Action Plan 2020-21 to support the first year of the Equality Strategy 2020-24 is being developed to be reported to the Equalities Board on 16<sup>th</sup> March 2020 and subsequently recommended for approval, alongside the Equality Strategy, to Cabinet and the County Council – see paragraph 50.

### **Progress against the Equality Strategy 2016-20**

8. The principle followed by the Equality Strategy 2016-20 was to develop a more evidence and risk-based approach to the Council's equalities work so that people and groups with protected characteristics are helped in a proportionate and prioritised way to meet their needs. This provided greater clarity on meeting the Council's key ongoing equality responsibilities and enabled action planning to be more focussed on specific, identified equality issues and targets.
9. Specific progress over the current strategy has included:
  - Positive or stable indicators for the Council's Workforce Equalities Profile which shows the long-term trends for the proportion of Black and Minority Ethnic (BAME) and Disabled employees and those declaring their sexual orientation against overall headcount, management representation by BAME, Disabled and Female employees, and the Council's position in the annual Stonewall Workplace Equality Index. In the 2019 Staff Survey, 92.9% of the workforce agree the Council is committed to equality and diversity and 93.5% agree that the Council is a good employer.
  - Leicestershire County Council maintained a Top 100 placing in the Stonewall Workplace Equality Index for the eleventh consecutive year in 2020 as one of the top five councils represented in the Index. It also achieved the top county council



and local government organisation in 2017 as well as winning an award for the best LGBT+ staff network. The Council also gained its highest ever ranking of third in the Stonewall Education Index 2019 for its work in tackling anti-LGBT+ bullying in schools.

- Measures to improve recruitment and satisfaction included refreshing and promoting the Council's representative panels policy scheme for BAME staff, and updating information, training and guidance for managers on supporting disabled staff. The Council has also worked with partners across the Leicester, Leicestershire and Rutland (LLR) region on personal and professional development opportunities for health and social care sector staff to improve service delivery and quality for protected characteristic groups. Other successful inclusion initiatives included hosting a disabled graduate internship under the Leonard Cheshire Disability 'Change 100' programme and arranging for British Sign Language taster training for two cohorts of staff to improve contact with Deaf service users and / or colleagues.
- Partnership working with the Leicester Shire Equalities Forum and the Leicester LGBT Centre to develop an LGBT+ Inclusion Award scheme which was launched in September 2019. This award provides visible recognition for organisations across the LLR region for their commitment to LGBT+ inclusive practices. It is particularly targeted at small local businesses and organisations who would be unlikely to participate in the Stonewall benchmarking processes.
- New face-to-face training has been delivered to help staff and elected members develop their understanding of the Equality and Human Rights Impact Assessment (EHRIA) process by which the Council demonstrates how its policies and decisions are compliant with equalities legislation. Ensuring that staff engage and are familiar with equalities processes remains a key area of ongoing work particularly in relation to informing decision makers, equality monitoring and meeting accessible information standards.
- The Leicestershire Equalities Challenge Group has provided support and challenge to significant service reviews such as Home to School Transport, the Early Help Review, Integrated Lifestyle Service proposals, Passenger Transport Policy and Strategy, the preparation of the Joint Strategic Needs Assessment and the Adult Social Care Fee Review.
- Publication of gender pay gap data showing a reduction of the mean gender pay gap (the difference between the mean hourly pay of full-time employees) between female and male employees from 18% in 2017, when gender pay gap reporting was introduced, to 12% in 2018 and 2019 and a reduction in the median gender pay gap (the difference between the median hourly rate of pay for full-time employees) from 20% in 2017 to 9% in 2018 and 7% in 2019.
- The Council's staff groups (LGBT+ Staff Network, Black Workers' Group, Disabled Workers' Group) held conferences and awareness events involving outside speakers to provide group members and other attending staff a different perspective on the event themes. This included a series of events throughout 2018-19 to specifically celebrate the LGBT+ Staff Network's 10<sup>th</sup> Anniversary and a conference to focus on the spectrum of hidden disabilities.

- Development of a Trans Equality Policy giving managers and Trans employees practical information on support processes available to them in the workplace as well as promoting Trans inclusivity and protection from discrimination generally for Trans residents and service users.
- Organisation of annual commemorative and public events including Member representation for Holocaust Memorial Day, Srebrenica Memorial Week (2017) and Raising the Rainbow Flag in LGBT+ History Month and on the International Day Against Homophobia, Transphobia and Biphobia.
- Holding Leicestershire Inter Faith Forum public events on the relationship between faith and community cohesion with Professor Ted Cantle, Founder of the iCoCo Foundation as keynote speaker (2017) and on faith, identity and belief in a changing world with the Bishop of Loughborough, Rt Rev Guli Francis-Dehqani as keynote speaker (2019).

### **Consultation and engagement on a refreshed Equality Strategy for 2020-24**

10. The draft Equality Strategy 2020-24 was the subject of a 12-week consultation exercise which took place from 11<sup>th</sup> November 2019 to 2<sup>nd</sup> February 2020. The consultation was open to anyone who wished to comment on the Strategy. Both ahead of the public consultation and during it, face-to-face meetings and presentations were arranged with a range of interested parties and interested groups. These included Age UK, the Gypsy and Traveller Engagement Project, Healthwatch, the Leicester LGBT Centre, Voluntary Action Leicestershire, the County Youth Council for Leicestershire and the Leicestershire Partnership Trust.
11. Similar engagement took place with communities of interest / practice within the Council including young people's services, the local area coordinators, the Learning Disabilities Partnership Board, all departmental senior management teams and local equalities groups and Trade Union equalities representatives who were encouraged to promote the consultation within their membership.
12. The external engagement asked participants whether the aims and objectives around workforce, services and communities in the Council's Equality Strategy 2016-20 were still relevant, what outcomes should be prioritised in the new Strategy, what barriers or opportunities existed to achieving those outcomes, and if the Council could be made aware of up-to-date or best practice to inform the development of the new Strategy and associated action plans.
13. Participants were generally supportive of the general aims and direction of the new Strategy in relation to the circumstances that the Council now operates in compared to four years ago. Other points made were:
  - As the County Council tightens eligibility criteria, as a result of reducing resources, there is a risk that service users who are no longer eligible will feel discriminated against.
  - The need to ensure that, as services are increasingly provided digitally, the Council considers accessibility issues and recognises that a 'one size fits all' technological solution is not always appropriate.

- Doing more work to remove barriers to stigmatised or stereotyped groups.
- Not being over-reliant on the expertise and guidance from a single source or group representing a protected characteristic but taking a more holistic or bespoke approach to the understanding of the needs of that group.
- Strengthening awareness amongst service providers of their responsibilities regarding equality and diversity.
- The need to improve accessibility of the Council's information, advice and guidance (using Plain English as a minimum by everyone) and be more open and inclusive to promote dialogue with residents and stakeholders.

14. Positive suggestions made by participants included:

- Promoting positive stories of diversity, equality and inclusion to “show people good work, not lecture them”.
- Designing and delivering services with service users and empowering them to achieve positive change using their own knowledge, skills and lived experience of the issues they encounter in their own lives.
- Improving the County Council's awareness of and response to the needs that specific individuals or groups with protected characteristic may have – this can include a greater emphasis on empowerment and self-development to complement (or as an alternative to) direct support.
- Strengthening networks and other support and advocacy processes, including through elected members.
- Offering the Council advice and information about particular groups which will complement the Council's current knowledge and understanding.
- Showing leadership for equalities and working closely with partners, e.g. health, to make this a priority.

### **Consultation methodology**

15. A questionnaire was available to respondents online through the 'Have Your Say' consultation pages on the Council's main website, accompanied by the draft Equality Strategy 2020-24 document and an 'easy read' version of the draft Strategy and consultation questionnaire.
16. There was also a link on the Council's 'Have Your Say' consultation pages to a British Sign Language Video explaining the main aims of the draft Equality Strategy 2020-24. All the documents (draft Strategy, easy read version and consultation questionnaire) were available in different formats and languages upon request. One direct request for a hard copy of the draft Strategy was made by a resident and hard copies of the main and easy read Strategy documents were provided to the Home Library Service for personal distribution through volunteers to service users known not to have IT access. A poster was also produced for public display in the managed

and community libraries to make users aware of the consultation and how they could respond.

17. The consultation was promoted on social media through the Council's main Twitter and Facebook feeds, reaching 385,100 and 5,500 users respectively, as well as through sharing on service area accounts for appropriate audiences including adult social care, SEND local offer and libraries services. This activity included regular prompts and reminders as the consultation progressed to encourage feedback and contributions through the online questionnaire and resulted in a surge of 29 responses in the final week of the consultation.
18. Internally, the consultation was promoted to all County Councillors through an item in Members' Digest, to all managers through an item in Managers' Digest, at departmental level through an email to all staff from chief officers, and across the Council through Yammer posts and key networks including the Council's Equalities Board, Departmental Equality Groups and the Workers' Groups / staff networks. Specific service areas also shared the consultation with relevant external networks and contacts including through lead commissioning / contract management teams.
19. Representative and umbrella groups directly notified by email to take part in the consultation included the Leicester Shire Equalities Forum, Leicestershire Equalities Challenge Group (LECG), Leicestershire Inter Faith Forum, voluntary and community sector organisations, town and parish councils, and local and national charitable bodies representing disability and other protected characteristic groups. The opportunity was also taken for the Lead Member for Equalities to promote the consultation at appropriate events.
20. As already noted in paragraphs 10 to 12, alongside the public consultation, there was targeted face-to-face engagement with a range of internal and external stakeholders from or representing protected characteristic groups to explore any specific issues, concerns or comments on the proposed aims and objectives of the draft Strategy as well as to facilitate responses made directly through the consultation. The strategy has also been considered by a Task and Finish Group of the LECG.

### **Consultation results**

21. There were 213 responses to the consultation comprising 210 responses to the online questionnaire and three 'easy read' responses posted as hard copies to the Freepost facility provided. Of these, 67% (142 people) responded in the role of an employee of Leicestershire County Council, 23% (48) responded as a member of the public, 3% (7) as a representative of a voluntary sector organisation, charity or community group, 2% (5) as a representative of a business, 2% (5) as a councillor at any level, while 2% (4) chose 'Other' including a supplier of services to the council, a former employee and an academy student.
22. The main part of the questionnaire consisted of a range of multiple-choice and open-ended questions enabling respondents to respectively indicate the degree to which they supported (or not) the Council's proposed aims and objectives; and to provide reasons for their answer in each case.
23. The two aims of the draft Equality Strategy were:

- a. **Leicestershire County Council will continue to be recognised for its leadership and high performance in advancing equality of opportunity and celebrating diversity and inclusion and**
- b. **The Council wants Leicestershire to be a place where there is equality of opportunity and good relations with and within its communities.**

24. The draft aims of the Equality Strategy 2020-24 were supported by the great majority of respondents. However, some respondents interpreted the wording of the first aim to imply that the Council was more concerned with the appearance of working towards equality outcomes rather than delivering them, while other respondents questioned by what standards the Council wished to be recognised.
25. Several respondents suggested that the second aim should go further than stating that “The council wants” to make a more positive commitment to equality of opportunity and good relations with and within the community.
26. The consultation also sought views on five proposed equality objectives:
  - The council will improve our understanding of the people we serve to make informed, evidence-based decisions which deliver the best outcomes for all;
  - The council will foster good relations with and within our communities, inform and involve our citizens to increase participation, particularly of under-represented groups;
  - The council will deliver inclusive and responsive services to improve equality of outcomes and satisfaction amongst the people we serve;
  - The council will show leadership, work with others and celebrate and promote our success;
  - The council will develop a skilled and committed workforce that reflects our communities.
27. Three-quarters of all respondents supported these objectives. Some of the accompanying commentary raised a number of issues and queried the meaning of the questions.
28. The common themes raised in the comments include:
  - a. The practical effect of the strategy and objectives (especially against a backdrop of funding and resourcing pressures) on citizens, service users and members of specific protected characteristic groups;
  - b. How progress and outcomes will be defined, measured and communicated;
  - c. Actual or perceived gaps in current structure, evidence, practice and delivery that could inhibit achieving the objectives.
29. Respondents were asked to offer suggestions on other relevant equality objectives or workstreams that the Council should consider. A number of responses reinforced areas and issues that the Council is already aware of or working towards including:

- a) Reviewing specific policies and practices to ensure that they effectively support employees in a range of circumstances;
  - b) The promotion, operation and visibility of the Workers' Groups;
  - c) The use of other forms of equality and staff satisfaction benchmarking;
  - d) Follow-up analysis of workforce data both for the established target groups and under or unrepresented groups (for example, to identify secondary forms of discrimination);
  - e) Providing new or improved interventions for particular conditions or types of disadvantage;
  - f) Clearer and simpler communication and information provision;
  - g) More emphasis on celebrating diversity and community cohesion;
  - h) More inclusive and accessible engagement and consultation by the Council.
30. There were some specific actions proposed by respondents either in this section of the questionnaire or as a general comment including raising awareness and support for breastfeeding services / groups, people who rely on assistance dogs, improved service provision to people in rural communities, greater proactivity on ensuring inclusive education, preventive work around mental health advocacy for residents, and a greater consideration of equity (as opposed to equality) outcomes especially in relation to employment.
31. Respondents were offered the opportunity to comment on how the Council could improve its communication to people about its equalities work. There was a high level of support for a wide range of methods particularly online, through social media, hard copy newsletters (Leicestershire Matters) and engagement with community groups either directly or through specific events. Greater use of radio was cited as an alternative method for reaching some groups (such as older people).
32. A small number of general comments were received on the presentation of the draft Equality Strategy 2020-24 document, mostly in relation to a need to include more detail about actions and progress against past strategies to show that the Council's equalities work is ongoing and effective. One respondent stated that the strategy showed political bias by suggesting that there could be adverse impacts arising from Brexit (this has been rectified in the revised Strategy).
33. A few respondents took an extremely negative view of the purpose of the consultation and specific aspects of the Council's approach to equalities work and its provision, for example: "you need to do more than have a few tokenistic groups", "It's all a sham", "My concern lies in the disconnect between aim and practice".

### **Changes made to the Equality Strategy 2020-24 as a result of the consultation**

34. In light of the consultation responses, the aims have been redrafted to reflect the popular themes within the comments as:

- a) Leicestershire County Council has high levels of leadership and works to continually improve its performance in advancing equality of opportunity and celebrating diversity and inclusion through its operations.
  - b) Leicestershire is a place where there is equality of opportunity and good relations with and within its communities
35. Two of the objectives have been slightly revised (changes in **bold** and strikethrough) to reflect the responses that called for the council to be more open to all, especially those who the council must work harder to reach and for the council to encourage other to follow its lead on equalities.
36. The two revised objectives are:
- a. The council will foster good relations with and within our communities, inform and involve our citizens to increase participation **across all groups, addressing barriers** to participation of under-represented groups;
  - b. The council will show leadership **for equality**, work with others and celebrate and promote ~~our~~ success.

### **Key areas to be covered by the Equality Action Plan 2020-21**

37. The approach proposed to drafting the Equality Action Plan 2020-21 is that it should reflect five key issues that have emerged both through the public consultation, internal and external stakeholder engagement and also through an Action Planning Workshop held with Council employees and representative groups on 17th January 2020. These issues are:

#### **Improving equalities evidence and its application**

38. As a result of work under the previous Equality Strategy 2016-20, the Council now has a significantly better capability to obtain, report and communicate equalities data to help meet corresponding objectives. This includes showing that it can attract, retain, support and develop a representative workforce, that it can identify protected characteristic groups likely to be adversely or positively impacted by the Council's decisions or changes in service delivery, and that such decisions and changes are made on a relevant and proportionate basis. The availability of data using Tableau dashboards, in particular to managers, supervisory / delivery boards and more widely to staff including through Yammer, provides users with clear, simple information about equalities-related issues and trends.
39. Going forward, there is a need to build on this by ensuring that a range of equalities data is available to and used more often and more consistently across the organisation. In this way, not only is there a higher likelihood that the risk of a service having a negative impact on equalities can be addressed through a stronger knowledge of service users to inform interventions but also that positive action, training and development initiatives for Council employees can respond more effectively to areas of need. Refreshing the corporate Equality Monitoring Policy in conjunction with a renewed emphasis on self-declaration as Fit for the Future is rolled out will be major elements of the Action Plan.

40. The Action Plan will also make clear that appropriate further analysis will take place where data indicates that this is required.

### **BAME staff progression**

41. Workforce representation trends, Staff Survey results over the duration of the Equality Strategy 2016-20 and some consultation responses indicate a need to review the pathways and opportunities for BAME staff to progress within the Council. Analysis of supporting data including application rates show that the Council is an attractive employer to BAME people in relation to the targets set against the local labour market, which includes other key public sector organisations, and some work has been initiated in the current Equality Action Plan 2019-20 to understand why this does not translate into a higher BAME intake into the Council despite the availability of measures including unconscious bias training (which is mandatory for interview panel chairs) and representative recruitment panels. Further, more specific, actions will be identified and incorporated into the Equality Action Plan 2020-21.

### **Equality and Human Rights Assessments (EHRIA)**

42. The Council's current EHRIA template, which was last revised in 2014 to specifically include the Articles under the Human Rights Act 1998 and related conventions, has enabled robust evidence to be captured of potential and actual impacts arising from any of the Council's activities and functions, whether positive, negative or neutral. However, there is a general consensus across the organisation that the process, template and information for decision makers could be improved. Measures in the Equality Action Plan 2020-21 will include a review of the EHRIA template and guidance to strengthen awareness and application of the process and new elements to enable cumulative impact across the organisation to be more effectively considered

### **Accessible Information**

43. The consistency and communication of information about the Council, its services, activities and the support available to help protected or disadvantaged groups is a strong theme amongst the consultation responses. These cover not just the availability of information in accessible formats in response to individual preferences but also that such information is accessible in a wider sense of being clearly and easily understood.
44. It is proposed that a review of current practice and recommendations for new policy and guidance on Making Information Accessible to Everyone is included in the 2020-21 Action Plan.

### **Leadership and celebrating success**

45. Throughout the engagement and consultation, comments reinforced the importance of celebrating diversity, championing equality and promoting acceptance and inclusion through strong leadership and highly visible communications and campaigns. This is considered to be a key area of work that needs to be included in every action plan for the 2020-24 period.



### **Draft Equality Action Plan 2020-21**

46. The draft Equality Action Plan 2020-21 reflecting the key issues identified through the consultation and engagement on the draft Equality Strategy 2020-24 is attached at **Appendix B**. It sets out the primary actions, responsibilities and timescales for each of the proposed equality objectives that are led at corporate level by the relevant services. The final plan informs, and is supplemented by, local action plans that are developed within departments to reflect more bespoke equalities work and priorities.

### **Resource Implications**

47. Implementation of the Council's Equality Strategy and associated annual plans is met within existing resources. The work is led by a dedicated Policy Officer within the Chief Executive's Department.

### **Timetable for Decisions**

48. The final Equality Strategy 2020-24 and the first Equality Action Plan 2020-21 to support its delivery will be reported to the corporate Equalities Board and to Chief Officers in March 2020.
49. The final documents will be brought back to the Commission at its meeting on 8<sup>th</sup> April so that members can see how their comments have been taken into account.
50. The Commission's views will subsequently be reported to the Cabinet at its meeting on 28<sup>th</sup> April 2020 at which the Cabinet will be asked to recommend that the final Equality Strategy 2020-24 should be approved by the County Council at its meeting on 13<sup>th</sup> May 2020.

### **Conclusions**

51. The Commission is asked to note and comment on this report.

### **Background papers**

Leicestershire County Council Equality Strategy 2016-20

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2017/1/30/equality-strategy2016-2020.pdf>

Equality and Human Rights Commission 'The Essential Guide to the Public Sector Equality Duty'

<https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty>

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

52. None.

### **Equality and Human Rights Implications**

53. An Equality and Human Rights Assessment screening is attached as **Appendix C**. A full EHRIA was not required as it is anticipated that the Equality Strategy will have a positive effect as its purpose is to ensure that the Council fulfils its general and specific duties under the various equalities legislation and meets the requirements to

provide a consistent and coherent approach to achieving equality and diversity for each of the protected characteristics.

### **Other Relevant Impact Assessments**

54. The Council works with partners across a variety of equality and diversity-related activity across the city, borough and district councils, health and other strategic service delivery organisations. The Equality Strategy 2020-24 reflects opportunities to continue to develop partnership working around the equality, diversity, community cohesion, and human rights agenda.

### **Appendices**

Appendix A: Leicestershire County Council Equality Strategy 2020-24

Appendix B: Draft Equality Action Plan 2020-21

Appendix C: Equality and Human Rights Impact Assessment Screening

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## Leicestershire County Council Equality Strategy 2020 -2024

### Cabinet Lead Member foreword

I am pleased to introduce Leicestershire County Council's new Equality Strategy for the period 2020-24. This strategy describes how we aim to continue our work to make Leicestershire a place where equality is at the forefront of Council services as well as the opportunities and experiences of everybody in our communities.

Through this Strategy, we want to make equality more visible so that, whether working for us or with us or as a person using our services, people are treated fairly and with respect and dignity at all times. We want to give everybody the opportunity to contribute to, and share in, a good quality of life for all.

We believe that people are happier when they can be themselves without fear of any form of discrimination, prejudice or inequality. Our corporate values, including trust and respect, help us to develop an inclusive and diverse workforce that reflects the communities we serve. Our processes recognise not only the protected groups under equalities legislation but other groups potentially affected by or who are subjected to unfairness or hostility.

We believe that advancing equality is a win-win situation with challenges, but also great opportunities. This Strategy has been produced against continuing pressures on local authority finances as well as the uncertainty over the United Kingdom's leaving the European Union. At the same time, we have developed equality objectives that contribute to the Council's wider strategic outcomes, particularly those of wellbeing and opportunity, keeping people safe and promoting great communities where everyone can thrive and be supported in ways that meet their needs.

Despite the challenges that we face collectively and as individuals, we believe that our Equality Strategy and the actions that will be developed under it to meet our equality objectives will have real benefits for Leicestershire people. It is a work of shared values and vision created through listening to citizens, service users, communities, partners, stakeholders and staff. I am grateful to everyone who has helped us to shape this Strategy and who we will continue to work with in realising it. Together, let's make equalities everyone's business.

**Cllr Louise Richardson**

**Cabinet Lead Member for Equalities and Communities**

## **Section 1 - Introduction**

### **1.1. Background**

This is the fourth Equality Strategy to be published by Leicestershire County Council since the coming into force of the Equality Act 2010. In that time, we have sought to show how we meet the general and specific requirements of the legislation in everything we do so that equality is fully embedded within our organisational culture and reflected in our principles and values. This document carries on our commitment to make Leicestershire a fairer place in which to live, work and feel safe.

While ensuring that our people are aware and equipped to provide inclusive services as well as in the corporate functions that support them, we aim to ensure that all people can truly see equality in the experience they receive. This document sets out our vision for equality for people who we serve and staff, our goals over the duration of the Strategy, how we will monitor performance and the processes we will use to set specific, measurable objectives and actions, and the Council's overall accountability for equalities outcomes.

In particular, we will work towards a stronger, evidence-based approach to tackling inequalities through relevant research, data and forms of engagement. The aims and objectives set out in this Strategy have been developed and will continue to be developed in this way so that the highest levels of risk to protected and vulnerable people and groups can be identified as early as possible in how we design, commission and implement our services and provide leadership for Leicestershire.

#### **The benefits of being treated fairly**

Fairness and equality are not just rooted in our legal responsibilities but are a moral obligation for everyone who works for us across a wide range of services – whether delivering front line social care, environment, education, health, transport and waste services or community and heritage facilities – to meet the needs of a diverse population across the County.

Equal treatment reduces barriers of access and opportunity that people with protected characteristics may experience either as individuals or as groups that may be less likely to enjoy positive outcomes due to discrimination, prejudice or other reasons such as socio-economic, health or educational factors.

Organisations benefit from employees with a breadth of talent and experience that equips them to work with people from all backgrounds and circumstances and, through access to a supportive environment, practices and culture within the workplace, will be happier and more productive.

We all benefit from shared values of respect, an understanding of how other people live, and a sense of belonging within an organisation, community or family. We all have the right, and deserve the chance, to achieve our potential while being truly ourselves.

Collectively, our equality, diversity and human rights activities as well as what we do to bring communities together create strong and tangible benefits for everyone in Leicestershire.

### **What the law says about equalities**

As a public body, the Council must comply with the **Equality Act 2010** which gives protection to individuals and groups identifying with the nine protected characteristics in the Act. In effect, everyone shares some of these characteristics and so are protected from any form of unfairness.

The Act requires the Council to have “due regard” to the need to eliminate discrimination, harassment, victimisation and any other prohibited conduct under the Act, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. This is known as the Public Sector Equality Duty and it supports good decision-making by the Council by requiring us to consider how different people will be affected by our functions, policies and services.

In particular, the duty means we aim to remove or minimise any disadvantage that people may experience due to their protected characteristic. This includes taking action where the needs of people with certain protected characteristics are different from other people’s needs, and encouraging them to take a greater part in public life and activities where this is disproportionately low.

The Equality Act provisions not only cover who and how we provide our services to but also our staff. We have responsibilities as an employer to ensure that people with protected characteristics are not discriminated against when seeking employment with us, while working for us or when taking part in work-related activities. It also applies to our suppliers or anyone working on behalf of the council.

As well as the Equality Act 2010, the Council is subject to the provisions of the **Human Rights Act 1998** which sets out a framework for the basic rights and freedoms that belong to every person from birth to death. The rights defined in this Act and international law are:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Freedom from slavery and forced labour
- Right to liberty and security
- Right to a fair trial
- No punishment without law (under which peoples’ rights can be restricted if they break the law)
- Respect for private and family life, home and correspondence
- Freedom of thought, belief and religion
- Freedom of expression
- Freedom of assembly and association
- Right to marry and start a family

- Protection from discrimination in respect of these rights and freedoms
- Right to peaceful enjoyment of property
- Right to education
- Right to participate in free elections

The Council is committed to ensuring that we consider every opportunity to promote or protect any relevant human rights in our policies, practices, functions and procedures. This includes making people aware of their human rights so they can use the law to redress any potential or actual breaches affecting them.

### **How the Council meets its statutory duties**

To show how we meet the Public Sector Equality Duty under the Equality Act 2010, we must also publish relevant and proportionate equalities information, and set ourselves specific, measurable equality objectives at least every four years. Our broad goals for 2020-24 are set out in section 3 of this Strategy which, together with annual action plans that are developed for each year of the Strategy and will include our specific objectives, are published on the Council's website.

Other equalities information that we publish includes an annual workforce equalities profile, gender pay gap reports by each reporting period, completed Equality & Human Rights Impact Assessment reports (the process we use to identify any specific impacts of changes to our services that may affect protected characteristic individuals or groups), and how we support or promote services for particular protected characteristic communities. This information is published on the [Council's equalities webpages](#).

Our commitment to being an inclusive organisation that people want to work for and enjoy is demonstrated in our accreditation as a Disability Confident Level 2 employer and also our participation as a Diversity Champion in the annual Stonewall Workplace Equality Index for LGBT+ people where we have maintained a Top 100 ranking since 2009.

To support our statutory responsibilities and related objectives, we work with other public sector bodies including district / borough councils, Police, Fire & Rescue Services and NHS partners through the Leicester Shire Equalities Forum to share knowledge of equalities issues, develop best practice and identify measures that can be implemented across the Leicester, Leicestershire and Rutland region.

### **How equalities fits into the Council's wider vision**

The Council's Equality Strategy sits alongside other corporate strategies and processes to ensure that equality objectives for our residents and staff are considered across the entire Council. The Council has taken an innovative approach by agreeing a single set of five outcomes that we want to see for everybody in Leicestershire as set out in the [Strategic Plan 2018 – 22](#). These are:

- **Strong economy** – giving people and businesses the opportunity to fulfil their potential in a growing and resilient economy
- **Wellbeing and opportunity** – supporting people so they have more control over their health and wellbeing
- **Keeping people safe** – so that everybody can be safe from harm
- **Great communities** – enabling people to take pride in their local area and help other members to create vibrant places in which to live and work
- **Affordable and quality homes** – giving our residents a choice of good quality and affordable homes

Aligning our Public Sector Equality Duty responsibilities with these outcomes helps us to put equalities at the heart of our work in ways that directly benefit Leicestershire people through better decision-making by us and working with our partner organisations.

The council's Strategic Plan is underpinned by a set of **principles** that will shape our approach and define how we work as an organisation to achieve the vision – one of these is our sense of **responsibility** which includes our commitment to equality, diversity and inclusion.

These principles are reflected in the goals we have set for the Equality Strategy particularly the need to make **informed** decisions to gain **good value** by targeting resources where there is evidence of inequality. We have **high expectations** for a representative workforce that is willing to try new things and learn from best practice and innovation to close the outcome gaps between people who have protected characteristics and people who do not. We will be **open** with our partners, communities and residents by providing accessible, clear information and inclusive ways to get involved so that we **collaborate** with others to celebrate success and to develop solutions where there is room for improvement.

As an employer, we also expect our staff to uphold the Council's four organisational values of Positivity, Trust and Respect, Flexibility, and Openness and Transparency. Having these values alongside supporting policies, procedures and a code of conduct give us a strong foundation for how we take responsibility for what we do and how we engage with each other and our service users. Find more information about working for the Council in our [Employment Deal](#).

### **Celebrating success**

Enabling all our people to be who they are is at the heart of this Strategy. If we forget the people behind an equalities issue, we will fail to meet their needs in the best and most inclusive way. But we also believe in recognising and celebrating all the good work that is helping to build and maintain strong relationships between people of different backgrounds, skills and experiences within our workplaces and communities.

We want to show how equality matters and the difference it makes to people that they are welcomed in, and can actively contribute to, our wider society. Improving our knowledge of communities, groups and networks and publicising local initiatives and activities will send a strong message that equality works for everyone.

### **The current context**

While our fundamental approach to equalities remains unchanged, in line with our Public Sector Equality Duty responsibilities, we know that we cannot stand still in a changing world. True commitment to fair and equal treatment for everybody means constantly seeking to improve what we do already as well as ensuring that the Council can respond to new challenges, either directly or by working closely with others. Some of the issues expected to arise during the period covered by this Strategy are complex and not restricted solely to Leicestershire.

The Council continues to monitor the effects of the United Kingdom's exit from the European Union. This includes the potential for changes to the protections that people currently have under the European Convention on Human Rights, where such rights have been written into UK law including through the Human Rights Act 1988, or in access to the European Court of Human Rights, these could change following the UK's exit.

Direct and indirect changes that have been observed since the referendum on leaving the European Union in 2016 include the changes to employment and movement rights of EU nationals working in the United Kingdom, research and development work involving cross-EU relationships or funding, and an increase in certain types of hate crime. In a wider context, specific hate crimes or activities on the grounds of extremist views or directed towards a particular faith or belief, including Antisemitism and Islamophobia, or ethnic group are also a threat to good relations with and within our communities. The Council will remain vigilant to these risks and work with key partners to provide reassurance and resilience so that Leicestershire people feel and are kept safe and informed.

At the same time, improving the breadth and quality of information that we use to make decisions provides the Council with a significant opportunity over the life of this Strategy to better understand the impacts of those decisions, not just on equalities grounds, but also more widely. Making better use of relevant national indicators on housing, educational, employment and health and wellbeing as well as local data will enable us to take a more proactive approach to analysing this data. By doing so, our understanding of actual or potential inequalities and what we can do to manage their impacts will be significantly strengthened.

We also want to improve our processes to capture impacts where they occur cumulatively or persistently across one or more protected characteristic group or groups. This approach will also enable us to identify where other vulnerable groups or people are experiencing more deeply rooted inequality of opportunity such as in our rural communities where physical access to services, amenities and / or places that provide them can be challenging.



Making people more aware of equalities issues, rights and risks is also part of our renewed focus in this Strategy. Accessibility of information, not just in the sense of providing the formats that people need, but also good quality and clear information about the Council and its services, will be a priority so that people's engagement with the Council, including those of seldom heard groups, can be improved.

We also want to ensure that all our staff are fully aware of the responsibilities they have, in their day to day roles in services and with colleagues at work, for advancing the Council's equality and diversity objectives. We will continue to provide staff with a range of mandatory and bespoke equality, diversity and human rights training as well as seeking how this can be more widely taken up throughout the Council including by elected members.

Improving the representation of staff from particular protected characteristic groups at management levels within the Council will also remain as a priority. Developing specific actions on progression in conjunction with the support networks we provide for LGBT+, Black and Disabled staff will be developed through our annual action plans.

DRAFT

## **Section 2 - Knowing and reflecting our communities**

### **Leicestershire's population**

To support us in making informed decisions when performing the council's functions, it is important that we understand the people we service and their experiences.

The population can be broken down by equality group to provide us with a better understanding of the people within our communities – a summary is presented below and with further detail at Annex 1.<sup>1</sup>

The total population of Leicestershire in 2017 was 690,212<sup>2</sup>, an increase of 1.1 percent since 2016 with an equal gender split between men and women.

Compared with England, the population of Leicestershire is older, with higher proportions of the population aged 40-65 and 65 and over. The population is projected to grow between 2016 and 2041 with the largest increases in the 65+ age range. Net migration (both international and within the UK) is projected to be a much larger driver of population change compared to natural change.

Leicestershire is an ethnically and culturally diverse county, benefiting greatly from close links with Leicester, one of the most culturally diverse cities in the UK. According to the 2011 Census, the majority of the county population (91 percent) belong to White ethnic groups, (including White Irish). This equates to almost 600,000 people. The next largest ethnic group in Leicestershire is Asian (6.3 percent), followed by the Mixed or Multiple Ethnic Group (1.7 percent) and Black ethnic groups (0.6 percent); The largest religious group in the county is Christian (60.3 percent), followed by Hindus (2.8 percent), Muslims (1.4 percent) and Sikhs (1.2 percent). Just over a quarter of the population stated they had no religion (27.1 percent) while 6.5 percent did not state a religion

In 2011, 16.2 percent of the county population considered themselves to have a condition that limited their day to day activities, higher than the rates for the East Midlands and England.

The 2011 Rural Urban Classification showed that while the county is rural in terms of area, the population is concentrated within urban areas. Overall, 70 percent of the population of Leicestershire live in areas classed as Urban City and Town, while 18 percent live in area classed as Rural Town and Fringe and the remaining 13 percent live in areas classed as Rural Village and Dispersed.

According to the 2015 Indices of Deprivation Leicestershire is not deprived overall; the county is ranked 136th out of 152 upper tier authorities in England for Multiple

<sup>1</sup> Source: Demography Report of the [Joint Strategic Needs Assessment 2018 - 2021](#)).

<sup>2</sup> Source: Mid-2017 Subnational Population Estimates, ONS, 2018

Deprivation, where 1st is the most deprived. However, pockets of significant deprivation exist; four neighbourhoods in the county fall within the most deprived decile in England. Just over 12,500 people in Leicestershire live in neighbourhoods falling in the two most deprived deciles nationally (out of a total population of over 680,000).

## Leicestershire County Council's Workforce

Each year the Council produces information in relation to the make-up of its workforce. Whilst being a legal requirement, this information is also useful for workforce planning.

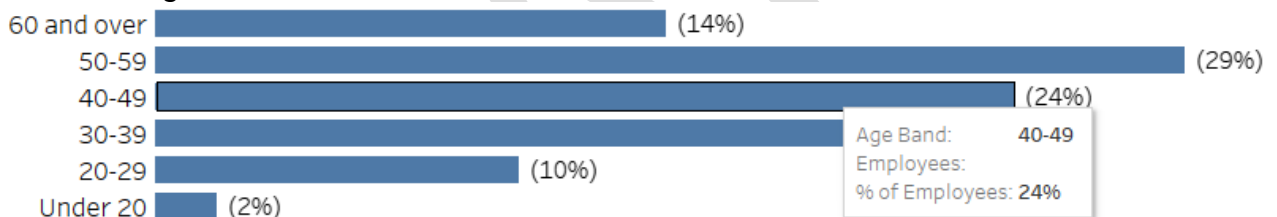
The information below reflects the make-up of our workforce as of June 2019, which excludes our employees in schools. This is shown by equality group and provides us with a better understanding of the people who work within our organisation.

As at the end of June 2019, excluding Schools and Casuals, the council had a total workforce of **6,196 employees**

### Age

The breakdown of our workforce in terms of age group is shown in Chart 1.

*Chart 1 – Age Breakdown of Workforce, June 2019*



### Disability

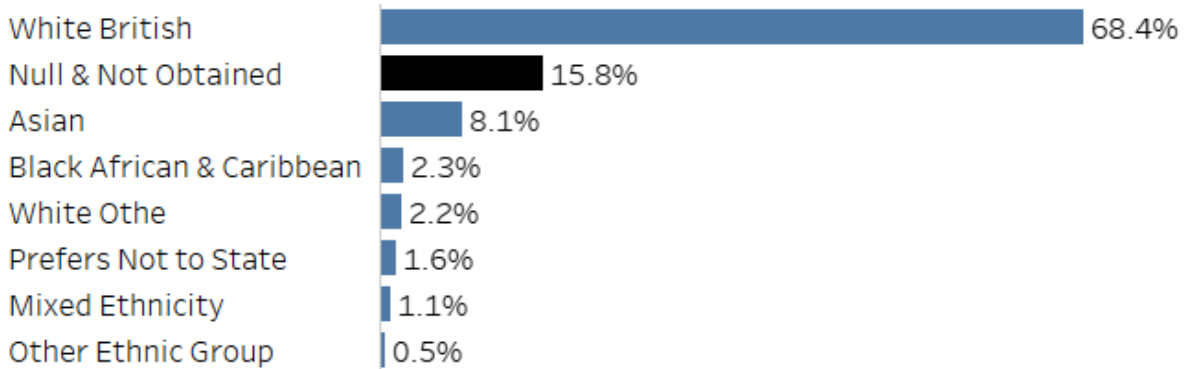
In June 2019, **81.2%** of staff had declared whether they had a disability or not. The most recent workforce representation analysis (June 2019) showed that **4.6%** of staff had declared themselves as disabled. The percentage of disabled employees at Grade 13 or above is **3.9%**.

We intend to continue our campaign to further increase the percentage of employees disclosing whether they have a disability or not.

### Race

In June 2019, 84.2% of staff had declared their ethnicity. Analysis showed that 14.3% of employees are from Black and Minority Ethnic (BME) backgrounds. A breakdown by broad ethnic group is shown in the Chart 2. The percentage of BME employees at Grade 13 or above in June 2019 was **11.9%**.

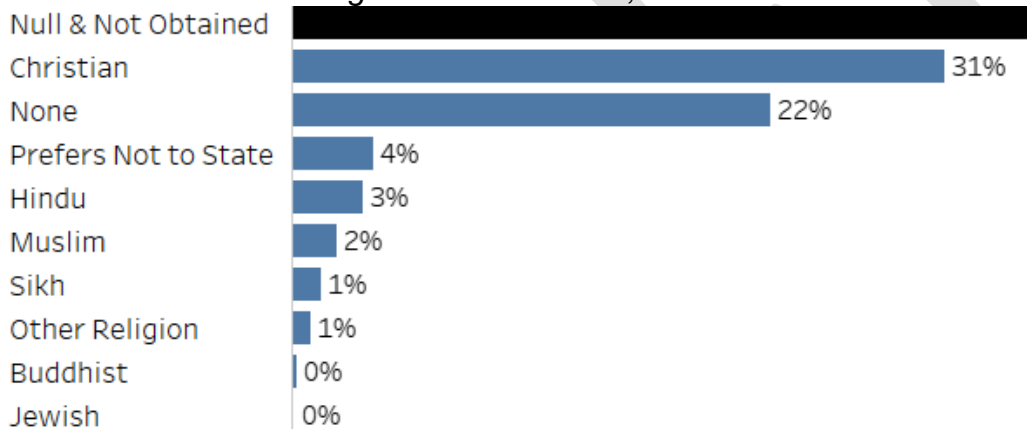
*Chart 2 – Breakdown of Workforce by Ethnic Group, June 2019*



## Religion and Belief

In June 2019, 65.0% of employees had declared their religion. The information that we hold in relation to the religion and belief status of our employees is set out in Chart 3.

*Chart 3 – Workforce Religion & Belief Status, June 2019*



## Sex

Of our employees that are non- school based our workforce equates to **74.0%** female and **26.0%** male. The percentage of female employees at Grade 13 or above is **62.3%**.

## Sexual Orientation

Within the workforce monitoring exercise **56.1%** of staff declared their sexual orientation. **2.0%** of employees declared their sexual orientation as lesbian, gay or bisexual (LGB).

We intend to continue our campaign to further increase the percentage of employees disclosing their sexual orientation.

## **Section 3 - Our approach to Equality, Diversity, Community Cohesion & Human Rights**

### **2.1 Our strategic Vision**

The County Council has developed its “Strategic Plan 2018 – 22: Working together for the benefit of everyone” by focussing on the things that will make life better for people in Leicestershire. We have developed a “shared vision” across the Council of the things we want all the people we serve to experience in their daily lives.

The Council is here to make a positive difference to the lives of Leicestershire people. This vision captures what the Council wants for Leicestershire and what type of organisation it strives to be over the next 20 years.

**“We want Leicestershire to have a strong economy that creates the best life chances for all. People are well and safe, living as part of great communities where people enjoy life with maximum independence in quality homes that are affordable.”.**

### **2.2 Leicestershire County Council’s Equality Policy 2020 -2024**

**Leicestershire County Council has high levels of leadership and works to continually improve its performance in advancing equality of opportunity and celebrating diversity and inclusion through its operations.**

This includes how the council fulfils its functions; decision making, allocating resources, developing and delivering services, as an employer.

**Leicestershire is a place where there is equality of opportunity and good relations with and within its communities**

This requires a good understanding of the communities we serve and how people experience life differently to provide strong leadership and inclusive and responsive services that advances equality and communities where everyone has a good quality of life.

The council will:

- Improve our understanding of the people we serve to make informed, evidence-based decisions which deliver the best outcomes for all
- Foster good relations with and within our communities, inform and involve our citizens to increase participation across all groups, addressing barriers to participation of under-represented groups
- Deliver inclusive and responsive services to improve equality of outcomes and satisfaction amongst the people we serve
- Show leadership for equality, work with others and celebrate and promote success

- Develop a skilled and committed workforce that reflects our communities

## **Section 3 – Delivering the outcomes**

### **3.1 How will we deliver and monitor the change?**

This document sets our goals and objectives for equalities over the next four years. For each year, we will publish an action plan that will be informed by up-to-date equalities data and other relevant evidence and insight.

The Strategy and action plans will be regularly monitored by the Council's Equalities Board. This group brings together representatives from each of the Council's operational departments (Adults & Communities, Children & Family Services, Environment & Transport, Public Health), corporate departments (Corporate Resources, Chief Executive's) and supporting colleagues from human resources, training, policy and equality, and workers' groups.

Further responsibility for delivering the objectives of the Strategy is devolved where appropriate to individual Equalities Groups and Management Teams within departments.

An end-of year progress report against the Action Plans will be provided to the Council's Corporate Management Team, Scrutiny Commission and Cabinet. Equalities information will also be included in the Annual Performance Report presented to the County Council.

Service user input on equalities proposals and decisions, including those identified through Equality & Human Rights Impact Assessments, is provided through the Leicestershire Equalities Challenge Group which includes representation of people with protected characteristics and other community groups. More information is available on the [LECG webpage](#).

## **Explanation of Terms**

### **Equality**

Equality does not mean treating everyone the same. In reality, it means treating everyone differently in order that all people are treated fairly and with respect. Equality of opportunity can be summarised in terms of equal access, equal treatment, and outcomes that meet the needs of the individual.

### **Diversity**

Diversity is about recognising and valuing differences in their broadest sense. This means understanding how people's differences and similarities can be mobilised for the benefit of the individual, an organisation and society as a whole.

### **Human Rights**

Human rights are the basic rights and freedoms that should be available to every person in the world. Human rights are based on core principles such as dignity, fairness, equality, respect and autonomy. They are relevant to day-to-day life and protect people's freedom to control their own lives, effectively take part in decisions made by public authorities which impact upon their rights, and get fair and equal services from public authorities.

### **Community Cohesion**

A cohesive community can be described as one in which strong and positive relationships are being developed between people from different backgrounds and circumstances. Effective and lasting community cohesion involves a common vision, values and a sense of belonging for all communities, where the diversity of people's backgrounds and circumstances is appreciated, respected and positively valued.

## Annex 1 – The people of Leicestershire

### Age

The age of our population is important when planning services so we can meet the needs of our community.

17.9% of the population of Leicestershire are children (0-15 years) 61.7% of the population are working age (16-64 years) and 20.4% of the population are older people (65+ years)<sup>3</sup>.

The population of Leicestershire is growing, and it is predicted to reach 787,500 people by 2041, an increase of over 107,100 from 2016<sup>4</sup>.

However, the population is not growing uniformly for all age groups. We have an ageing population which will have implications for service provision.

Between 2016 and 2041, the total population is predicted to grow by 16%.

- The population growth in people aged 85 years and over is predicted to be 127%%, from 17,700 to 40,100 people.
- The population aged 65-84 is predicted to grow by 44%, from 118,700 to 170,600 people.
- The younger population, aged 0-24 years, is predicted to grow by 9% from 198,700 to 215,700 people.
- However, the adult population aged 25-64 years is predicted to grow by 5% from 345,300 people to 361,100 people<sup>5</sup>.

### Disability

16.2% of the population of Leicestershire self-report a long term illness or disability which limits their day to day activities<sup>6</sup>. Given the projected ageing population, it is reasonable to assume this could significantly increase in the coming years.

Nationally, it is estimated that one in four people will experience a mental health problem each year<sup>7</sup>. In Leicestershire this would equate to 174,567 out of 698,268

<sup>3</sup> Mid-2018 population estimates, Office for National Statistics

<sup>4</sup> 2016-based subnational population projections (2019), Office for National Statistics Population Projections Unit

<sup>5</sup> 2016-based subnational population projections (2019), Office for National Statistics Population Projections Unit

<sup>6</sup> 2011 Census, Office for National Statistics

<sup>7</sup> Mind <http://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/> [Accessed 22/03/16]



residents<sup>8</sup>. Mental health issues can either be short or long term, the most common being generalised anxiety disorder and depression<sup>9</sup>.

There are currently 3,524 people who are registered blind or partially sighted residing in Leicestershire and of these 1,956 are aged 80+. 934 people have dual sight and hearing loss<sup>10</sup>. We are currently in the process of determining how many people residing in Leicestershire are registered with hearing loss. It is estimated that there are more people with a sight and hearing loss within Leicestershire who have not yet registered.

During 2017/18 there were 1,405 people aged 18-64 with a learning disability who received a service<sup>11</sup>. Of those receiving a service in September 2019, 82% were living in settled accommodation, while 11.5% were in employment..The number of people aged 65 or over with a learning disability who received a service during 2017/18 was much lower at 145.

There are 4,222 children with an Education and Health Care Plan in Leicestershire. 31% of these children are supported in mainstream schools, with an additional 9% of children supported in units attached to these schools<sup>12</sup>.

### **Gender Reassignment**

There are no accurate statistics available regarding the profile of people who's gender identity is different from the gender assigned to them when they were born within Leicestershire or the UK as a whole. Gender identity is not incorporated into the Census or other official statistics.

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<sup>8</sup> Based on Mid-2018 population estimates, Office for National Statistics

<sup>9</sup> Mind <http://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/> [Accessed 22/03/16]

<sup>10</sup> Vista, Number of people Registered Blind or Partially Sighted in Leicestershire [as of 22/03/16]

<sup>11</sup> SALT return 2014/15, table LTS001a

<sup>12</sup> SEN2 Collection, Department for Education, January 2019

## Marriage and Civil Partnership

Within Leicestershire 275,502 people (51.7%) are married and 996 people (0.2%) are in a registered same-sex civil partnership. There is a relatively equal balance of people who are married or in a registered same-sex civil partnership across all districts and boroughs within Leicestershire<sup>13</sup>.

## Race

91.4% of the population of Leicestershire identify themselves as 'White' and 8.6% of the population are from Black and Minority Ethnic groups, making Leicestershire an ethnically and culturally diverse county<sup>14</sup>.

This compares to 54% of the population in Leicester who identify as Black and Minority Ethnic. 17.7% of the population in Oadby and Wigston are Indian Asian, which has risen from 11.4% in 2001 and compares to only 1% in Hinckley and Bosworth, North West Leicestershire and Melton<sup>15</sup>.

Approximately 3.8% of people in Leicestershire do not have English as their main language<sup>16</sup>.

## Religion & Belief (including no religion or belief)

Within Leicestershire there are a number of religions and beliefs followed by local people, which include Baha'i, Buddhist, Christian, Hindu, Jewish, Muslim, Pagan and Sikh faiths.

In the 2011 census 60.3% of Leicestershire residents stated that they are Christian, 2.8% are Hindu, 1.4% are Muslim, 1.2% are Sikh and 0.7% identified as other religions. 27.1% of Leicestershire residents stated that they had no religion<sup>17</sup>.

## Sex (Gender)

There is an equal gender split between men and women in Leicestershire with 321,416 males and 329,073 females. However, between 2001 and 2011 there were almost twice as many females as males for those aged 0-4<sup>18</sup>. This is the only age gap where the difference

<sup>13</sup> 2011 Census, Office for National Statistics

<sup>14</sup> 2011 census, Office for National Statistics

<sup>15</sup> 2011 Census, Office for National Statistics

<sup>16</sup> Office for National Statistics, [from Nomis on 21 March 2016]

<sup>17</sup> 2011 Census, Office for National Statistics

<sup>18</sup> 2011 Census, Office for National Statistics

between the sexes is as high. We will continue to monitor this emerging data to further plan future service delivery.

### **Sexual Orientation**

There are no accurate statistics available regarding the profile of the lesbian, gay and bisexual (LGB) population within Leicestershire. Sexual orientation is not incorporated into the Census; however it has previously been widely acknowledged that approximately 6-10% of any population will be LGB. In Leicestershire this would equate to between 41,896 and 69,827 people<sup>19</sup>. Having said this, based on data from the Annual Population Survey 2017, the Office for National Statistics estimate that 2.0 %% of the UK population identify as lesbian, gay or bisexual (LGB)<sup>20</sup>. In 2014, the Integrated Household Survey found that 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual<sup>21</sup>. In Leicestershire this would equate to approximately 11,172 people<sup>22</sup>.

### **Carers**

The 2011 Census found that in Leicestershire 10.9% of the population provide unpaid care. This is slightly higher than the national average of 10% and is perhaps reflective of Leicestershire's ageing population. However, we recognise that care is provided for a variety of reasons, not just for older people, and that support is required for carers of all ages<sup>23</sup>. The Council's Community Insight Survey of 1,600 residents annually suggests that in the 12 months to June 2019, 16% of respondents provided informal care to someone other than children aged under 16.

Given the projected population growth between 2016 and 2041 in people aged 85 years and over, which is predicted to be 127%<sup>24</sup>, it is reasonable to assume that the percentage of people providing unpaid care is likely to rise over the coming years.

### **Gypsy and Traveller Community**

In 2012/13, a Gypsy and Traveller Accommodation Needs Assessment (GTAA) Refresh was undertaken across Leicester, Leicestershire and Rutland. Using baseline data from the 2007 GTAA, caravan count data and information provided by a number of local authorities, the estimation of the number of Gypsies and Travellers across Leicester,

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<sup>19</sup> Based on Mid-2018 population estimates, Office for National Statistics

<sup>20</sup> Sexual identity, Office for National Statistics, 2017.  
<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality>

<sup>21</sup> 2014 Integrated Household Survey, Office for National Statistics

<sup>22</sup> Based on Mid-2018 population estimates, Office for National Statistics

<sup>23</sup> 2011 Census, Office for National Statistics

<sup>24</sup> 2012-based subnational population projections (2014), Office for National Statistics Population Projections Unit

Leicestershire and Rutland in 2012 was 588 families<sup>25</sup>. There are also a number of Gypsy and Traveller families who pass through Leicestershire.

### **Asylum Seekers and Refugees**

There are no accurate statistics available regarding asylum seekers and recent refugees within Leicestershire or the UK as a whole. It is not incorporated into the census or other official statistics.

### **Deprivation**

Leicestershire experiences relatively low levels of social-economic deprivation overall. North West Leicestershire is the most deprived district in the county based upon the Index of Multiple Deprivation 2015 (rank of average score). It is ranked 214 out of 354 local authorities in England (where 1 is the most deprived), while Harborough is the least deprived, ranked 313. Even so, pockets of significant deprivation exist, with some neighbourhoods in Loughborough and Coalville amongst the most deprived neighbourhoods in England. These areas experience deprivation across a number of themes, such as income, employment, health and crime.<sup>26</sup>

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<sup>25</sup> Leicestershire, Leicester and Rutland Gypsy and Traveller Accommodation Assessment Refresh February 2013, DeMontfort University, Leicester

<sup>26</sup> English Indices of Deprivation 2015, Department for Communities and Local Government, 2015

## **Draft Outline Equality Strategy Action Plan 2020/21**

The County Council's Equality Strategy 2020-2024 has two aims:

- Leicestershire County Council has high levels of leadership and works to continually improve its performance in advancing equality of opportunity and celebrating diversity and inclusion through its operations
- Leicestershire is a place where there is equality of opportunity and good relations with and within its communities

As a Local Authority, we are required to meet the general equality duty (also known as the Public Sector Equality Duty) under the Equality Act 2010 to:

- to eliminate discrimination, harassment, victimisation and other prohibited conduct; and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not

And, under the Equality Act 2010 (Specific Duties) Regulations 2011, to:

- Set specific measurable Equality Objectives every four years; and
- Publish sufficient information, in a form that is easily accessible to the general public, to demonstrate 'due regard' to the Public Sector Equality Duty

**The Council's objectives for 2020-21 and how these are to be delivered and reported are set out in the following sections of this Action Plan.**

**The Public Sector Equality Duty means we look at:**

<b>How policies and practices affect our employees</b>		
<b>We fulfil our duty by</b>	<b>Deadline</b>	<b>Success measures</b>
Collating workforce equality monitoring data on a quarterly basis	September 2020 March 2021	Workforce equality monitoring data is available to be reviewed by the Equalities Board for decision on appropriate responses to trends
Annual publication of workforce equality profile	July 2020	The workforce equality profile is published on the Council's website by the due deadline
Annually publication of Gender Pay Gap reporting	April 2021	Gender Pay Gap data is published on the Council's website by the due deadline and in accordance with HMG requirements
Monitoring and responding to progress against the Council's representative workforce targets for 2020-21. These are: BAME 15.5% and Grade 13+ 14.6% Disability 4.8% and Grade 13+ 4.7% Women at Grade 13 65.3% Declaring sexual orientation 58.2% LGBT 2.4%	September 2020 March 2021	Data monitored by Equalities Board and Departmental Equalities Groups for appropriate corrective action
<b>Other people affected by our policies and procedures</b>		
<b>We fulfil our duty by</b>	<b>Deadline</b>	
Undertaking a screening Equalities & Human Rights Impact assessment (EHRIA) at an early stage of all major policy, strategy and service changes including redesign of services	Ongoing	Identifying, completing and reviewing EHRIAs (including Equality Improvement Plans) against departmental programmes
Completing a full EHRIA analysis in all instances where screening identified a negative or unknown impact as a likely outcome and / or where a public consultation exercise is to be carried out	Ongoing	Identifying, completing and reviewing EHRIAs (including Equality Improvement Plans) against departmental programmes
Publishing completed screening and / or full EHRIAs	Ongoing	Up-to-date list of published EHRIAs by department on the Council's website

<b>Objective 1: Improve our understanding of the people we serve to make informed, evidence-based decisions which deliver the best outcomes for all</b>		
<b>Action</b>	<b>Deadline</b>	<b>Success measure</b>
Complete an equalities evidence base for Leicestershire and share with partners	June 2020	Equalities information published on LSOR
Review and update the Council's Equality Monitoring Policy and Guidance	March 2021	Equality Monitoring Policy statement published on-line  Improved equality data for service users
<b>Objective 2: Foster good relations with and within our communities, inform and involve our citizens to increase participation across all groups, addressing barriers to participation of under-represented groups</b>		
Explore with partner authorities and organisations how to support faith and belief communities in Leicestershire	December 2020	Host or facilitate an annual event attended by over 30 representatives Event evaluation
Host an annual Holocaust Memorial Day Event	February 2021	Host an annual event attended by over 30 representatives Event evaluation
Review and update the Council's policy and guidance on making information accessible to everyone	March 2021	Making Information Accessible Policy and guidance produced
Complete a review and of the council's approach to consultation and engagement and recommendations for action	March 2021	Increased representation of all sections of the community in engagement and consultation
Enable and encourage the involvement of communities of interest in service changes, consultations and completion of Equality and Human Rights Impact Assessments through the work of the Leicestershire Equalities Challenge group	March 2021	Increased representation of all sections of the community in engagement and consultation

<b>Objective 3: Deliver inclusive and responsive services to improve equality of outcomes and satisfaction amongst the people we serve</b>		
Review and update the council's approach to equality impact assessment	March 2021	Positive feedback on revised process and EHRIA template  Equality related complaints are reduced  Equality related legal action is reduced
Investigate benchmarking and award schemes to drive improvement and deliver best practice in equalities	March 2021	High performance for equality confirmed by independent audits
Implement BSL Video Relay Interpretation	March 2021	VRI BSL Interpreting available to front line staff for service users
<b>Objective 4: Show leadership for equality, work with others and celebrate and promote success</b>		
Develop and deliver a communications campaign to promote equality, diversity and inclusion	March 2021	Analytics on reach and engagement
To refresh and support delivery across the districts / boroughs of the Leicester, Leicestershire and Rutland Hate Action Plan	March 2021	As per Plan
To support the Prevent Action Plan and the multi-agency Prevent Steering Group.	March 2021	As per Plan



Work collaboratively with partners including supporting and contributing to the work of the Leicester Shire Equalities Forum (LSEF) and other associated partnership projects.	March 2021	Joint campaigns and products
<b>Objective 5: Develop a skilled and committed workforce that reflects our communities</b>		
Develop an action plan to improve recruitment, retention and progression to Grade 13+ of BAME employees	March 2021	Improved representation of BAME employees at Grade 13+
Deliver actions from the Valuing Difference action plan	March 2021	Increase satisfaction amongst disabled staff
Support staff networks to celebrate diversity and promote equality	March 2021	Increased engagement in staff networks and events
Promote self-declaration of protected characteristics amongst staff	March 2021	Increase self-declaration of protected characteristics amongst staff
Promote the completion of mandatory equalities training	March 2021	Mandatory training rates improve
Provide development opportunities to members on equality and human rights	March 2021	Minimum of two member sessions provided per year
Participate in the Stonewall Workplace Employment Index 2020/21	September 2020	Maintain position in Top 100

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## Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service\*\* for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service\*\* may have an adverse impact on a particular community or group of people. It will ultimately ensure that, as an Authority, we do not discriminate and we are able to promote equality, diversity and human rights.

Please refer to the EHRIA [guidance](#) before completing this form. If you need any further information about undertaking and completing the assessment, contact your [Departmental Equalities Group](#) or [equality@leics.gov.uk](mailto:equality@leics.gov.uk)

*\*\*Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
<b>Name of policy being assessed:</b>	Equality Strategy 2020-24
<b>Department and section:</b>	Communities, Policy & Resilience Chief Executive's
<b>Name of lead officer/ job title and others completing this assessment:</b>	Andrew Jeffreys, Policy Officer (Equalities) Donna Worship, Policy Manager
<b>Contact telephone numbers:</b>	0116 305 5501
<b>Name of officer/s responsible for implementing this policy:</b>	Andrew Jeffreys, Policy Officer (Equalities)
<b>Date EHRIA assessment started:</b>	18.10.19
<b>Date EHRIA assessment completed:</b>	11.11.19

## Section 1: Defining the policy

### Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of the policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's [Equality Strategy](#).

1	<p>What is new or changed in the policy? <i>What has changed and why?</i></p> <p>Under the Equality Act 2010 (Specific Duties) Regulations 2011, the Council is required to publish relevant and proportionate information about how it complies with the general equality duty in the Equality Act 2010 and to set itself specific and measurable objectives at least every four years (starting from 6<sup>th</sup> April 2012). These objectives must be made available to the public in an accessible way and so the Council has published an Equality Strategy in 2012, 2013-2016 and 2016-2020.</p> <p>The Council is now preparing to consult on its new Equality Strategy for the period 2020-2024 to be published in accordance with the statutory deadline. The Equality Strategy 2016-20 was based around eight priority equality objectives which require review in order to meet the aims of the new strategy. These objectives have been refined into five priority areas under the new Strategy.</p>
2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <p>The draft Equality Strategy 2020-24 is relevant to all policy-making by Leicestershire County Council, driving equality, diversity, community cohesion and human rights priorities across Leicestershire, as well as being directly aligned to the outcomes in the Council's Strategic Plan 2018-23 for everybody in Leicestershire:</p> <ul style="list-style-type: none"> <li>• Strong economy</li> <li>• Wellbeing and opportunity</li> <li>• Keeping people safe</li> <li>• Great communities</li> <li>• Affordable and quality homes</li> </ul> <p>The Strategic Plan is driven by key principles that support how the Council will meet the goals it has set for the draft Equality Strategy 2020-24 through making informed decisions based on knowledge of specific inequalities to develop measures and means of working that make the best use of the Council's and others' resources.</p>
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>The draft Equality Strategy 2020-24 aims to benefit all citizens in Leicestershire, whether as service users, Council employees or through partner organisations and networks. It particularly focuses on people covered under the nine protected characteristics of the Equality Act 2010 both as individuals or collectively to achieve positive equality, diversity, community cohesion and human rights outcomes.</p>

<b>4</b>	Will the policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? <b>(Please tick and explain how)</b>			
		<b>Yes</b>	<b>No</b>	<b>How?</b>
	Eliminate unlawful discrimination, harassment and victimisation	<b>X</b>		The draft Equality Strategy 2020-24 outlines a commitment to all three of the Council's statutory duties under the Equality Act 2010. It will be supported by an action plan for each year of the strategy period setting out how the Council will prevent discriminatory and unfair treatment, enable equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
	Advance equality of opportunity between different groups	<b>X</b>		
Foster good relations between different groups	<b>X</b>			

## Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

### Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for a policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to Section 3 on Page 7 of this document.

### Section 2

#### A: Research and Consultation

<b>5.</b>	Have the target groups been consulted about the following?	<b>Yes</b>	<b>No*</b>
	a) their current needs and aspirations and what is important to them;		<b>X</b>
	b) any potential impact of this change on them (positive and negative, intended and unintended);		<b>X</b>
	c) potential barriers they may face		<b>X</b>
<b>6.</b>	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		<b>X</b>
<b>7.</b>	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?		<b>X</b>

<b>8.</b>	<p>*If you answered 'no' to the questions above, please use the space below to outline either what consultation you are planning to undertake or why you do not consider it to be necessary.</p> <p>A 3-month public consultation on the aims and objectives of the draft Equality Strategy 2020-24 will run from November 2019 to January 2020 to obtain views on issues and priorities for the target and secondary groups. This will be complemented by opportunities for internal and external stakeholders to shape the final form of the Equality Strategy 2020-24 before it is presented to Cabinet and Council for approval to meet the statutory deadline.</p>
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## Section 2

### B: Monitoring Impact

<b>9.</b>	Are there systems set up to:	<b>Yes</b>	<b>No</b>
	a) monitor impact (positive and negative, intended and unintended) for different groups;	<b>X</b>	
	b) enable open feedback and suggestions from different communities	<b>X</b>	

**Note: If no to Question 9, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.**

## Section 2

### C: Potential Impact

<b>10.</b>	Use the table below to specify if any individuals or community groups who identify with any of the ' <a href="#">protected characteristics</a> ' may <b>potentially</b> be affected by the policy and describe any positive and negative impacts, including any barriers.			
		<b>Yes</b>	<b>No</b>	<b>Comments</b>
	<b>Age</b>	<b>X</b>		The draft Equality Strategy 2020-24 is expected to have a positive impact on each of the nine protected characteristics under the Equality Act 2010 and the Council's responsibilities under the Act to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and to foster good relations between people who share a protected characteristic and those who do not. The Strategy recognises that reducing barriers of access and opportunity is fundamental to delivering and enhancing outcomes for people with protected
	<b>Disability</b>	<b>X</b>		
	<b>Gender Reassignment</b>	<b>X</b>		
	<b>Marriage and Civil Partnership</b>	<b>X</b>		
	<b>Pregnancy and Maternity</b>	<b>X</b>		
	<b>Race</b>	<b>X</b>		
	<b>Religion or Belief</b>	<b>X</b>		
	<b>Sex</b>	<b>X</b>		

	<b>Sexual Orientation</b>	X		characteristics and to the wider society.
	<b>Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities</b>	X		The draft Equality Strategy 2020-24 and the Council's commitment to equality, diversity, community cohesion and human rights extends to ensuring that the needs of these groups are recognised and met through proportionate and specific actions and so is likely to result in a positive impact.
	<b>Community Cohesion</b>	X		The draft Equality Strategy 2020-24 includes the aim of wanting Leicestershire to be a place where people and groups in communities enjoy good quality of life and relations between each other. This will be developed in the supporting action plans and by working with partners through key public sector and representative bodies and so is likely to result in a positive impact.
<b>11.</b>	<p>Are the human rights of individuals <b><i>potentially</i></b> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? <b>(Please tick)</b></p> <p>Explain why you consider that any particular <a href="#">article in the Human Rights Act</a> may apply to the policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB: include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>			
		<b>Yes</b>	<b>No</b>	<b>Comments</b>
<b>Part 1: The Convention- Rights and Freedoms</b>				
	<b>Article 2: Right to life</b>	X		The draft Equality Strategy 2020-24 includes a commitment for the Council to consider every opportunity to promote or protect relevant human rights in our policies, practices, functions and procedures, and to make people aware of their human rights to inform any decisions they may make on seeking due redress for potential or actual breaches of those rights. This is likely to have a positive impact.
	<b>Article 3: Right not to be tortured or treated in an inhuman or degrading way</b>	X		
	<b>Article 4: Right not to be subjected to slavery/ forced labour</b>	X		
	<b>Article 5: Right to liberty and security</b>	X		
	<b>Article 6: Right to a fair trial</b>	X		
	<b>Article 7: No punishment without law</b>	X		

	<b>Article 8: Right to respect for private and family life</b>	X		
	<b>Article 9: Right to freedom of thought, conscience and religion</b>	X		
	<b>Article 10: Right to freedom of expression</b>	X		
	<b>Article 11: Right to freedom of assembly and association</b>	X		
	<b>Article 12: Right to marry</b>	X		
	<b>Article 14: Right not to be discriminated against</b>	X		
<b>Part 2: The First Protocol</b>				
	<b>Article 1: Protection of property/ peaceful enjoyment</b>	X		The draft Equality Strategy 2020-24 includes a commitment for the Council to consider every opportunity to promote or protect relevant human rights in our policies, practices, functions and procedures, and to make people aware of their human rights to inform any decisions they may make on seeking due redress for potential or actual breaches of those rights. This is likely to have a positive impact.
	<b>Article 2: Right to education</b>	X		
	<b>Article 3: Right to free elections</b>	X		
<b>Section 2</b>				
<b>D: Decision</b>				
<b>13.</b>	Is there evidence or any other reason to suggest that:	<b>Yes</b>	<b>No</b>	<b>Unknown</b>
	a) the policy could have a different affect or adverse impact on any section of the community;		X	
	b) any section of the community may face barriers in benefiting from the proposal		X	
<b>13.</b>	Based on the answers to the questions above, what is the likely impact of the policy			
	No Impact <input type="checkbox"/>	Positive Impact <input checked="" type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Unknown <input type="checkbox"/>
<b>Note: If the decision is 'Negative Impact' or 'Impact Not Known', an EHRIA Report is required.</b>				
<b>14.</b>	Is an EHRIA report required?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	



## Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

**Option 1:** If you identified that an EHRIA Report *is required*, continue to Section 3 on Page 7 of this document.

**Option 2:** If there are no equality, diversity or human rights impacts identified and an EHRIA report *is not required*, continue to Section 4 on Page 14 of this document.

# Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

## Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think *thoroughly* about the impact of the policy and to critically examine whether it is *likely* to have a positive or negative impact on different groups within our diverse communities. It should also identify any barriers that may adversely affect under-represented communities or groups that may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

## Section 3

### A: Research and Consultation

When considering the target groups, it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

15. Based on the gaps identified either in the EHRIA Screening or independently of this process, *how* have you now explored the following and *what* does this information/ data tell you about each of the diverse groups?

a) current needs and aspirations and what is important to individuals and

	<p>community groups (including human rights);</p> <p>b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);</p> <p>c) likely barriers that individuals and community groups may face (including human rights)</p>
16.	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?
<p><b>When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.</b></p>	
17.	Based on the gaps identified either in the EHRIA Screening or independently of this process, <b>how</b> have you further consulted with those affected on the likely impact and <b>what</b> does this consultation tell you about each of the diverse groups?

<b>18.</b>	Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?

<b>Section 3</b>															
<b>B: Recognised Impact</b>															
<b>19.</b>	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are <b>likely</b> to be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.														
	<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 50%;"><b>Comments</b></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>Age</b></td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Disability</b></td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Gender Reassignment</b></td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Marriage and Civil Partnership</b></td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Pregnancy and Maternity</b></td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Race</b></td> <td></td> </tr> </tbody> </table>		<b>Comments</b>	<b>Age</b>		<b>Disability</b>		<b>Gender Reassignment</b>		<b>Marriage and Civil Partnership</b>		<b>Pregnancy and Maternity</b>		<b>Race</b>	
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<b>Race</b>															

	<b>Religion or Belief</b>	
	<b>Sex</b>	
	<b>Sexual Orientation</b>	
	<b>Other groups</b> e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	
	<b>Community Cohesion</b>	

<b>20.</b>	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <b>likely</b> to apply to the policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		<b>Comments</b>
	<b>Part 1: The Convention- Rights and Freedoms</b>	
	<b>Article 2: Right to life</b>	
	<b>Article 3: Right not to be tortured or treated in an inhuman or degrading way</b>	
	<b>Article 4: Right not to be subjected to slavery/ forced labour</b>	
	<b>Article 5: Right to liberty and security</b>	
	<b>Article 6: Right to a fair trial</b>	
	<b>Article 7: No punishment without law</b>	
	<b>Article 8: Right to respect for private and family life</b>	

<b>Article 9: Right to freedom of thought, conscience and religion</b>	
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<b>Article 14: Right not to be discriminated against</b>	
<b>Part 2: The First Protocol</b>	
<b>Article 1: Protection of property/peaceful enjoyment</b>	
<b>Article 2: Right to education</b>	
<b>Article 3: Right to free elections</b>	

**Section 3****C: Mitigating and Assessing the Impact**

Taking into account the research, data, consultation and information you have reviewed and/ or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.

- 21.** If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

NB:

- i) If you have identified adverse impact or discrimination that is **illegal**, you are required to take action to remedy this immediately.
- ii) If you have identified adverse impact or discrimination that is **justifiable or legitimate**, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

- 22.** Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.
- a) include any relevant research and consultation findings which highlight the best way in which to minimise negative impact or discrimination
  - b) consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed
  - c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why

**Section 3****D: Making a decision**

- 23.** Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights.

**Section 3****E: Monitoring, evaluation & review of the policy**

- 24.** Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

- 25.** How will the recommendations of this assessment be built into wider planning and review processes?  
*e.g. policy reviews, annual plans and use of performance management systems*

**Section 3:  
F: Equality and human rights improvement plan**

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when



## Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your Departmental Equalities Group and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to the Digital Services Team via [web@leics.gov.uk](mailto:web@leics.gov.uk) for publishing.

### Section 4

#### A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

**Equality and Human Rights Assessment Screening**

**Equality and Human Rights Assessment Report**

1<sup>st</sup> Authorised Signature (EHRIA Lead Officer): .....

Date: .....

2<sup>nd</sup> Authorised Signature (DEG Chair): .....

Date: .....

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## **SCRUTINY COMMISSION – 11<sup>TH</sup> MARCH 2020**

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

#### **2019/20 MEDIUM TERM FINANCIAL STRATEGY MONITORING (PERIOD 10)**

##### **Purpose**

1. To provide members with an update on the 2019/20 revenue budget and capital programme monitoring position as at period 10.

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

2. The 2019/20 revenue budget and the 2019/20 to 2022/23 capital programme were approved by the County Council at its budget meeting on 20th February 2019 as part of the Medium Term Financial Strategy.

##### **Background**

3. The latest revenue budget monitoring exercise shows a net projected overspend of £4.3m.
4. The latest capital programme monitoring exercise shows a net projected variation of £49m compared with the 2019/20 budget, mainly due to slippage on the planned completion of schemes.
5. The monitoring information contained within this report is based on the pattern of revenue and capital expenditure to the end of January 2020.

##### **REVENUE BUDGET**

6. Overall a net overspend of £4.3m is forecast. The results of the latest exercise are summarised below and set out in more detail in Appendix 1.

	Updated Budget	Projected Outturn	Difference from Updated Budget	
	£000	£000	£000	%
Schools Budget – Schools and Early Years	0	-1,770	-1,770	
Schools Budget – High Needs	0	8,200	8,200	
<b>Net Total</b>	<b>0</b>	<b>6,430</b>	<b>6,430</b>	
Children & Family Services (Other)	75,125	78,795	3,670	4.9
Adults & Communities	148,209	145,409	-2,800	-1.9
Public Health	220	50	-170	n/a
Environment & Transport	69,653	71,733	2,080	3.0
Chief Executives	10,973	10,113	-860	-7.8
Corporate Resources	34,097	34,097	0	0.0
Capital Financing	60,560	60,560	0	0.0
Other Areas (Inflation and General Fund)	4,467	10,127	5,660	126.7
Central grants/other income	-25,894	-28,664	-2,770	10.7
<b>Total</b>	<b>377,410</b>	<b>382,220</b>	<b>4,810</b>	<b>1.3</b>
<b>Funding</b>	<b>-377,410</b>	<b>-377,890</b>	<b>-480</b>	<b>0.1</b>
<b>Net Total</b>	<b>0</b>	<b>4,330</b>	<b>4,330</b>	

7. The key projected variances that have been identified are set out below. Further details of major variances are provided in Appendix 2.

#### Children and Families – Schools Budget

8. The overall school budget is forecast to be £6.4m overspent to the budget (Dedicated Schools Grant) at the end of 2019/20. This comprises an overspend of £8.2m on the High Needs block and an underspend of £1.8m on the Schools and Early Years blocks.
9. Nationally concern over the impact of SEND reform on High Needs expenditure and the financial difficulties this places on local authorities is growing. The position in Leicestershire reflects the national picture. Following confirmation of pupil destinations for the 2019/20 academic year and a review of the pupil tracking information, demand for packages to support pupils with Education, Health and Care Plans (EHCPs) was found to have exceeded that assumed within the High Needs Development Plan by 151 pupils, an increase of 4%; and additional unit costs at special schools by 5% and mainstream schools by 17%. A deficit of £8.2m is forecast for 2019/20, an increase of £2m on the original budget plans.
10. The sufficiency workstream of the High Needs Development Plan has delivered an additional 90 places in the financial year. However, this additional capacity has not met the increase in overall demand and is the significant factor in the change of

position. The full year cost saving of this new provision is £2.2m. Without this new capacity pupils would have required independent special school placements.

11. When added to the High Needs deficit within the DSG earmarked fund the cumulative High Needs deficit at the end of 2019/20 is forecast to be £8.3m.
12. For 2020/21 it is estimated that the expenditure in excess of the grant will be £11m assuming that current demand trends continue. By the end of 2020/21 the estimated accumulated high needs deficit is forecast to be £19m. The Department is investigating a number of actions that could over the course of the MTFs reduce demand and therefore the overall deficit.
13. The Schools and Early Years blocks are forecast to underspend by £1.8m. The main variation is a £2m underspend on funding budgeted for schools growth, to meet the revenue cost of commissioning new schools, not being required in 2019/20. The underspend will be held in the DSG earmarked fund to meet future costs, for the expected growth in pupil numbers, which the in-year grant will not cover.

#### Children and Families – Local Authority Budget (Other)

14. The budget is forecast to be £3.7m overspent for the financial year.
15. Children's Social Care workforce - £2.7m overspend. The recruitment of social workers is a concern nationally and that position is reflected in Leicestershire resulting in a continued need to use agency workers to fill vacancies. The department's recruitment and retention strategy is embedded, the use of agency staff is decreasing as additional permanent staff are being appointed. It is anticipated that this position will continue resulting in less reliance on agency staff. A number of newly qualified social workers have been recruited over the last 12 months, who in the short term need to be supported by experienced workers. Maintaining caseloads at a reasonable level is also an increasing pressure across many social care services.
16. Operational Placements - £1.8m overspend. Overall the numbers of looked after children are in line with the budget. However, some new placements have entered the system with very high and complicated needs which have resulted in costs of up to £7,500 plus per week, 100% higher than the total average cost of that placement type. It is projected that the average weekly cost to social care of external residential placements will rise from £3,300 per week at the start of the financial year to £3,800 per week (15% increase) by the end of the financial year.
17. Likewise, a similar trend can be seen in the 16 plus provision type, with the average weekly cost to social care of £950 per week at the start of the financial year rising to £1,330 per week currently (40% increase). Again a similar trend is being seen where new activity coming in to the system is managing need of a higher, more complex type than activity exiting the system. For example, current projections include a number of children costing £3,000 per week (200% higher than average cost for this provision type), but potentially could have been costing the Council significantly more

had these placements not been stepped down from an external residential placement.

18. The increase in social care staffing and placement costs has been included as growth within the new MTFS.
19. Asylum Seekers - £0.5m overspend. Demand on this budget continues to rise, leading to the need for additional staffing. Although the Home Office has increased funding rates this is not sufficient to offset the overall pressure on this budget. The problem continues to grow from 2018/19 where an overspend of £0.4m was incurred.
20. The Children and Families Wellbeing Service is forecast to underspend by £0.9m, largely due to staff turnover and vacancies.

### Adults and Communities

21. The budget is forecast to be £2.8m underspent by year end.
22. Staffing, overhead and other budgets are forecasting a net underspend of £2.6m. There is a high level of staffing vacancies across the department. Some of these will be filled temporarily by the use of agency staff or are held in advance of savings.
23. Direct Payments / Home Care – net underspend of £0.2m. Increased service users receiving a Help to Live at Home (HTLAH) service (£1.4m) offset by a reduction in the number of service users receiving a Direct Payment (£1.6m).
24. Residential Care / Supported Living – net underspend of £0.4m arising from a reduction in the overall number of service users. A £1.3m increase in costs on supported living is offset by a £1.7m reduction in residential care costs, due to the departmental Target Operating Model (TOM) programme of moving service users from residential care to supported living and changes to the Learning Disabilities pooled budget with Health.

### Environment and Transport

25. An overall overspend of £2.1m is forecast. Special Educational Needs (SEN) transport is the main area, reporting a £2.1m overspend for the year. There are increasing numbers of pupils requiring transport provision and in some cases risk assessments and case conferences have highlighted that children require a higher level of transport provision (such as solo travel). Delays in implementing savings are also a factor in the forecast overspend (£0.6m of the overspend), including those relating to the impact of the judicial review. Further work to reassess the overspend will be required once the new academic year transport patterns are known.

### Chief Executive's

26. An underspend of £0.9m is reported for the financial year. The main reasons are due to additional planning fee income and staff vacancies.

### Corporate Resources

27. Overall the department is forecasting to be on budget. However, there are pressures in Commercial Services; £1.4m forecast overspend due to growth in profit (£0.5m) not being achieved, pressures from an overspend in 2018/19 and additional costs arising from the 2019 pay award that cannot be fully recovered through increased income levels in the short term. The budgeted net contribution was £1.8m of which £0.4m has been achieved.
28. The position is offset by savings elsewhere within the department through managing vacancies in ICT staffing in advance of savings and low levels of insurance claims. The department is reviewing the approach to Commercial Services to address the current pressures.

### Central

29. The inflation contingency of £13.9m is projected to be overspent by around £3.2m. The overspend is mainly due to inflation pressures of £9.2m on the Adults and Communities budget, mostly relating to the fee review including implementing new bands and the 2019/20 inflationary uplift, as detailed in a report to the Cabinet on 25 June 2019. This is exceptional compared with previous years (averaging around £4m - £5m). Other pressures include the 2019/20 pay award and an increase to the employer pension contribution rate amounting to £5.3m, and inflation pressures of around £2.6m on highways, transport, waste, energy and other budgets.
30. Central Grants and Other Income is forecast to underspend by £2.8m due mainly to an increase in bank interest from higher balances (£0.6m) and a review of prior year open purchase orders and other liabilities that are no longer required (£2.4m).
31. The budget assumed a requirement to increase the General Fund by £6m to cover the forecast deficit in High Needs funding. The worsened position, as set out above, will require an additional £2.5m to be contributed to the General Fund in 2019/20 to mitigate the risk that this expenditure cannot be recovered.
32. Additional Business Rates income of £0.5m is forecast from an increase in section 31 grants to compensate for discounts awarded nationally by Government, and additional funding from the national levy account.

### **Business Rates**

33. The latest forecasts for the 2019/20 Leicester and Leicestershire Business Rates Pool and 75% Business Rates Pilot show:
  - Business Rates Pool - surplus of £8.2m in 2019/20 compared with an original forecast of £8m in January 2019. The surplus is transferred to the Leicester and Leicestershire Enterprise Partnership (LLEP).

- Business Rates Pilot - surplus of £14m, to be distributed to the pooling partners. The County Council's share of c.£7m is included in the 2019/20 MTFS as part of the Future Developments Fund. The pilot is for 2019/20 only.

34. Due to the success of the Business Rates Pool a total of £32m will have been retained in Leicestershire, since the first year of operation in 2013/14. The funding, provided to the LLEP, is being used to support a range of infrastructure projects around the County and City. Part of this funding will be received by the County Council to help offset the costs of specific projects which would otherwise need to be funded from the Council's own funding sources. Due to the strong position in 2019/20 the Pool will continue in 2020/21 and is forecast to generate a further £11m.

### **Overall Revenue Summary**

35. Overall, there is a forecast net overspend of £4.3m.
36. In order to balance the 2019/20 outturn position the Revenue Funding of Capital budget will be reduced. This is possible given the level of slippage on the capital programme as set out below. However, the funding will need to be replaced in 2020/21 which will result in a reduction to the funding of the 2020-24 capital programme, adding to the shortfall of funding for the new programme. This will create an additional demand on the County Council's cash resources that will need to be repaid. The MTFS 2020-24 included provision for a £4m forecast overspend in 2019/20.
37. For 2020/21, the significant budget pressures reported during 2019/20 were identified early in the financial year and have been reflected in the new MTFS.

### **CAPITAL PROGRAMME**

38. The capital programme for 2019/20 totals £170m, including slippage of £19m from the 2018/19 outturn position. The latest position for 2019/20 shows an overall forecast variance of £49.4m. A summary is shown in Appendix 3 with details of the major variances provided in Appendix 4. The main variances are reported below:
39. Children and Family Services – overall slippage of £1.8m. The main areas include;
- Provision of Additional Primary Places programme – slippage of £2.8m.
    - Blaby Thistly Meadow, slippage £1.4m due to planning issues as the site is on a flood plain, the structure will be raised to overcome the problem.
    - Thurnby Fernvale, slippage £1m due to issues with ownership of the brook which runs along the site and an easement to Severn Trent which required a full re-design of the scheme which delayed the programme; the project is now expected to complete during the Summer break in time for the new academic year.



- SEND Programme – acceleration forecast of £1.3m. The programme is being accelerated as the delivery of additional SEN places is crucial for the delivery of revenue savings which are integral to the High Needs Development Plan.

40. Adults and Communities - overall net slippage of £5.4m:

- Records Office Relocation – slippage of £2.9m. The business case has required a major re-write due to the number of significant changes to the design. Revised proposals are now being considered. Overall it is still expected that the scheme can be delivered within the original budget. However, as a result of the issues encountered the estimated completion date is now expected to be late 2022/23.
- Hamilton Court / Smith Crescent NWL Development - £2.1m slippage due to the programme of work required significantly changing since the capital funding was requested. A detailed feasibility report has been completed and pre-construction works started in January 2020 with the actual works expected to commence in March 2020. The scheme is still forecast to be delivered to the original budget.

41. Environment and Transport - overall net slippage of £30.8m:

- M1 Junction 23 and A512 - £9.6m slippage due to delays in completing the legal agreement with the developers. There has also been a delay due to issues with access to the site. The agreement has now been signed and construction works have started.
- National Productivity Investment Fund (NPIF) Hinckley Hub - £4.9m slippage due to delays in negotiations with the land owners. Work is now expected to start in March 2020.
- Waste Transfer Station - £4.5m slippage – due to delays in identifying a suitable site which has now been agreed at Bardon. Work will now mainly take place in 2020/21.
- Melton Depot Replacement - £3.8m slippage as the winter 2019/20 service is to be provided out of the existing depot following a one-year extension of lease being granted. For winter 2020/21 onwards, there is currently no prospect of moving to the new depot site until the Melton Distributor Road is completed. Short term options are being investigated.
- County Council Vehicle Programme - £1.9m slippage due to a fleet management review which is now complete with actions and outcomes being considered.
- Lutterworth East Road - £1.8m slippage due to some of the pre-construction works will not be completed until Spring 2020.
- Zouch Bridge - £1.6m slippage following a review of the scheme. Cabinet received a report on 24 May 2019 which reported a shortfall in funding for the replacement of Zouch Bridge. Following a review of the scheme, additional funding has been included within the new MTFs 2020-24 to ensure completion of the project. The planned scheme start date is now Summer 2020.

42. Corporate Resources Programme, overall net slippage of £5.5m.

- Watermead Park Footbridge and Cycleway, slippage of £2m. The scheme is now on hold as one of the landowners on which the bridge will be located is reconsidering their involvement in the project. Conversations are continuing between County Council, Leicester City Council and the land owners on the potential viability of this scheme.
- Snibston and Country Park Future Strategy – Land Remediation works, slippage of £1.8m. Works to remediate the land have been put on hold, while the site is investigated for potential use by the Social Care Investment Plan.
- Snibston and Country Park Future Strategy – Masterplan, slippage of £1.1m, arising from clarifications with the District Council.

43. Corporate Programme, overall net slippage of £5.3m.

- Corporate Asset Investment Strategy (CAIF) – Loughborough University Science and Enterprise Park, development of an office block plus car parking spaces, accelerated timescale, £6.8m.
- CAIF – East of Lutterworth SDA, land purchase, slippage of £9.1m. The completion of the purchase of the final two parcels of land associated with this scheme will now complete on 3rd April 2020.
- CAIF – Airfield Business Park, development of industrial units on part of the site, underspend £1.5m. Reduction in funding required based on the agreed fixed price contract, partly due to procuring a cheaper construction package through the OJEU process alongside some changes to the scheme.
- Energy Strategy, slippage of £1.8m. Schemes progressing but can take significant time for schemes to be approved and progressed to operational stage. Funding should still be required as a number of schools are in conversation with the Energy team to progress.

### **Capital Receipts**

44. The requirement for capital receipts for 2019/20 is £12m. The latest forecast of receipts is £3m, a shortfall of £9m. The shortfall is primarily due to delays with three large planned sales where planning permission is required. Of the shortfall, £3m is now expected to be received in 2020/21.

45. The remaining shortfall can be managed in 2019/20 due to the overall level of slippage on the capital programme. However, there is a risk that the difficulties will have an impact on the funding of the future capital programme. An adjustment for the shortfall and delay has been included within the new MTFS for 2020-24.

### **Corporate Asset Investment Fund**

46. A summary of the CAIF position as at quarter 3 for 2019/20 is set out below:

Asset Class	Opening Capital Value	Capital Incurred 2019/20	Net Income YTD	Forecast Net Income FY	Forecast Net Inc. Return FY
	£000	£000	£000	£000	%
Office	27,657	95	1,450	1,688	6.1%
Industrial	12,479	3	527	887	7.1%
Distribution	456	1	13	36	7.9%
Development	35,120	31,776	44	19	0.0%
Rural	20,585	619	516	949	4.5%
Other	4,344	0	48	283	6.5%
Pooled Property	23,110	2,500	715	1,000	3.9%
Private Debt	20,890	0	750	1,045	5.0%
<b>TOTAL</b>	<b>144,641</b>	<b>34,994</b>	<b>4,063</b>	<b>5,907</b>	<b>3.3%</b>

47. Overall the fund is forecasting to achieve a 3.3% net income return for 2019/20. If the development classification was excluded, the return would increase to 5.2%. It should be noted that the above table excludes in year capital growth which is assessed annually as part of the asset revaluation exercise and reported in the annual CAIF performance report.
48. During June 2019, an additional £2.5m was invested in Pooled Property funds bringing the total held to £25m as originally planned, the opening value in the table above includes growth in the valuation of the fund.

### **Future Developments Fund**

49. The balance on the future development fund is currently £17m. As part of updating the new MTFS this balance has been added to the new capital programme funding and this phase of the future developments fund will be closed. The new MTFS includes a provision of £60m over 4 years for (new) Future Developments schemes.
50. The Future Developments fund is held to contribute towards schemes that have been identified but are not sufficiently detailed for inclusion in the capital programme at this time. There is a long list of projects that may require funding over the next 4 years. These include investment in infrastructure for schools and roads arising from increases in population, investment in health and social care service user accommodation, highways match funding of capital bids, and investment in the efficiency and productivity programme. The list of future developments is continually refreshed. Bids from the Fund will be managed through prioritisation and where possible the identification of alternative funding sources.

### **Recommendation**

51. The Scrutiny Commission is asked to note the contents of this report.

## **Background Papers**

County Council, 20 February 2019 – Medium Term Financial Strategy 2019/20 to 2022/23.

<http://politics.leics.gov.uk/documents/s144416/Report%20of%20the%20Cabinet%20-%20MTFS.pdf>

<http://politics.leics.gov.uk/documents/s144417/MTFS%2019-23%20-%20Cab%208-2-19%20v4%20final.pdf>

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

None.

## **Equality and Human Rights Implications**

There are no direct implications arising from this report.

## **Appendices**

Appendix 1 – Revenue Budget Monitoring Statement

Appendix 2 – Revenue Budget – Forecast Main Variances

Appendix 3 – Capital Programme Monitoring Statement

Appendix 4 – Capital Programme – Forecast Main Variances and Changes in Funding

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**REVENUE BUDGET MONITORING STATEMENT 2019/20**  
**(AS AT PERIOD 10)**

	Updated Budget	Projected Outturn	Difference from Updated Budget		
	£000	£000	£000	%	
<b>Schools Budget</b>					
Schools	94,724	92,614	-2,110	-2.2	
Early Years	34,427	34,767	340	1.0	
DSG Funding	-129,151	-129,151	0	0.0	
	<u>0</u>	<u>-1,770</u>	<u>-1,770</u>		
<i>Earmarked fund - start of year</i>			<u>-1,800</u>		
<i>Earmarked fund - end of year</i>			<u>-3,570</u>		
High Needs	67,354	75,554	8,200	12.2	
Dedicated Schools Grant (DSG)	-67,354	-67,354	0	0.0	
	<u>0</u>	<u>8,200</u>	<u>8,200</u>		
<i>Earmarked fund - start of year</i>			<u>100</u>		
<i>Earmarked fund - end of year</i>			<u>8,300</u>		
<b>LA Budget</b>					
Children & Family Services (Other)	75,125	78,795	3,670	4.9	RED
Adults & Communities	148,209	145,409	-2,800	-1.9	GREEN
Public Health *	220	50	-170	n/a	GREEN
Environment & Transport	69,653	71,733	2,080	3.0	RED
Chief Executives	10,973	10,113	-860	-7.8	GREEN
Corporate Resources	34,097	34,097	0	0.0	GREEN
DSG (Central Dept. recharges)	-922	-922	0	0.0	GREEN
Other corporate savings	-300	-100	200	-66.7	RED
Contingency for Inflation	-3,123	77	3,200	-102.5	RED
Total Services	<u>333,932</u>	<u>339,252</u>	<u>5,320</u>	<u>1.6</u>	
<b>Central Items</b>					
Financing of Capital	22,600	22,600	0	0.0	GREEN
Revenue funding of capital	31,360	31,360	0	0.0	GREEN
Revenue funding of capital- use of BR Pilot income	6,600	6,600	0	0.0	GREEN
Central Expenditure	2,812	2,572	-240	-8.5	GREEN
Central Grants and Other Income	-25,894	-28,664	-2,770	10.7	GREEN
Total Central Items	<u>37,478</u>	<u>34,468</u>	<u>-3,010</u>	<u>-8.0</u>	
Contribution to General Fund	6,000	8,500	2,500	41.7	RED
<b>Total Spending</b>	<u>377,410</u>	<u>382,220</u>	<u>4,810</u>	<u>1.3</u>	
<b>Funding</b>					
Business Rates - Top Up	-39,674	-39,674	0	0.0	GREEN
Business Rates Baseline / retained	-23,455	-23,375	80	-0.3	AMBER
S31 Grants - Business Rates	-3,585	-3,935	-350	9.8	GREEN
Business Rates - Levy surplus	-934	-1,144	-210	22.5	GREEN
Business Rates Pilot - one-off additional income	-6,600	-6,600	0	0.0	GREEN
Council Tax Collection Funds - net surplus	-1,539	-1,539	0	0.0	GREEN
Council Tax	-301,623	-301,623	0	0.0	GREEN
<b>Total Funding</b>	<u>-377,410</u>	<u>-377,890</u>	<u>-480</u>	<u>0.1</u>	
<b>Net Total</b>	<u>0</u>	<u>4,330</u>	<u>4,330</u>		

\* Public Health funded by Grant (£24.2m)

Underspending / on budget

Overspending of 2% or less

Overspending of more than 2%

GREEN

AMBER

RED

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**Revenue Budget 2019/20 – forecast main variances****Children and Family Services****Dedicated Schools Grant (DSG)**

A net overspend of £6.4m is forecast. The main variances are:

	<b>£000</b>	<b>% of Budget</b>
<b>DSG High Needs Block (HNB) Reserve Drawdown</b>	<b>5,675</b>	<b>100%</b>
Budget includes a nominal HNB drawdown of £5.6m as the planned in year overspend.		
<b>Special Educational Needs</b>	<b>3,650</b>	<b>6%</b>
The SEND Capital Programme is developing new resource bases with the aim of reducing the reliance on expensive independent sector places. A number of these bases have recently taken their first cohort of students or will do so before the end of the financial year. The increase in demand however has resulted in these places being filled with new demand. However, due to set-up costs the full effect of the programme won't be seen until future years. Savings are forecast in certain provision areas for the current year, but the increased school population and increased demand for support is far exceeding these savings. Additionally, the final choice of place often isn't made until the young people get their exam results in August and is not known at the time of budget setting.		
<b>Nursery Education Funding</b>	<b>395</b>	<b>1%</b>
Increased numbers over the summer term resulting in additional costs.		
<b>Schools Growth</b>	<b>-2,000</b>	<b>n/a</b>
This funding has been earmarked to help meet the revenue costs associated with new schools and also for meeting the costs of some funding protection for schools with falling rolls as a result of age range change in other schools. The funding requirements have now been confirmed and a subsequent underspend of £2m in 19/20; this will be transferred to the DSG earmarked fund to fund pupil growth in future years.		
<b>High Needs Block Development / Inclusion Partnerships</b>	<b>-1,020</b>	<b>58%</b>
The High Needs Recovery Plan included the creation of 4 Secondary Education Inclusion Partnerships (SEIP's), and the budget included funding for these for the full year. The first of these partnerships is now not expected to come into existence until Summer 2020. The Recovery Plan also included a number of staffing posts that were recruited to later than expected.		
<b>Education of Children with Medical Needs (CMN)</b>	<b>-315</b>	<b>-54%</b>
Following implementation of the Inclusion Service Review action plan, the number of young people in the system who are supported back into education at an earlier stage have increased which has reduced the need for support from this service.		
<b>Education Sufficiency - Schools Admissions</b>	<b>-115</b>	<b>-27%</b>
Vacant posts recruited to for only part of the year. Also increased income streams via an increase in levels of fines and school appeals.		
<b>Other variances (under £100k)</b>	<b>130</b>	<b>n/a</b>
<b>TOTAL</b>	<b>6,400</b>	<b>n/a</b>

## Local Authority Budget

The Local authority budget is forecast to overspend by £3.7m (4.9%). The main variances are:

	£000	% of Budget
<b>Operational Placements</b>	<b>1,755</b>	<b>6%</b>
<p>Leicestershire's Looked after Children (LAC) number at 31/3/2019 was 585. In 2020/21 this is forecast (and was budgeted for) to increase by 11%. However, the main driver for the current projected overspend is due to some of the children that have entered the system with very high and complicated needs which have resulted in weekly costs (£7500 plus per week) 100% higher than the total average cost of that placement type. Furthermore, whilst the net increase of placement provision has been relatively stable, the increase in the average weekly cost of provision has also been a major factor behind the current projected overspend.</p> <p>For example, it is projected by the end of the financial year, the average weekly cost to social care of external residential placements is to rise from £3,300 per week at the start of the financial year to £3,800 per week (15% increase). This is being driven by new placements entering the system at a higher cost than those exiting the system, mainly due to new placements having increasing complex needs and also market factors.</p> <p>Likewise, a similar trend can be seen in 16 plus provision type, with the average weekly cost to social care £950 per week at the start of the financial year to £1330 per week currently (40% increase). Again, a similar trend is being seen where new activity hitting the system is managing need of a higher, more complex type than activity exiting the system. For example, current projections include over half a dozen children costing £3000 per week (200% higher than the average cost for this provision type), but potentially could have been costing LCC significantly more had these placements not been stepped down from an external residential placement.</p>		
<b>Children's Social Care Field Work Teams / First Response / Safeguarding</b>	<b>1,575</b>	<b>14%</b>
<p>Recruitment and retention pressures among the Children Social workers workforce across various teams have resulted in a number of positions being filled by agency workers. There is also increased staffing levels in some services to manage workload capacity based on demand and to provide Assessed and Supported Year in Employment (ASYE) support.</p>		
<b>Children in Care Service</b>	<b>600</b>	<b>30%</b>
<p>Legislation changes around the Personal Advisor duty has resulted in budget pressures for 2019/20 which will require close monitoring. The Act has extended the duty for local authorities to provide support for young people through personal advisors from age 21 to age 25. Recruitment and retention pressures among the Children Social workers workforce across various teams have resulted in a number of vacant positions being filled by agency workers. There is also increased staffing levels in some teams to manage workload capacity based on demand and to provide ASYE support.</p>		
<b>Fostering &amp; Adoption Service</b>	<b>530</b>	<b>17%</b>
<p>Increased volumes of assessments which require completing in relation to kinship, mainstream and adoption has resulted in externally commissioning these assessments to ensure compliance within court timescales. There is also increased staffing levels in some teams to manage workload capacity based on demand - especially in regards to Kinship care where numbers are increasing above what was expected.</p>		



<b>Asylum Seekers</b>	<b>525</b>	<b>77%</b>
Demand on this budget has significantly increased over the last couple of financial years and is continuing this financial year, which has resulted in the increased need for additional staffing to manage demand. The majority of these children arrive 'spontaneously' and on arrival are the statutory responsibility of the local authority in which they arrive. The Home Office have increased funding rates this financial year, which based on 18/19 activity, is projected to reduce this year's budget pressure by £230k, but nevertheless is still not sufficient to fund the overall budget pressure for this financial year.		
<b>Children and Families Wellbeing Service</b>	<b>-910</b>	<b>9%</b>
Largely due to a combination of staff turnover and in year vacancies.		
<b>Disabled Children Service</b>	<b>-265</b>	<b>-6%</b>
Staff turnover and in year vacancies in addition to reduced demand on direct payments budget.		
<b>Other variances (under £100k)</b>	<b>-75</b>	<b>2%</b>
<b>TOTAL</b>	<b>3,735</b>	<b>n/a</b>

### Adults & Communities

The Department is forecasting a net underspend of £2.8m (1.9%). The main variances are:

	<b>£000</b>	<b>% of Budget</b>
<b>Supported Living</b>	<b>1,310</b>	<b>8%</b>
Forecast additional costs as a result of the Target Operating Model (TOM) programme - a target of moving 5 LD service users per month out from Residential Care into Supported Living. Currently there are an additional 20 service users receiving Supported Living which is in line with the TOM target. As a result, it is forecast that there will be a phased increase of 60 service users over the year. Additional service users are expected from the opening of the Brookfields however this hasn't been forecast until a completion date is set and initial moves take place. There is a corresponding underspend on Residential Care service user numbers which offsets this variance.		
<b>Home Care</b>	<b>1,345</b>	<b>8%</b>
Additional maintenance hours being commissioned as a result of increased service user numbers receiving a Help to Live at Home (HTLAH) service compared with the budget. Current average number of service users is 1866 with an average weekly cost of £194.(Outturn 18/19: Average service users 1770 and weekly cost of £184). This should be considered in conjunction of the decreasing numbers of service users in weekly Direct Payments and the underspend being reported there. Over the remaining months of the year, there is potential for additional service users to be given Homecare packages as part of implementation and rollout of the TOM work to reduce the number of residential care admissions, whilst at the same time reducing the average package size per service user through better commissioning practice.		
<b>Care Pathway West - Countywide Services</b>	<b>335</b>	<b>25%</b>
Overspend on staffing budget from additional temporary resource (agency) being employed to cover vacancies.		
<b>Community Life Choices (CLC) commissioned services</b>	<b>215</b>	<b>4%</b>
There are approximately 570 service users with an average weekly cost of £102k, which is marginally higher than expected.		
<b>Care Pathway East - Older Adults Team</b>	<b>135</b>	<b>6%</b>
Overspend on staffing budget from additional temporary resource (agency) being employed to cover vacancies.		

<b>Residential Care and Nursing</b>	<b>-1,730</b>	<b>1%</b>
Reduction in number of service users over the course of the year as they are being transferring to Supported Living as a result of the TOM programme which will result in a reduction of approximately £3.0m residential expenditure. There is an average of 2,325 service users and an average gross care package cost of £747 per week (2019/20 fee review is still being implemented so average cost will change). The underspend is offset by reduction in residential health income £1.3m due to changes to the LD pool budget arrangements.		
<b>Direct Payments</b>	<b>-1,565</b>	<b>4%</b>
Net impact of a 6.4% reduction in number of service users and an 8.8% increase in package price equating to a decrease of £1.6m in total. Forecast 2,323 service users per week receiving an average package of £328.34 (2018/19 Outturn: Annual average 2,498 per week with an average package of £292.11). Forecast 788 Carers per week receiving an average package of £46.71 (2018/19 Outturn: Annual average 492 Carers per week with an average package of £45.32).		
<b>Reablement (HART) &amp; Crisis Response</b>	<b>-805</b>	<b>-17%</b>
Staffing underspend including travel costs. It is expected that additional resources will be recruited to as part of the Target Operating Model (TOM) work to encourage the transfer of volumes out of Help To Live At Home (HTLAH) reablement into HART however at this stage this hasn't occurred. A full review will be undertaken once the TOM work is completed.		
<b>Community Life Choices (CLC) / Day Services Team</b>	<b>-600</b>	<b>21%</b>
Underspend due to changes within the services and service users (CLC policy) and vacancies being held pending the implementation of action plans for co-location as part of saving AC6. Review of service users is still ongoing; action plan will take place once this has occurred.		
<b>Business Support</b>	<b>-435</b>	<b>-24%</b>
Staffing vacancies pending possible changes to internal service.		
<b>Community Income</b>	<b>-430</b>	<b>-2%</b>
Increased service user income		
<b>Better Care Fund Contribution</b>	<b>-415</b>	<b>-2%</b>
Additional funding from an increased annual uplift.		
<b>Supported Living, Residential and Short Breaks</b>	<b>-300</b>	<b>-6%</b>
Reduction in service users in Hamilton Court residential and managing vacancies at Hamilton Court and The Trees. Review of service users ongoing.		
<b>Other variances (under £100k)</b>	<b>140</b>	<b>n/a</b>
<b>TOTAL</b>	<b>-2,800</b>	<b>n/a</b>

### Public Health

The Department is forecasting a net underspend of £0.2m. The main variances are:

	<b>£000</b>	<b>% of Budget</b>
<b>Public Health Leadership</b>	<b>185</b>	<b>-1%</b>
Due to underspends elsewhere within the Department, the transfer from earmarked funds to balance the budget is no longer required.		
<b>NHS Health Check programme</b>	<b>-175</b>	<b>-32%</b>
Clinic Based Services contract Q1 and Q2 claims being 32% lower than in 18/19. The trend is expected to continue.		
<b>Other Public Health Services</b>	<b>-70</b>	<b>-25%</b>
A number of potential projects haven't materialised, and the NHS are funding some joint PH/NHS initiatives.		
<b>0-19 Children's Public Health</b>	<b>-60</b>	<b>-1%</b>
Cessation of the Understanding and Managing Risk contract. This contributes to the MTFs savings.		
<b>Other variances</b>	<b>-50</b>	<b>n/a</b>
<b>TOTAL</b>	<b>-170</b>	<b>n/a</b>

## Environment and Transport

The Department is forecasting a net overspend of £2.1m (3%). The main variances are:

	£000	% of Budget
<b>Special Educational Needs</b>	<b>2,070</b>	<b>18%</b>
<p>The forecast has been produced by analysing the value of taxi invoices received to date in 2019/20 and projecting forward expenditure for the remainder of the year. The forecast overspend is largely due to continuing growth in demand of, 157 additional service users (8.7%) on the previous year, increased solo contracts and greater complexity of transport provision to meet passengers' needs resulting in an average increase in the daily cost of users of 8.4%. Detailed analysis shows that whilst the proportion of leavers from the service has remained relatively consistent, the number of new entrants to the service is rising significantly, a trend which can also be seen in the number of students with Educational Health and Care Assessments and Plans (EHCPs) and demand on the High Needs Block. The savings associated with the Special Educational Needs (SEN) Policy change were not achieved and an increase in expenditure (estimated £400k) resulted due in part to the financial impact of the decision to pause the SEN Post 16 Policy change which resulted in an approximately 285 post 16 to 18 pupils being awarded traditional transport in July 2019 and the additional cost of contracting transport for these students after the transport review period had been completed leading to less efficient transport planning. A further saving of £200k that was due to be delivered from implementing an Alternative Fleet Provision has been suspended whilst work was undertaken on the SEN post-16 Personal Transport Budget (PTB) pause. The increase in forecasted expenditure from period 9 to period 10 is due to the high number of transport referrals continuing in an upwards direction. The current forecast projects this increase to the end of the financial year. The cost per day of providing SEN transport rose rapidly during 2018/19 after budgets were set for 2019/20 and is continuing to increase during 2019/20. Legal costs for the Judicial Review are also included in the forecast</p> <p>The reasons for the large increase in the average cost per day of providing SEN transport, include:</p> <ul style="list-style-type: none"> <li>• Increasing numbers of pupils</li> <li>• Decreasing capacity of the internal fleet services requiring additional taxi spend which includes children having to be transferred from Fleet (fixed cost) to Taxi (additional cost) during the year as a result of child's needs</li> <li>• Contract terminations, including operator withdrawals</li> <li>• Increased need identified by a risk assessment</li> <li>• Increased need identified by case conference</li> <li>• PTB cancellations requiring replacement transport to be put in place after the initial transport planning has been completed</li> <li>• Risk assessment breaches</li> <li>• Increase in solo travel arrangements</li> </ul>		
<b>Environmental Maintenance</b>	<b>621</b>	<b>16%</b>
<p>Overspend due increased gully clearing and drainage works from higher number of defects being identified which require resolving. Continued increase in overspend due to the storm conditions from October through to February. There have been significant requirements for additional gully cleansing, jetting of drainage systems affected by silt &amp; debris and a significant increase in defects that need repairing. There have also been a significant increase in emergency responses to deal with flooding of the highway and adjacent properties.</p>		
<b>Public Bus Services</b>	<b>470</b>	<b>23%</b>
<p>Overspend forecast largely due to the cost of subsidising additional bus services / routes that became no longer commercially viable during 2018/19 and 2019/20. Local bus service savings are being implemented during 2019/20 as part of the Passenger Transport Policy (PTP) project. Phasing and delays in implementing some savings are also contributing to the overspend position.</p>		
<b>Reactive Maintenance (Structural &amp; Safety)</b>	<b>430</b>	<b>25%</b>
<p>Overspend due to number of out of hours responsive calls, additional costs for Safety barrier re-tensioning works for safety critical works and additional resources required to repair defects within policy times. Continued increase in overspend due to poor weather conditions increasing damage to the highway. These defects are needed to be repaired as safety critical. There have been a significant increase in emergency and reactive works to put out flood boards and close roads due to the effects of storms Dennis &amp; Ciara.</p>		
<b>Recycling &amp; Household Waste Sites</b>	<b>184</b>	<b>6%</b>
<p>Overspend due to lower than anticipated income for recyclables. This area has a lot more recycling of paper, textiles and scrap metal prices and the price for these has fallen.</p>		
<b>Winter</b>	<b>150</b>	<b>6%</b>
<p>Additional gritting necessary at the start of the financial year.</p>		
<b>Fleet Transport</b>	<b>110</b>	<b>60%</b>

Additional vehicle repairs and maintenance required, pending a review of fleet requirements.		
<b>Landfill</b>	<b>-500</b>	<b>-8%</b>
Landfill tonnage is lower than initially forecast resulting in an underspend. Greater tonnage is going to Refuse Derived Fuel (RDF).		
<b>Dry Recycling</b>	<b>-335</b>	<b>-18%</b>
Forecast underspend as the market values being received for Dry Recycling Materials (DRM) are higher than the budgeted level due to favourable prices for plastics.		
<b>Mainstream School Transport</b>	<b>-260</b>	<b>-7%</b>
Underspend forecast based on reduction in pupil numbers and fewer contracted services required.		
<b>Haulage &amp; Waste Transfer</b>	<b>-250</b>	<b>-15%</b>
Haulage underspend of £130k is forecast. Underspend due to less tonnage bulked hauled and more economic haulage routes. In addition to this, an underspend of £121k is forecast for Waste Transfer Station (WTS), largely due to WTS compensation events for previous years' performance.		
<b>Highways Design &amp; Delivery - Staffing, Admin &amp; Depot Overhead Costs</b>	<b>-220</b>	<b>-15%</b>
Additional income generated from large capital projects being worked on by Engineering services department. There is also additional demand in network management team which is generating additional income and also recharges to capital from highways Delivery works is higher than budgeted.		
<b>HS2</b>	<b>-165</b>	<b>-41%</b>
Underspend: budget set using other authorities' broad estimates as a benchmark. In the first year, LCC direct HS2 expenditure has been lower than anticipated. However, following the Government's support for HS2, demand in this service is anticipated to increase.		
<b>Street Lighting Maintenance</b>	<b>-135</b>	<b>-5%</b>
Underspend due to reduced resources able to deliver works programme on non illuminated signs, underspend on energy budgets and Central Management Systems (CMS) hosting costs not as high as anticipated.		
<b>Waste Income</b>	<b>-130</b>	<b>-10%</b>
Underspend due to additional tonnages from trade waste.		
<b>Other variances</b>	<b>40</b>	<b>n/a</b>
<b>TOTAL</b>	<b>2,080</b>	<b>n/a</b>

### Chief Executives

The Department is forecasting a net underspend of £0.9m (7.8%). The main variances are:

	<b>£000</b>	<b>% of Budget</b>
<b>Coroners</b>	<b>125</b>	<b>13%</b>
The overall trend is an increase in the volume and complexity of cases as a result of an increase in population numbers and a change in the scope of inquests subject to coronial inquiry. In previous years Leicester City Council has required contributions substantially above their forecasted expenditure and this is expected to be the case this financial year		
<b>Business Intelligence</b>	<b>65</b>	<b>5%</b>
Overspend due to additional C&FS work, additional Tableau consultancy/training costs and a reduction in anticipated income from University Hospitals of Leicester (UHL) and schools.		
<b>Planning Services</b>	<b>-330</b>	<b>-73%</b>
The underspend is due to an increase in planning fee income, which is not expected to be ongoing. Three major applications have been received so far this year.		
<b>Democratic and Admin</b>	<b>-180</b>	<b>-13%</b>
Underspend following a review of the staffing structure and reduction in agency staff used to fill vacancies.		
<b>Legal Services</b>	<b>-175</b>	<b>-8%</b>
Staffing vacancies are proving difficult to recruit to and vacancies are being held for longer than expected.		
<b>Trading Standards</b>	<b>-80</b>	<b>-6%</b>
Underspend due to delay in recruiting to vacancies and forecast additional income from National Trading Standards Board (NTSB).		
<b>Registrars</b>	<b>-65</b>	<b>41%</b>
Wedding certificate income has increased.		
<b>Other variances</b>	<b>-220</b>	<b>n/a</b>
<b>TOTAL</b>	<b>-860</b>	<b>n/a</b>

**Corporate Resources**

The Department is forecasting to be on budget. The main variances are:

	<b>£000</b>	<b>% of Budget</b>
<b>Commercial Services</b>	<b>1,420</b>	<b>-53%</b>
Additional costs arising from the 2019 pay award and a £0.4m overspend in 2018/19 not fully recoverable through increased income levels in the short term meaning profit growth was not deliverable and also are expected to lead to under achievement of budgets in other areas - the main ones being in facilities management, Beaumanor Hall, schools ICT provision and a new catering venture has not been as successful as hoped, due to difficult market conditions.		
<b>County Hall &amp; Locality Offices</b>	<b>180</b>	<b>7%</b>
There is considerable pressure on premises related spend for council offices throughout the county. There are increased security, cleaning, lower income than expected and energy efficiency schemes being implemented later than budgeted for.		
<b>Customer Service Centre</b>	<b>150</b>	<b>8%</b>
The Customer Service Centre is facing increased pressures and has only achieved previous years savings target as a result of one-off savings from attrition. In order to maintain service levels, the business has agreed to over recruit by ten posts to ensure attrition is covered. Additionally, Customer Service assistants have recently had their posts regraded, increasing expenditure by £70k per annum. Additional workload from the change in legislation from August 2019 regarding Blue Badge eligibility for people with 'hidden disabilities'.		
<b>Libraries &amp; Community Premises Costs</b>	<b>140</b>	<b>54%</b>
Relates to the rates bill (£109k) for the Industrial Heritage Museum "Snibston" which is subject to a rating appeal but not has progressed enough to have reasonable certainty to accrue possible repayment. Also additional security costs at the Snibston site £40k.		
<b>Information &amp; Technology</b>	<b>-910</b>	<b>-9%</b>
The Information & Technology Service have carried some vacancies since last financial year awaiting an Action Plan to review middle management of the service. This Action Plan is now completed, and posts are starting to be filled, but some vacancies still exist, resulting in underspends across the service.		
<b>Insurance</b>	<b>-435</b>	<b>-24%</b>
Early achievement of CR10 in relation to contributions to liabilities. Reserves held are at a comfortable level and CR10 can be brought forward which would see contribution to reserves reduce from £1.1m to £0.8m.		
<b>Corporate Projects</b>	<b>-300</b>	<b>n/a</b>
Delays on some corporate projects resulting in reduced spend in 2019/20.		
<b>Other variances</b>	<b>-245</b>	<b>n/a</b>
<b>TOTAL</b>	<b>0</b>	<b>n/a</b>

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**CAPITAL PROGRAMME MONITORING STATEMENT (PERIOD 10)**

	Original Budget 2019/20	Outturn adjustments	Changes in Funding 2019/20	Updated Budget 2019/20	Forecast	Updated Budget v Forecast Variance
	£000	£000	£000	£000	£000	£000
Children & Family Services*	24,060	1,355	524	25,939	24,101	-1,838
Adults and Communities	11,700	569	1,790	14,059	8,625	-5,434
Environment & Transport	51,020	12,659	9,540	73,219	42,413	-30,806
Chief Executive's	710	0	0	710	100	-610
Corporate Resources	7,805	2,310	253	10,368	4,912	-5,456
Corporate Programme	44,150	2,110	-453	45,807	40,507	-5,300
<b>Total</b>	<b>139,445</b>	<b>19,003</b>	<b>11,654</b>	<b>170,102</b>	<b>120,658</b>	<b>-49,444</b>

\*Excludes Schools Devolved Formula Capital

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**Capital Budget 2019/20 – forecast main variances****Children and Family Services**

Net slippage of £1.8m is forecast compared with the updated budget. The main variances are:

	<b>£000</b>
<b>Provision of Additional Primary Places</b>	<b>-2,821</b>
1) Project at Blaby Thistly Meadow is forecast to slip by £1.4m due to planning issues as the site is on a flood plain, the structure will have to be raised up to overcome the problem.	
2) A project at Thurnby Fernvale is forecast to slip by £1.0m, due to issues with ownership of the brook which runs along the site and an easement to Severn Trent which required a full re-design of the scheme which delayed the programme. Also currently experiencing further delays due to the recent weather. The project is now expected to complete during the Summer break in time for the new academic year.	
3) Rothley Primary Phase 1 is forecast to slip by £0.4m due to delay in implementing a minor works contract as well as planning difficulties. In the absence of the Minor Works frameworks the scheme went to a larger contractor from the SCAPE framework which proved to be too costly due to the small scale of the project and made the scheme unviable. The site is constrained and therefore had to be re-designed to make the scheme deliverable within the budget allocation. The re-design and procurement issues have delayed the programme.	
<b>SEND Programme</b>	<b>1,279</b>
In order to deliver the High Needs Recovery Plan and enable lower cost local places to be available to deliver the required revenue saving a number of schemes to create capacity in special needs units and special schools are being accelerated.	
<b>Early Help - Building reconfiguration and refurbishment</b>	<b>-296</b>
Delay due to changes required to the tender framework mid project. All three buildings are out for tender currently and contractors have been visiting the buildings. The work should start by April 2020, based on what is agreed and how the work is rolled out. Length of work is short, expected to be completed within the next six months.	
<b>Other variances</b>	<b>0</b>
<b>TOTAL</b>	<b>-1,838</b>

**Adults & Communities**

Net slippage of £5.4m is forecast compared with the updated budget. The main variances are:

	<b>£000</b>
<b>Records Office Relocation</b>	<b>-2,920</b>
A Partner workshop took place on 6 September 2019 to confirm the detailed working relationship; work is now underway to draft a new legal agreement, which will define revenue contributions for all three partners in the new facility. The Full Business Case has been rewritten due to a number of changes to the design of the new records office. Revised proposals are now being considered. Overall it is still expected that the scheme can be delivered within the original budget, but as a result of the issues mentioned completion dates have been revised and are now expected to be late 2022/23.	
<b>Hamilton Court/Smith Crescent - NWL Development</b>	<b>-2,090</b>
Slippage due to the programme of work required for the development has significantly changed since the capital funding was requested. The project now has a feasibility report, which includes indicative timescales and milestones, that has informed the current position regarding funding requirements across the financial years. Pre-construction works have started in January 2020 with the actual works expected to commence in March 2020. The programme will be delivered within the agreed budget.	
<b>Brookfields Supported Living Scheme (refurbishment)</b>	<b>-300</b>
Underspend forecast based on the agreed contract value.	
<b>Mobile Library Vehicles</b>	<b>-109</b>
The final vehicle is due to be delivered in 2019/20. No further expenditure on mobile library vehicles is anticipated. The surplus is an underspend.	
<b>HART Rostering System</b>	<b>-105</b>
The system tender value was significantly below the estimated value.	
<b>SCIP - Loughborough Ashby Court - Refurbishment</b>	<b>100</b>
Acceleration as some of the refurbishment works will take place this year.	

<b>Other variances</b>	<b>-10</b>
<b>TOTAL</b>	<b>-5,434</b>

### Environment and Transport

Net slippage of £30.8m is forecast compared with the updated budget. The main variances are:

	<b>£000</b>
<b>Melton Mowbray Eastern Distributor Road</b>	<b>605</b>
Acceleration due to pre-construction and additional ground investigation works.	
<b>Capital Maintenance - Preventative</b>	<b>464</b>
Overspend due to the demand on pre surface dressing work being higher than anticipated from increasing deterioration of the roads.	
<b>A50 Overbridge Markfield</b>	<b>243</b>
Issues encountered with exposed bridge deck which required extensive repair at each of the three joints. The problems created an unanticipated delay in the works.	
<b>M1 Junction 23 &amp; A512</b>	<b>-9,643</b>
Slippage due to delays in the legal agreement being signed with the developers. There has also been a delay in mobilisation due to issues with access to the site. The agreement has now been signed and construction works have started. Grant funding from DfT will have timings attached to it and so this funding will be used first to ensure conditions are met.	
<b>National Productivity Investment Fund (NPIF) - Hinckley Hub</b>	<b>-4,946</b>
Slippage of budget due to delay in negotiating with land owners and Gas Works which is restricting road works in the area. This has meant that work is now not likely to start until March 2020 and so minimal expenditure is expected this year. Careful monitoring is now required as the funding is time limited and due to expire March 2021. The project will first spend any NPIF and time sensitive money which will help to mitigate	
<b>Waste Transfer Station Development</b>	<b>-4,542</b>
Slippage due to work commencing later than anticipated while identifying a suitable site. A site has now been identified at Bardon and the scheme can now progress. However, due to the delays the project will now mostly fall in 2020/21.	
<b>Melton Depot - Replacement</b>	<b>-3,839</b>
The Winter 2019/20 service is to be provided out of existing depot due to one-year extension of lease being granted. Winter 2020/21 onwards there is currently no prospect of moving to the new depot site until the Melton Distributor Road is completed and contractor has moved out and so short term options are being investigated. Design work will continue on the long term option but this cannot be developed at this time.	
<b>County Council Vehicle Programme</b>	<b>-1,892</b>
Slippage of budget due to a fleet management review which is now complete with actions and outcomes being considered. Whilst the review and the outcomes are considered there is a pause on replacing the fleet.	
<b>Lutterworth East - Road</b>	<b>-1,772</b>
Slippage due to full allocation of budget in this financial year (additional budget agreed mid year) whereas some of the spend will now be in 2020/21 as per the latest forecast.	
<b>Zouch Bridge Replacement</b>	<b>-1,602</b>
Slippage of budget after a review of the programme and a Cabinet report relating to funding. The planned start is now Summer 2020 and so costs during the 19/20 financial year relate to early contractor engagement and design fees.	
<b>Advanced Design</b>	<b>-1,224</b>
Priority given to completing the Major Road Network (A511/A50) bid, with the area strategy to follow once the outcome of the bid is known. Balance of funding not expected to be needed until 2020/21.	
<b>A46 Anstey Lane</b>	<b>-682</b>
Slippage due to time taken to ensure that the best value for money was being received and external funders acceptance of the overall cost of the scheme. Latest forecast based on the contractors programme of works.	
<b>Kibworth Site Redevelopment</b>	<b>-364</b>
Slippage due to progress being slower than planned as dependencies with another project required, a revised delivery timeframe is now in place.	
<b>Croft Office Block Improvements</b>	<b>-364</b>

Underspend due to the project being stopped as savings identified for the scheme to go ahead were not achievable.	
<b>M1 Junction 20a</b>	<b>-300</b>
Slippage due to the project awaiting further briefing from Strategic Growth Board.	
<b>Capital Maintenance - West Lane / Victoria Road</b>	<b>-259</b>
Slippage due to a more robust works cost for the scheme. The retention works will now occur in 20/21.	
<b>Capital Maintenance - Restorative</b>	<b>-243</b>
Slippage in programme due to resources being reallocated to safety critical works due to weather.	
<b>Traffic Counter Renewals and Surveys</b>	<b>-224</b>
Slippage due to trial period for new equipment which if successful will be procured next year.	
<b>Other variances</b>	<b>-222</b>
<b>TOTAL</b>	<b>-30,806</b>

<b>Chief Executives</b>	
Net slippage of £0.6m is forecast compared with the updated budget. The main variances are:	
	<b>£000</b>
<b>Rural Broadband Scheme - Phase 3</b>	<b>-610</b>
Phase 3 contract let for West Leicestershire. East Leicestershire programme to be retendered. Work due to commence in 2020/21.	
<b>Other variances</b>	<b>0</b>
<b>TOTAL</b>	<b>-610</b>

### Corporate Resources

Net slippage of £5.5m is forecast compared with the updated budget. The main variances are:

	<b>£000</b>
<b>Workplace Strategy - End User Device (PC, laptop)</b>	<b>175</b>
Acceleration of agreed budget for 2020/21 to forward fund work to procure laptops for A&C to support the Target Operating Model initiative.	
<b>Watermead Park Footbridge and Cycleway</b>	<b>-1,979</b>
The scheme is now on hold as one of the landowners on which the bridge will be located is reconsidering their involvement in the project. Conversations are continuing between County Council, Leicester City Council and the land owners on the potential viability of this scheme.	
<b>Snibston &amp; Country Park Future Strategy - Land Remediation works</b>	<b>-1,825</b>
Works to remediate the land have been put on hold, while the site is investigated for potential use by the Social Care Investment Plan (SCIP).	
<b>Snibston &amp; Country Park Future Strategy - Masterplan</b>	<b>-1,101</b>
The anticipated budget has not been spent as originally profiled. The delay was a result of questions from NWLDC around when the play area and heritage trails were to be delivered. Resulting in ongoing negotiations with the District Council. The work will now slip into 2020/21.	
<b>Workplace Strategy (WPS)</b>	<b>-492</b>
Budget was built in for Workplace Strategy related schemes which would derive savings related to CR3. Workplace Strategy Business Case has been approved by CMT and work will now begin to progress the works associated with this scheme. Funding likely to be slipped into 20/21 when roll out of the WPS will be	
<b>ICT - Marval Replacement Programme</b>	<b>-120</b>
Two year programme is due to begin in 2020/21 as other priorities and calls on resources have taken precedence.	
<b>Firewall Replacement</b>	<b>-100</b>
Programme is due to begin in 2020/21 as other priorities and calls on resources have taken precedence.	
<b>Other variances</b>	<b>-14</b>
<b>TOTAL</b>	<b>-5,456</b>

### Corporate Programme

Net slippage of £5.3m is forecast compared with the updated budget. The main variances are:

	<b>£000</b>
<b>CAIF - Loughborough University Science &amp; Enterprise Park (LUSEP)</b>	<b>6,755</b>
The scheme was accelerated to enable the tenant to complete possession in July 2020. There are some additional snagging works to be undertaken, including the fit out of the second floor, for which £510k additional budget was agreed by Cabinet (171219) and added to the 20/21 Capital Programme.	
<b>CAIF - Lutterworth East Development (Phase 2)</b>	<b>305</b>
Acceleration of funding in 20/21 MTFS in relation to the initial delivery stage of the project. This includes costs associated with the delivery options appraisal, alongside designing the first phase development platforms, establishing the design code and providing a utilities strategy. A budget of £1.1m is included in 20/21.	
<b>CAIF - Sysonby Farm site preparation</b>	<b>170</b>
Initial site preparation in advance of works in 2020/21. Funding will be accelerated from 20/21.	
<b>CAIF - East of Lutterworth SDA</b>	<b>-9,075</b>
The completion of the purchase of the final two parcels of land associated with this scheme will now complete on 3rd April 2020, which will necessitate the budget to slip into the following financial year.	
<b>CAIF - Airfield Business Park Phase 1</b>	<b>-1,549</b>
Build now complete, subject to snagging. Overall underspend is in part due to procuring a cheaper construction package through the OJEU process alongside some changes to the scheme.	
<b>Energy Strategy</b>	<b>-1,832</b>
Schemes progressing, but often takes significant time for schemes to be approved and progress to operational stage. As such, likely that majority of budget will slip into next financial year, but should be required as a number of schools are in conversation with the LCC Energy team to progress. Slippage also due to a changeover in staff within the Energy team, alongside additional work required to support reducing Carbon emissions which has deflected staff time elsewhere.	
<b>CAIF - Leaders Farm Site Infrastructure</b>	<b>-206</b>
Underspend due to the remaining works at the site, such as topping the road off and some grounds works costing less than anticipated.	
<b>Other variances</b>	<b>132</b>
<b>TOTAL</b>	<b>-5,300</b>

**Capital Programme - Changes in Funding**

Outturn Adjustments - 2018/19	£000
Children & Family Services	1,355
Adults & Communities	569
Environment & Transport	12,659
Corporate Resources	2,310
Corporate Programme	2,110
	<b>19,003</b>

**2019/20 Budget Adjustments**

<u>Children &amp; Family Services</u>	
SEND Initiatives - funded from Section 106 developer contributions	379
Provision of Additional School Places - from Section 106 developer contributions	134
Strategic Capital Maintenance - adjustment following confirmation of 2019/20 amount	11
<u>Adults &amp; Communities</u>	
Ashby Court purchase - funded from Future Development reserve (Cabinet 130919)	1,150
Disabled Facilities Grant - addtl sum following confirmation of 2019/20 allocation.	288
Earmarked capital receipt no longer being received.	-110
Coalville Greenfields purchase - funded from Future Development reserve (Cabinet 130919)	220
Sileby Heathcotes Drive purchase - funded from Future Development reserve (Cabinet 130919)	243
<u>Environment and Transport</u>	
Lutterworth East (road) - funded from Future Development reserve (Cabinet 290319)	1,500
Lutterworth East (road) - funded from Future Development reserve (Cabinet 221019)	3,500
A511/A50 Major Road Network (£1.5m), M1 J20A (£0.5m) - funded from Future Development reserve (Cabinet 290319) - £2m of £6m approved	2,000
Croft-Billesdon Depot Scheme - funded from earmarked capital receipt	200
Hinckley Hub (Hawley Road) - LLEP funding	80
West Lane, Victoria Road - funded from Section 278 developer funding	1,675
Traffic Signals - funded from revenue contribution	129
Barwell Civic Amenity Site - funded from Insurance reserve	10
RHWS General Improvements - funded from contributions unapplied	30
Hinckley Hub (Hawley Road) - transferred from Hinckley Area Approach Scheme	605
Hinckley Area Approach Scheme - transferred to Hinckley Hub (Hawley Road)	-605
Coalville Ashby Rd - transferred from Corporate Resources for highway works	325
Snibston Cycle Link - transferred to Corporate Resources, Snibston Masterplan	-267
Flood Alleviation - funded from Regional Flood Committee	48
Advanced Design - funded from Housing Infrastructure Fund grant	309
<u>Corporate Resources</u>	
Windows 10 and Office 2016 - ICT reserve	130
Country Parks and Forestry - Capital Grants receipts in advance	11
Beacon Hill Café and Investment - Corporate Resources reserve	195
Snibston CP Masterplan - transferred to E&T Coalville Ashby Rd works	-350
Snibston CP Masterplan - transferred from E&T Snibston Cycle Link	267
<u>Corporate Programme</u>	
Coalville Workspace Project - management fee deduction from LLEP grant	-53
Coalville Workspace Project - reduction due to capital receipt not being received	-400
CAIF - East of Lutterworth SDA - additional land purchase, from unallocated Asset Acquisitions	750
CAIF - Asset Acquisitions/new Investments - to East of Lutterworth SDA budget to purchase additional land	-750
<b>Sub Total</b>	<b>11,654</b>
<b>Overall Total</b>	<b>30,657</b>

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