

CABINET	AGENDA ITEM No. 3
15 OCTOBER 2018	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr David Seaton, Cabinet Member for Resources	
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MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2021/22 - TRANCHE TWO

R E C O M M E N D A T I O N S	
FROM: Cabinet Member for Resources	Deadline date: N/A
<p>It is recommended that Cabinet approves:</p> <ol style="list-style-type: none"> 1. The Tranche Two service proposals, outlined in Appendix E as the basis for public consultation. 2. The updated budget assumptions, to be incorporated within the Medium Term Financial Strategy (MTFS) 2019/20- 2021/22. These are outlined in section 5.4 of the report. 3. The revised capital programme approach outlined in section 5.7 and referencing Appendix D. 4. The Medium Term Financial Strategy 2019/20-2021/22-Tranche Two, as set out in the body of the report and the following appendices: <ul style="list-style-type: none"> • Appendix A – 2019/20-2021/22 MTFS Detailed Budget Position - Tranche Two • Appendix B – Local Government Finance Event Timeline • Appendix C – Performance Data • Appendix D – Capital Programme 2018/19 - 2021/22 • Appendix E – Budget Consultation Document, including Budget Proposals • Appendix F – Equality Impact Assessments <p>It is recommended that Cabinet notes:</p> <ol style="list-style-type: none"> 5. The future strategic direction for the Council outlined in section 5.6 of the report. 6. The forecast reserves position outlined in section 5.8 of the report. 	

1. ORIGIN OF REPORT

- 1.1 This report comes to Cabinet as part of the Council's formal budget process as set out within the constitution and as per legislative requirements to set a balanced and sustainable budget for 2019/20-2021/22.

2. PURPOSE AND REASON FOR REPORT

2.1 Purpose

The report to Cabinet forms part of the council's formal Budget and Policy Framework. This requires Cabinet to initiate and propose service proposals and updated assumptions to set a balanced and sustainable budget for the financial years 2019/20 to 2021/22. There is a legal requirement to set a balanced budget for 2019/20. The purpose of this report is to:

- Recommend that Cabinet approve the Tranche Two service proposals for consultation.
- Recommend that Cabinet approve the budget assumptions to update the Medium Term Financial Strategy (MTFS), to ensure estimates reflect the most up to date information available.
- Outline the financial challenges facing the council in setting a sustainable and balanced budget for MTFS 2019/20-2021/22.
- Outline the progress and development on the delivery of the shared services programme with Cambridgeshire County Council and other partners. The delivery of this programme will allow the council to work differently and more efficiently, which will unlock financial benefits to enable the council to continue to provide the services which are important to Peterborough residents.
- Outline the approach the Council is taking to close the budget gap over the three year budget planning horizon to deliver a sustainable budget.
- Outline potential avenues the Council is considering pursuing to ensure future budget sustainability.

2.2 Executive Summary

At Council held on 25 July 2018 Tranche One of the 2019/20 MTFS was agreed, with deficits of £10.2m, £20.0m and £22.3m to be identified for 2019/20, 2020/21 and 2021/22 respectively. Tranche Two of the 2019/20 MTFS process has identified additional pressures and savings, reducing the budget deficits each year to £3.0m, £18.1m and £20.7m. Table 1 summarises the current budget position over each Tranche.

Table 1: Overall 2019/20 MTFS Position by Tranche

	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap as reported in MTFS 2018/19	12,712	19,317	16,926
Service Pressures and Investment			
Tranche 1	1,692	4,562	5,463
Tranche 2	4,224	3,696	3,668
Service Pressures and Investment sub-total:	5,916	8,258	9,131
Budget Position before Savings and Additional income	18,628	27,575	26,057
Savings and Additional Income			
Tranche 1	(4,177)	(3,841)	(61)
Tranche 2	(11,418)	(5,641)	(5,308)

Savings and Additional Income sub-total:	(15,595)	(9,482)	(5,369)
Final Budget Gap	3,033	18,093	20,688
Incremental Budget Gap	3,033	15,060	2,595

In addition to these deficits, detailed work is also under way to deliver the Shared Services Savings targets of £4.5m in 2019/20 and a further £4.5m in 2020/21. Further detail on this transformation programme is outlined in section 5.6.

The move to a truly sustainable budget will require a reduction of the “One off” savings, as by nature, these are not repeatable. Within this Tranche of the budget process the Council is proposing to include additional capital receipts of £6.5m within the budget in 2019/20, this is a result of a review of the Councils asset disposal programme. Table 2 sets out the use of ‘one off’ savings included within the budget, gradually reducing, to a position in 2020/21, where the council is no longer relying on this funding option to support the budget.

Table 2: Non repeatable One Off Savings

Non Repeatable One Off Savings	Previous Year	Current Year	Year 1	Year 2	Year 3
	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Capital Receipts	12,738	2,922	10,639	-	-
MRP Re-Provision	-	3,700	-	-	-
Council Tax Surplus	173	1,188	-	-	-
Use of Reserves	7,194	4,231	-	-	-
Total	20,105	12,041	10,639	-	-

As the council has used capital receipts from the sale of properties (assets) to support the budget for a number of years, the remaining value of assets is relatively low. Especially with some of the higher value assets being sold in recent years. This now leaves the council with little flexibility to use capital receipts in the future to support the budget.

The 2018/19 budgetary control position as at the end of August 2018, is forecasting an overspend of £6.5m. This overspend is largely isolated in one area, children’s services, which saw a report come to Cabinet at the meeting on 23 July 2018, highlighting the full extent of the demand pressures, although there are a number of other key areas of overspend to be aware of. These are as follows:

- Demand within children’s services £4.5m
- Demand within adults services £0.8m
- Peterborough Serco Strategic Partnership -Transformation costs, Business support and variable costs £2.0m
- Amey contract extension £1.0m
- Parking Services £0.6m
- ICT £0.5m
- Volumes within the Coroners service £0.2m

These pressures are currently being mitigated in part by the one-off use of capital receipts. This is a result of the Council exceeding the level of receipts included within the budget, which for the current year is £2.9m, as highlighted in Table 2. The August 2018 position is outlined in detail within the Budgetary Control report to this cabinet (15 October 2018) meeting.

Together with the budget proposals included within this report, the Council is also working towards the shared services programme, an update on the progress towards achieving this is also outlined in section 5.6.

3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	YES	If yes, date for Cabinet meeting	15 OCTOBER & 3 DECEMBER 2018
Date for relevant Council meeting	12 DECEMBER 2018	Date for submission to Government Dept.	N/A

4. **BACKGROUND**

4.1 This report forms Tranche Two of the revised rolling budget process the Council previously agreed to implement to aid the delivery of a three year Revenue Budget and Capital Programme from 2019/20 to 2021/22 for the Council.

4.2 **The 2019/20 to 2021/22 Budget Setting Process**

At Council held on 7 March 2018, the 2018/19 to 2020/21 MTFS was agreed. In addition, given the significant savings required for the Council to move to a fully sustainable budget over the MTFS three year time horizon, the Council also agreed to follow a rolling budget implementation process. Each tranche of the budget process will identify:

- 1) Savings and efficiencies that have been validated and are ready for approval;
- 2) Savings and efficiency strategies that are being worked on that require the Council to approve resources for detailed plans to be validated and enable timely implementation to be agreed as part of subsequent budget tranches later this financial year;
- 3) Future strategic direction and ideas.

This process has already seen the first Tranche of the process go live in summer, with the proposals being agreed at Council held on 25 July 2018. The rolling budget process will follow similar governance processes to the previous year, with proposals being discussed at Cabinet Policy Forum and Budget Working Group before being published for consultation, and undergoing examination through Scrutiny meetings before final approval by Cabinet and Full Council.

As this is an Election year, there is only the time to run three Tranches. A full four Tranche process will only take place in those years when there is not a "Thirds" Local Election.

The Table 3 sets out the remaining budget timetable for the year:

Table 3: Budget Timetable

Tranche	Cabinet	Joint Scrutiny	Cabinet	Council
Tranche Two	15/10/2018	28/11/2018	03/12/2018	12/12/2018
Tranche Three	04/02/2019	12/02/2018	25/02/2019	06/03/2019

4.3 **Local Budget Context**

Basic funding assumptions are detailed in Section 5.1 of this report, and these assumptions are unchanged from the previous MTFS given that:

- The 2019/20 financial year will be the final year of the present four year Settlement Period;
- Local Government funding will change significantly in 2020/21 and presently there is very limited information on how these changes will affect individual Councils;
- The Revenue Support Grant (RSG) will reduce to £10m in 2019/20

The Local Government Finance Settlement was out to consultation over the summer period, indicating little change to government funding, however it did indicate that there would be an opportunity to increase its core spending power by increasing general council tax by an additional 1% (total 3%), within the same referendum principles applied in 2018/19. Further details on the settlement are included within section 4.4.

The Council continues to face growing pressures and demands which include:

- Capital financing costs;
- The requirement for additional school places;
- Increases in Looked After Children numbers;
- Management of Homelessness;
- Adult Social Care demographics;
- Population growth, as Peterborough is a growing City;
- Demographic growth in different age groups that require Council services.

These pressures are described in more detail in the Section 5.3, with performance analysis and benchmarking in relation to these key areas being summarised in section 5.5 and Appendix C.

The August 2018 budgetary control report, which is also presented to Cabinet on the 15 October 2018, highlights the current forecast position on some of these pressures and demands in 2018/19.

4.4 **National Budget Context**

Local Government Finance Settlement 2019/20 Consultation

The Ministry of Housing, Communities and Local Government (MHCLG) launched the Local Government finance settlement 2019/20 technical consultation on 23rd July 2018, ahead of the provisional settlement expected in December 2018. The following key points were outlined within the consultation:

- Confirmation of the four-year settlement offer for 2019/20, this includes RSG, NNDR (Business rates) tariff and top-up payments and rural services delivery grant.
- MHCLG note that the national baseline for New Home Bonus is expected to increase from the

current 0.4% in 2019/20. Where the baseline is set in 2019/20 will depend entirely on actual housing growth from the Council Taxbase submitted in October 2018. However, if growth remains the same as it was in 2017, then the baseline is expected to remain at 0.4%.

- The limits on council tax increases in 2019/20 are to be set at a maximum increase of 3%, although they are still subject to confirmation in the provisional settlement. No additional flexibility to the Adult Social Care precept is referred to, as authorities still have potential to go to the maximum 6% increase in 2019/20.
- Options for dealing with Negative RSG. The MHCLG preferred option is simply not to make the tariff adjustments that are required for Negative RSG to take effect. Alternative options for eliminating Negative RSG would be too expensive for MHCLG and/or not effective. Peterborough Council has expressed that it do not think this process would be fair across all Local Authorities, and will see some areas receive additional benefit over others, despite all being assessed in 2016/17 on the same basis.
- A further round of Business Rates Pilots has been announced for 2019/20. The terms offered for 2019/20 are not as good as those available in 2018/19: pilots will only retain 75% of total Business Rates (an increase from 50%) and there will be no “no detriment” support. Devolution areas, and possibly London, will continue with their existing terms. Applications for this were due for submission by 25th September 2018, and successful applicants are expected to be announced as part of the provisional finance settlement. Peterborough, together with the other Cambridgeshire local authorities and the Cambridgeshire and Peterborough Combined Authority have submitted an application.
- A final round of adjustments will be made to top-ups and tariffs in 2019/20 in respect of the 2017 Business Rates revaluation.

Local Government Finance Developments

The next Fair Funding Review consultation should be issued in the coming weeks, followed by a consultation paper on the Business Rate Retention Scheme in November.

The Autumn Budget has been announced for 29 October 2018. The Chancellor will have to use the budget to announce changes in fiscal policy as the Spring Statement only contains updates of economic and fiscal forecasts. The Autumn Budget is unlikely to contain any announcements that affect spending plans for 2019/20, however it should contain more information on the Spending Review 2019 (SR19), which will cover the period 2020/21-2024/25. The Chancellor has promised that he will announce the overall funding envelope for SR2019 together with the timetable and process. He has previously indicated that overall spending will increase in line with inflation (approx. 2%) and that there will be additional funding of £20.5bn over five years for the NHS. Decisions on how funding will be allocated between spending departments will not be taken until the SR2019 itself, in Spring 2019.

Ministers are still promising the social care green paper this year, despite being delayed from the original expected publication in summer 2018.

The following diagram highlights the different variables which will affect the level of funding the council is expecting to receive. The middle box being the key funding stream and the outer boxes being the policies and events which will influence the councils allocation.



There are a number of key changes which will all be implemented in 2020/21. The total amount of funding available to Local Government will be different, and the allocation to local authorities will be effected by the fairer funding review, the business rates reset and business rates retention. All of this combined makes it extremely difficult to predict the funding levels beyond 2020/21 to any great certainty.

Appendix B- includes the current Local Government Finance Event Timeline for the next 18 months which will take the council through this period of change.

The Local Government Association (LGA) View

The LGA are campaigning ahead of next year's Spending Review with a focus on tackling the funding gap facing local government, which will reach almost £8 billion by 2025. The latest revenue spending statistics show the strain that is being placed on local authorities. The figures reveal that overall council spending in 2017/18 was down by £447m, at the same time, there has been an £434m increase in adult social care spend and £368m in children's social care spend. This shows and confirms that councils are diverting money from other services to meet an unprecedented surge in services which support people of all ages in need.

The LGA launched a consultation to kick-start a debate on how to pay for adult social care and support the services caring for older and disabled people. Years of significant underfunding of councils, coupled with rising demand and costs for care and support, have combined to push adult social care services to breaking point.

Since 2010 councils have had to bridge a £6bn funding shortfall to maintain the adult social care system. In addition the LGA estimates that adult social care services face a £3.5bn funding gap by 2025, just to maintain existing standards of care, while latest figures show that councils in England receive 1.8 million new requests for adult social care a year, the equivalent of nearly 5,000 a day.

Decades of failures to find a sustainable solution to how to pay for adult social care for the long-term, and the Government's recent decision to delay its long-awaited green paper on the issue until the autumn, has prompted the LGA and Council leaders to take action on this.

The consultation outlines options for how the system could be improved and the radical measures that need to be considered given the scale of this funding crisis. Possible solutions for paying for adult social care in the long-term outlined in the consultation include:

- Increasing income tax for taxpayers of all ages;
- Increasing national insurance;
- A Social Care Premium - charging the over-40s and working pensioners an earmarked contribution;
- Means testing universal benefits, such as winter fuel allowance and free TV licences;
- Allowing councils to increase council tax.

The LGA will respond to the findings in the autumn to inform and influence the Government's green paper and spending plans. The LGA green paper, also seeks to start a debate about how to shift the overall emphasis of the nations care and health system so that it focuses far more on preventative, community-based personalised care, which helps maximise people's health, wellbeing and safety.

CIPFA Finance resilience review

The financial resilience of local authorities has become a hot topic within the national media. Over the past year it's becoming increasingly apparent that more councils are under financial strain and struggling to provide services with shrinking funding from austerity measures and increased service demand. The councils which have been in the media have ranged across the different classes, demographic makeup and leadership. Key headlines being published about Somerset, Lancashire, Surrey, East Sussex, Torbay and Birmingham, is a sign that no council is alone in this challenge.

CIPFA believes there is a need for appropriate and robust independent challenge and support of some councils on financial strategy and trajectories through this new resilience index which is intended to provide challenge where needed so that appropriate action can be taken at a local level. The index forms part of a broader strategy the Institute has for ensuring council finance leaders have the support needed to achieve a balanced budget.

CIPFA has consulted on the proposed index over the summer period. The index tool will seek to rank authorities on their financial health by considering the following indicators:

- Level of reserves;
- Change in reserves;
- Ratio of government grants to net revenue expenditure;
- Proportion of net revenue expenditure accounted for by Children's social care, Adult's social care and financing costs;
- Ofsted rating for children's social care;
- Auditors Value For Money judgement.

It is a welcoming sign to see engagement and support from the public sector accounting body. This index should allow for benchmarking to take place against the councils counterparts and identify areas where the council needs to strengthen its resilience and carry out investigations in to areas where warning signs are indicated. Further updates on the development of the resilience index will be reported within the future MTFS reports.

5. BUDGET DETAIL

5.1 Existing Medium Term Financial Strategy (MTFS)

Current Revenue funding assumptions

The current MTFS includes the following funding assumptions as approved within Tranche One of the 2019/20 MTFS:

- General Council Tax is assumed to increase at 1.99% per year for years two and three of the MTFS, which is below the proposed referendum limit for those years.
- Following on from 'The Local Government Provisional Finance Settlement', flexibility was given to local authorities, allowing them to increase general council tax by 2.99%, in 2018/19 and potentially 2019/20. The additional 1% increase has not been included for 2019/20 onwards.
- There is no longer additional funding relating to the Adult Social Care Precept of 3%, with 2018/19 being the final year this was allowed to be levied at 3%.
- The Council Tax base is increased to reflect the growth in the city and a number of variables, such as Council Tax Support, Council Tax exemptions and the banding of properties, of which Peterborough is largely weighted towards band A and B properties. The forecast increase in Council Tax base usually equates to an average of 1,000 new homes built each year.
- Business Rates (NNDR) is assumed to increase at the rate of CPI, as announced in the Autumn Budget, this equates to 2.2% in 2019/20 and 1.8% in 2020/21. However, the Council will receive compensation for the difference between RPI and CPI via a government section 31 grant.
- Revenue Support Grant is assumed to reduce by 32% from 2018/19 to 2019/20. The figures for 2019/20 remain fairly certain following the four year settlement deal secured by the council, covering the period 2016/17-2019/20.
- RSG will be part of the 75% business rates retention and the fairer funding mechanism which will be introduced from 2020/21. At this stage MHCLG are consulting with local authorities and the level of funding to the council remains uncertain.

The following diagram outlines the Councils total funding for the 2018/19 budget, demonstrating that RSG equates to only 10% of the Councils core funding, and will reduce to 7% in 2019/20. By 2019/20 this grant will have reduced by 80% from £55m in 2013/14 to £10m in 2019/20.

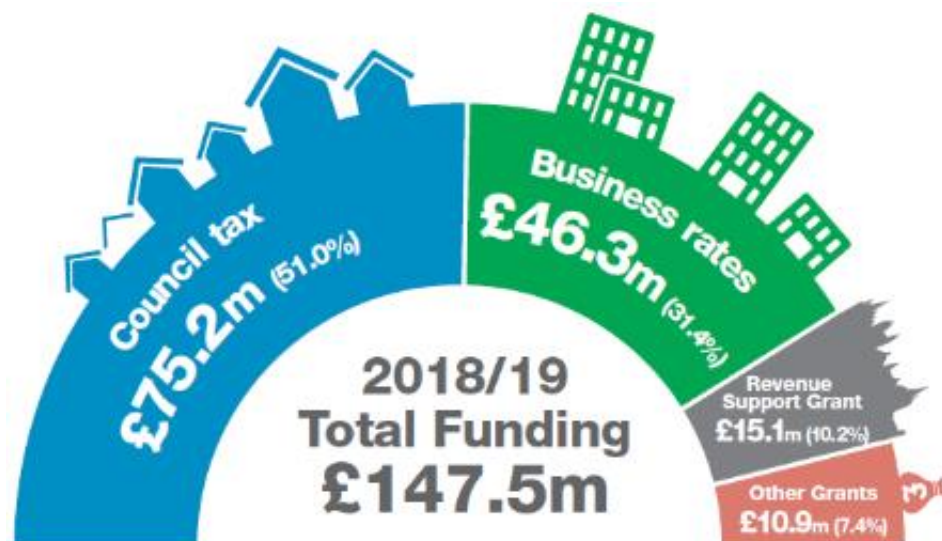


Table 4 outlines the Tranche One Budget position, outlining the amounts the council will receive from the key funding streams, accounting for the assumptions aforementioned. It also highlights the departmental budgets and the Budget Gap for each of the three years, at the end of Tranche One.

Table 4: 2019/20-2021/22 Tranche One Budget Position Summary

	2019/20 £000	2020/21 £000	2021/22 £000
NNDR	(47,802)	(48,814)	(49,695)
Revenue Support Grant	(10,246)	(10,246)	(10,246)
Council Tax	(76,521)	(79,091)	(81,507)
New Homes Bonus	(4,890)	(4,018)	(4,073)
Improved Better Care Fund	(5,345)	(5,345)	(5,345)
Additional funding for Adult Social Care	(1,121)	-	-
TOTAL CORPORATE FUNDING	(145,925)	(147,514)	(150,866)
PLANNED EXPENDITURE			
Chief Executives	1,567	1,575	1,575
Governance	4,699	4,704	4,704
Growth & Regeneration	23,567	23,928	24,679
People & Communities	82,717	82,793	84,129
Public Health	281	253	253
Resources	19,539	24,204	26,100
NET SERVICE EXPENDITURE	132,370	137,457	141,440
CORPORATE EXPENDITURE	23,782	30,094	31,754
TOTAL PLANNED EXPENDITURE	156,152	167,551	173,194
REVISED DEFICIT/(SURPLUS)	10,227	20,038	22,328

5.2 Tranche Two Budget Position 2019/20-2021/22

Table 5 sets out the demand and savings proposals in Tranche Two of the 2019/20 budget process. The major items included within these proposals are:

- Children's Social Care Demand Pressure
- Reduction in the level of Subsidised Transport.
- The use of additional Capital Receipts in 2019/20

Table 5: 2019/20- 2021/22 Tranche Two Budget Position Summary

	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap as reported in MTFs 2019/20 Tranche 1	10,227	20,038	22,328
MTFS 2019/20-2021/22 budget changes:			
Pay and Pensions	(40)	(40)	(40)
Inflation and cost changes	540	147	(250)

Demographic and volumetric service demand	2,798	2,161	3,163
Grant and legislative changes	0	0	0
Efficiencies	(146)	(146)	(146)
Capital financing Changes	0	0	0
Service proposals (savings and additional income)	(3,356)	(3,577)	(3,877)
Revised Budget Gap	10,023	18,583	21,178
Funding changes	(490)	(490)	(490)
One-off resources (including capital receipts)	(6,500)	0	0
Use of reserves	0	0	0
Final Budget Gap	3,033	18,093	20,688
Incremental Budget Gap	3,033	15,060	2,595

The following appendices outline further details on the budget position and the proposals:

- Appendix A- 2019/20-2021/22 Tranche Two MTFs Detailed Budget Position (a) and the Net and Gross budget position for 2019/20 (b)
- Appendix E- The Budget Consultation Document
- Appendix F- Equality Impact Assessments (where applicable)

Table 6 details all of the proposals included within Tranche Two, and the financial implications for the three years covering 2019/20- 2021/22

Table 6: 2019/20- 2021/22 Tranche Two budget proposals

	2019/20 £000	2020/21 £000	2021/22 £000
Demographic and volumetric service demand	2,798	2,161	3,163
Housing Needs	(223)	(32)	(32)
Children's Social Care Pressure	3,200	2,700	2,700
Adult Social Care Demand Pressure	(179)	(507)	495
Efficiencies	(146)	(146)	(146)
Integrated Offender Management Administration	(30)	(30)	(30)
HR- Supplies and Services and Salary cost saving	(22)	(22)	(22)
Road Safety Projects- integrated across PCC and CCC	(20)	(20)	(20)
Public Health Staffing	(74)	(74)	(74)
Inflation and cost changes	540	147	(250)
Inflation- removal of general inflation	(368)	(733)	(1,102)
Resources- Inflation Removal	(50)	(50)	(50)
Mitigation of the iCASH Pressure	(66)	(66)	(66)
ICT - Change in Strategic Direction	1,024	996	968
Pay and Pensions	(40)	(40)	(40)
Christmas Shut down	(40)	(40)	(40)
Service proposals (savings and additional income)	(3,356)	(3,577)	(3,877)
Hospital - virtual panel	(100)	(100)	(100)
Self Funders	(100)	(150)	(150)
Best use of resources within a personal budget to meet needs	(100)	(100)	(100)

Block purchasing - Nursing Beds	(150)	(150)	(150)
National Living Wage	0	(300)	(300)
Charging for post reablement support	(10)	(10)	(10)
Reduction in funding of a CCG / PCC post	(25)	(25)	(25)
Virtual School	(25)	(25)	(25)
Term time only working	(5)	(5)	(5)
Schools Infrastructure Team	(21)	(21)	(21)
Anti Social Behaviour Team	(36)	(36)	(36)
PES / Community Safety Operating Model	(350)	(350)	(350)
P&C Review of Senior Management Capacity	(100)	(100)	(100)
Development of Care Suites across Peterborough	(100)	(200)	(200)
Older People Day Services	(30)	(30)	(30)
Sensory Equipment- budget reduction	(30)	(30)	(30)
Schools Attendance- Fines Income	(10)	(10)	(10)
Home to School Transport- Catchment Areas	(29)	(50)	(50)
Targeted Youth Support Service- increased activity	(25)	(25)	(25)
Community Capacity- Gladstone Park Transfer	(37)	(37)	(37)
Community Capacity- Community Asset Transfer (CAT) Programme	(52)	(52)	(52)
St George's Hydrotherapy Pool- Vivacity Transfer	(58)	(58)	(58)
Bridge Maintenance	(250)	0	(300)
Gully Maintenance	(50)	(50)	(50)
Street Lighting Maintenance	(365)	(365)	(365)
Relocate visitor information centre to Town Hall	(42)	(42)	(42)
Patching Maintenance (corresponding capital change)	(300)	(300)	(300)
Peterborough Highways Services (PHS)- Staffing	(160)	(160)	(160)
Housing & Strategic Planning- Increased income target	(50)	(50)	(50)
Supported Living- Review Provider Rate	(50)	(50)	(50)
Monitoring of Homecare Contracts (Framework Provider review)	(250)	(250)	(250)
Environment Capital- Remove vacant post	(31)	(31)	(31)
PCAS- contract negotiation	(30)	(30)	(30)
Deliver improved performance by the Adult Social Care Team	(200)	(200)	(200)
Direct Payments- Off Framework Provider Review	(35)	(35)	(35)
Subsidised Transport	(150)	(150)	(150)
Funding changes	(490)	(490)	(490)
Increased Council Tax Collection	(490)	(490)	(490)
One-off resources (including capital receipts)	(6,500)		
Capital Receipts	(6,500)		
Grand Total	(7,194)	(1,945)	(1,640)

5.3 Demographic and volumetric service demand

Children's Social Care

The largest areas of spend in children's services are in staffing costs and placement costs for children in care. The cost of providing support to children open to children's social care, whether as children in need or in need of protection, is significantly higher than supporting children at an early help level. It therefore makes good economic sense to provide targeted early help services where these prevent needs escalating to the point that children and young people need the support of more specialist children's social care services.

The key is to ensure that early help services are effectively targeted at families in most need. There are many families who may welcome additional support, but who would also continue to manage within their own resources and, perhaps, also with the support of family and friends, without the provision of more formal early help services. As resources available to support children and families reduces across the system, it is increasingly important that the early help services are focused on those families at greatest risk of poorer outcomes.

Budgets associated with placements for children and young people in care are an area of high risk and volatility. Unit placement costs for children in care range from under £200 per week (for a young child in an in-house foster placement) to over £6,000 per week for a young person with complex needs placed in a residential children's home.

Overall numbers of children in care are determined by the interplay of a number of factors including:

- Numbers coming into the care system because they are at risk of significant harm;
- Numbers leaving the care system because they have moved to permanent placements, including returning home and leaving care through adoption or the making of a Special Guardianship Order, or because they have reached the age of 18 years, and;
- The length of time spent in the care system by individual children and young people between entering and leaving for any of the above reasons.

It is this interplay of variables that makes placement budgets so volatile. In the last two years the council has seen a rise in the numbers of children needing care placements. This has risen from 335 to 380 in two years, leading to an additional financial pressure for children's services. This pressure is not isolated to Peterborough, it is a national trend, being reported by local authorities, the Local Government Association and the BBC. The BBC published an article recently highlighting that there are currently 72,600 children across England in care, in comparison to 64,000 in 2010, and that councils spent an additional £640m more than budgeted on children's social care in 2016/17.

The pressure could also be down to the fact that people and organisations are better at spotting issues such as neglect than they once were. Figures do tend to fluctuate, however, due to this population increase in Peterborough over the last 10 years, it is expected there will be more children requiring care, in addition to the current pressure being reported. A full report outlining the pressure in detail went to Cabinet on 23 July 2018. This report highlighted the current year (2018/19) pressure of £4.5m which related to a current year pressure of £3.9m and a backdated payment to TACT (The Adolescent and Children's Trust) to cover additional costs incurred in 2017/18. The council will be working closely with its partner TACT, to reduce costs with effective recruitment and retention of in-house foster carers,

combined with an emphasis on securing permanency for as many children and young people as quickly as possible, while ensuring that plans are in the best interests for the child or young person concerned.

Maximising recruitment of foster carers and securing permanency for more children and young people are both at the heart of the aims of the new permanency service, operated by TACT.

Reducing overall numbers of children in care is one of the intended outcomes for the Family Safeguarding pilot, currently underway in Peterborough. Under the pilot the council has received government funding to implement Family Safeguarding, a model of social work intervention developed in Hertfordshire. The Hertfordshire experience was that the model resulted in much better outcomes for children and young people, while also achieving a 7% reduction in numbers of children in care.

Table 7: Children’s Social Care Demand Pressure

	2019/20 £000	2020/21 £000	2021/22 £000
Children’s Social Care	3,200	2,700	2,700

the 2018/19 overspend currently reported within the Aug Budgetary Control Cabinet report is £4.5 m, also a report at this meeting (£3.8 current year pressure and £0.6m back payment for additional costs incurred in 2017/18)

Housing and Homelessness Prevention

The council is forecast to deliver a significant increase in the number of temporary accommodation units to meet homelessness demands. This includes bringing empty homes back into usage through offering incentives to private landlords and purchasing empty homes and building new homes through Medesham Homes.

Alongside this, the council has redesigned its housing needs team to place a further emphasis on preventative work to help stop households from becoming homeless in the first place. It is proposed to escalate the pace of the above to further reduce the need for costly Bed & Breakfast type accommodation, and improved outcomes for residents. These two actions have allowed us to further revise our assumptions around this area of the budget which would mean that the housing budget will be cost neutral as the level of grant received becomes level with the additional costs of using temporary accommodation solutions

Table 8: Housing and Homelessness Prevention budget assumptions

	2019/20 £000	2020/21 £000	2021/22 £000
Overall Housing Demand Budget (Excluding staffing) as per Tranche One of the 2019/20 MTFS	223	32	32
Budget Change as per Tranche Two	(223)	(32)	(32)
Revised Net Budget	-	-	-

Adults Social Care Demand

Adult social care continues to put significant pressures on the council's budget. Nationally adult social care is facing unprecedented financial pressures resulting from reducing budgets, rising costs of care, increasingly complex needs and an ageing population. This has been nationally reported in the media

with the BBC publishing articles and the Local Government Association pressing forward with plans to publish their own Adult Social Care green paper. The MCHLG granted Local Authorities additional council tax flexibility and have given short term funding to help Local Authorities with these pressures. However this still does not enough to cover the increasing demand for these services.

Tranche Two contains an update to the Adult Social Care Demand captured in the Tranche One proposals, where the council put in additional budget of £1.5m in 2019/20, £2m in 2020/21 and £2.5m 2021/22. Since then the position has been refreshed to take account of the most up to date information which drives the cost of adult social care, this is outlined in Table 9. There is a slight reduction on the forecast which was included within Tranche One, therefore pressure has been adjusted to reflect the reduction.

Update on specific areas

Nursing Care Spend has remained reasonably stable over the last two financial years however in the first two quarters of 2018/19 it has been under significant pressure and there is a forecast overspend position of £1m to the end of the financial year. The revised position takes into account additional income received from this spend from both service users and the Clinical Commissioning Group (CCG). Initial analysis shows a number of factors coming into play at the same time (some of which are uncontrollable), which include:

- The impact the 4Q system of supporting Hospital Discharge introduced at the end of last year;
- High cost nursing beds;
- The impact of increasing complexity of need has caused a number of placements to be at “high cost” as those complexities of need are difficult and expensive to manage.

The Transforming Care Programme requires Local Authorities to work with the CCG to actively reduce the number of people with a learning disability in secure hospital settings to lead fulfilling lives in the community. However re-settling and maintaining people with often extremely complex needs in the community can be difficult and expensive. Furthermore there is need to prevent people with learning disability with complex needs entering the hospital system which further exacerbates costs. The value and impact is anticipated to be £0.326m higher than originally budgeted. Future years are based on an assumption that five new service users will require additional support at an average of £1,500 per week spread over each financial year.

Direct Payments to care service users continue to increase in number and average weekly cost. Forecasts have been amended to take account of the current trend of moving from Homecare to Direct Payments.

Although current forecasts are showing a stabilisation in residential care packages this budget continues to be a volatile area of spend for the council.

The spend on Homecare has also remained stable in the first part of 2018/19 and the new Framework is meeting capacity. However this is also a volatile area of spend which could be adversely affected by winter pressures.

The following steps have been taken to mitigate these pressures:

- To review the 4Q process to understand the impact on the wider Social Care and Health system;
- To continue to support people that are self-funders with the understanding that any impact will be in the medium term;
- To continue to work closely with the CCG to confirm Continuing Care decisions for people with complex needs;
- Adults Commissioning Team to work closely with Children's services to support young people and their families to make personalised and cost effective decisions around future services.

Table 9 outlines the changes to the assumptions to the demographic demand within this budget area.

Table 9: Adult Social Care Demand

Area	2019/20 £000	2020/21 £000	2021/22 £000	Reason for update since the Tranche One position:
0-25 transitions	521	521	521	Assumed linear numbers.
Impact of minimum wage on Homecare spend	564	566	191	Reduced 2020/21 as £1m was in for under the age 65 Learning Disability National Living Wage (NLW) costs. These are covered within the current NLW allocation and increased costs/activities below. For 2021/22 clear of intentions around NLW but have assumed inflationary increase of 2% per annum.
Self- Funders	962	998	1,069	Continue updated levels extending to 2021/22. No significant change to numbers reaching threshold during 2018/19 to date but significant increase in weekly rate to match current purchasing.
Direct Payments	164	166	168	Continue the inflationary uplift at 1.5% per annum. Figures updated based on current spend.
Fee structure	3	3	4	Continue increase to indicative rates.
Continuing Care	(144)	0	0	
Increase in activity/cost Residential Care	211	219	227	Continued assumption of 6 service users per annum at £725 per week.
Increase in activity/cost Nursing Care	750	300	100	Current pressure in 2018/19 with signs of continuing at slower rate into future years. Assuming activity can reduce to pre-2018/19 levels during 2021/22.
Increase in activity/cost Homecare	74	80	87	Reduced in line with current activity levels
Increase in activity/cost Direct Payments	179	252	306	Running at 512 open packages September 2018 at average of £408.22 per week.
Learning Disability Transforming Care Partnership	326	220	220	Ongoing costs of discharges from 2018/19. Assumes 5 service users per annum at £1,500 per week.
Community Equipment	35	35	35	Continue incremental increase in demand.
Amount required:	3,645	3,360	2,928	

Less: the total of Current MTFS changes already accountd for	3,824	3,688	2,433	
Incremental Budget Change	(179)	(328)	495	
Cumulative Budget Change	(179)	(507)	(12)	

5.4 Revised Budget Assumptions

Inflation

Table 10 shows the inflation that has been built into the current MTFS over the three year period. The inflation covers the increase in costs to the council from the following revenue areas:

- Utilities, including gas, electricity and water
- Pay and pensions
- Contract price inflation
- Business Rates (on the Council's properties).

Following a review of specific elements included within the inflation budget, there is a recommendation to remove amounts held for general inflation. The MTFS provides for CPI increase on supplies and services budgets. This amount is usually held centrally within the corporate area, and bid for by departments if required. Restricting budgets to nominal values (not adjusting for inflation) means that any price pressures will need to be contained by reducing purchase volumes, potentially leading to pressures in services. This amount has been assessed as being surplus following a review of previous years budgetary impact and evaluation by departments. Table 10 outlines this change to the inflation budget.

There are also a number of work streams which are still under review at this stage and are expected to be reported within Tranche Three, these include:

- NNDR (Business Rates)
- Pay-National Living Wage (NLW)
- Fees and Charges

Table 10: Inflation built in to the MTFS

	2019/20 £000	2020/21 £000	2021/22 £000
Inflation as per Tranche One of 2019/20 MTFS	2,192	4,030	5,910
Removal of general inflation	(368)	(733)	(1,102)
Revised Inflation position	1,824	3,297	4,808
Incremental inflation position	1,824	1,473	1,511

It should be noted that this inflation assumption does not include any inflation on Care budgets and all contracts.

Other Inflation and cost changes

- **ICT- Change in Strategic Direction-** This proposal is to reset the IT budget to recognise that savings and income previously intended to be delivered will not be realised as originally planned. The Council has updated its Strategic IT direction, including as part of this Strategy using IT to facilitate closer working with Cambridgeshire County Council
- **Resources-** A reduction in the budget for contract expenditure will be achieved through a review of the inflation provisions across the department and negotiation with suppliers.
- **iCASH Pressure mitigation-** Demand for integrated sexual health and contraceptive services (iCASH), based at the Cambridgeshire Community Services NHS Trust (CCS) clinic in Priestgate has increased rapidly in the past four years. There are now around 26,000 visits per year (6,000 visits over the contracted amount of 20,000). While the skill mix of staff has been adjusted to minimise costs, the increased attendances result in a significant increase in lab testing costs. A pressure of £0.194m to cover the increased costs of demand on iCASH services has already been included in the 2019/20 MTFs (change from Tranche One). Due to the reductions in the public health grant and the general financial pressures on the Council, public health officers have been working with iCASH to review savings to mitigate this pressure. A number of options have been explored, including web based testing for patients with no symptoms. However, the only option that is likely to deliver significant savings in Peterborough are restrictions on clinic opening hours. A reduction of six clinics per week (9% of total clinic capacity) would be expected to reduce annual iCASH attendances from 26,000 to 24,000, making a saving of £0.066m. The clinic reductions would be split across sexual health testing and treatment for infections, and contraception. The reductions would be combined with a policy that patients attending to request oral contraception only, would be given a one-off six months supply and then referred back to their GP, rather than being able to attend iCASH contraception clinics for repeat prescriptions.

Table 11: other inflationary and cost pressures

	2019/20 £000	2020/21 £000	2021/22 £000
ICT- Change in Strategic Direction	1,024	996	968
Resources- Inflation Removal	(50)	(50)	(50)
Mitigation of the iCASH Pressure	(66)	(66)	(66)

5.5 **Performance Data**

It is important to compare how Peterborough City Council finds itself in comparison against its Unitary Council Peers, and further detail is contained in Appendix C.

Although Benchmarking per Head is not always a good indicator (as costs can vary from region to region as can funding) the following tables sets out how the Council compares to peer authorities. It is important that the Council fully understands all performance data in order to properly influence decision making and make informed alliances with other Councils with similar issues. Similar indicators are used in Financial Resilience assessments carried out by the Chartered Institute of Public Finance Accountancy (CIPFA).

This performance data was published as part of the Tranche One MTFS report. Since its initial publication Local Government Revenue Account (Budget) data for 2018/19 has been made available by MHCLG. The Revenue Outturn data has also been used to produce a number of these indicators, the new data set for these will be published in November 2018, outlining the 2017/18 final position. At this stage the performance data will be revised again for inclusion within the final, Tranche Three, 2019/20 MTFS report.

Table 12: Performance data based on unitary authorities

Benchmarking per head (of relevant client group)	PCC data (based on unit cost)	Rank (out of 56 authorities)	Average for UA
Total education (per under 16 population)- above average	3,432	41	2,878
Highways and transport (per total population)- below average	40	21	46
Roads Structural maintenance- above average cost.	4	34	5.19
Total social care	418	11	441
Children's- mid point out of all Unitary LA's	827	28	864
Adults	299	10	342
Public Health-mid point across the unitary authorities and just below average cost	60	28	67
Cultural and Related- 16th lowest and well below average cost	22	6	42
Environmental and Regularity- the lowest cost authority	47	1	85
Waste- the lowest cost authority	31	1	69
Planning and development services- above average cost and Rnked 39 out of 56 authorities	24	39	19
Central services- higher than average cost, in the top quartile of unitary LA's for costs	47	38	41

Table 13: Performance data compared to all upper tier authorities

Benchmarking per head (of relevant client group)	PCC data (based on unit cost)	Rank (out of 158 authorities)	Average for All Authorities
Total education (per under 16 population)- above average	3,432	93	3,226
Highways and transport (per total population)- below average	40	75	37
Roads Structural maintenance	4	85	5
Total social care	418	69	338
Children's- mid point out of all LA's	827	79	873
Adults - below average cost	299	37	338
Public Health- below average cost	60	67	70
Cultural and Related- below average cost	22	37	76
Environmental and Regularity- below average cost	47	32	81
Waste- below average cost	31	28	54
Planning and development services	24	117	22
Central services	47	93	51

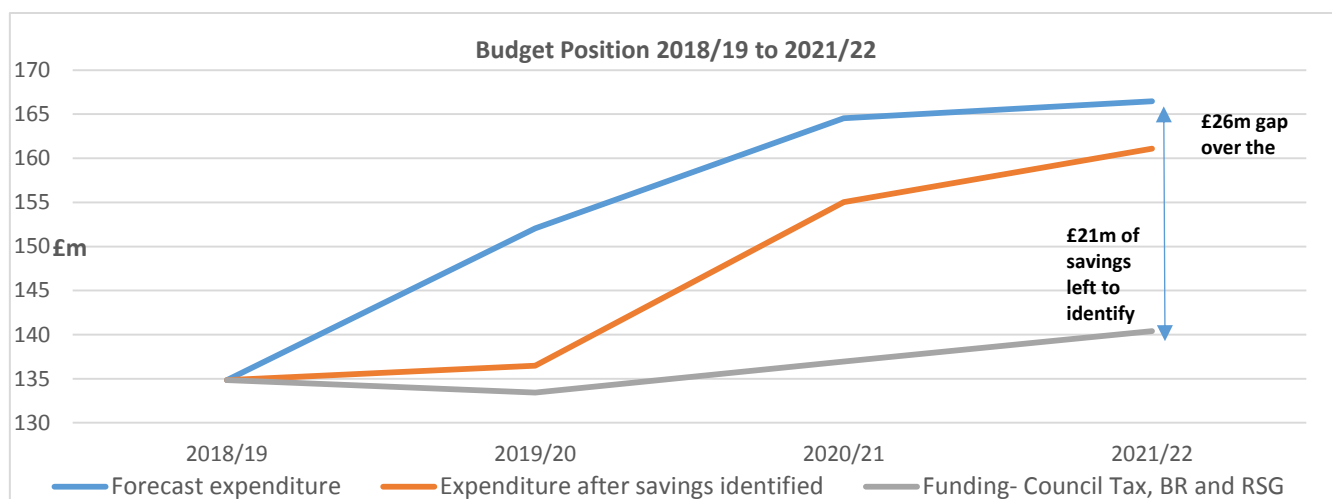
Upper Tier includes Unitaries (UA), Counties (C), Metropolitan Districts (MD) and London Boroughs (L)

It is worth noting that Northamptonshire County Council has shown that the incorrect use of performance data can be detrimental to a Council's lobbying ambitions.

5.6 Strategic Approach to closing the Budget Gap

The following graph highlights the significant financial challenge facing the Council, and the progress which is being made towards creating a sustainable budget. Overall the council has highlighted a budget gap of £26.1m in 2021/22. This budget gap is the result of the opening position as highlighted in the 2018/19-2020/21 MTFS (£16.9m) and the additional pressures highlighted within 2019/20, Tranche One (£5.5m) and Tranche Two (£3.7m).

The graph demonstrates the jump in position from 2019/20 to 2020/21 onwards, this is due to the level of one off savings options being used within 2019/20 budget.



Strategic Approach

The Council must create a sustainable budget position for both revenue and capital budgets over the MTFS period.

The Tranche Two MTFS report contains additional savings which reduces the 2019/20 budget gap to just over £3.0m, however the ongoing deficit for future years increases to £20.7m. It is important that future years deficits are brought down to a level of around £7m. It is not known what 2020/21 funding will be following changes to Council Finance, as outlined in section 4.4. Tranche Three will need to include initiatives and associated investment that will close the gap to the £7m target. This will include the transformation of services.

As part of this process, along with other local authorities, the Council will:

- Review all Services to establish – the “core offer”:
 - For Statutory Services – the minimum level these can be delivered to (acknowledging that this will result in performance and service reductions) and the difference to the present level;
 - Assessment of those services that have been cut to such an extent that their ongoing viability is questionable;
 - Establish those Services to deliver at a high level as Council priorities and reducing service levels in other Service areas:
- Further development of the Councils Commercial Strategy in order to generate income and

support frontline services.

Best Practice would suggest that a Council should supply its Members with a range of options which exceed any deficit amount (budget gap), in order for more informed savings and efficiency decisions to be made. The Council can move to this position through the adoption of the following strategies:

Decide what Services the Council are to deliver and to what level:

At a time when resources become increasingly scarce it is important for the Council to set out clearly those services it believes it must maintain at a high standard and those services which will be delivered to a lower level. In setting this out for its services there will be clarity for all stakeholders on where savings will be targeted and clear expectations on how services will be delivered at at what level.

Therefore the Council will set out:

- The current level services delivered in comparison to the statutory minimum;
- Convert this information into a format that is understandable by all stakeholders, to ensure the decision making process and associated implications are clear.

Additional Commercialisation

The Council needs an agreed Commercial Strategy which allows it to take advantage of its expertise and resources to make a commercial gain. Members need to be comfortable with the risks and potential returns that the application of this strategy could deliver. A new role within Cabinet has been established as, Cabinet Adviser for Commercial Strategy and Investments. This role will aid the development and progression of the Council's commercialisation agenda and includes the responsibility for the following:

- a) To develop a Commercial Strategy on which investment decisions are based for determination by Cabinet;
- b) To ensure that the Commercial Strategy and Investment Portfolios are kept regularly under review by the Cabinet;
- c) To develop a Commercial Strategy for Operational Services to maximise the use of scarce Council resources;
- d) To advise the Cabinet on the implementation of the Commercial Strategy and other initiatives to maximise the potential of the Council's existing commercial activities and to advise the Cabinet on how to develop a commercial culture within the Council to ensure commercial opportunities are maximised;
- e) To advise the Cabinet on the development of new, and growth in existing, income streams that generate surplus funds for investment in further opportunities and to help offset the costs of other activities.

Improvement in Procurement Processes and Commissioning

The Council procures over £260m of its services externally through a range of contracts and agreements with various providers and suppliers. Although work is being undertaken in many areas, further

investigation, learning and its application could result in efficiencies. A 5% improvement in this area would result in approximately £13.0m of savings. The Council will develop this strategy further through:

- Looking at further improvements in contract specifications and contract management;
- Making better deals linked to new activity and purchasing approaches;
- Investigation of centralised brokerages;
- Looking at economies of scale by combining delivery with Partners.

Fuller integration with Health and other Partners

Local Government is becoming increasingly “joined up”, especially in the health area. The Council must, along with its partners, ensure that delivery options maximise efficiencies and savings potential whilst at the same time continuing to meet the needs and requirements of service users.

Shared Services progress.

The £9.0m Shared Services savings, as set out in the 2018/19 MTFS had initial allocations which are illustrated within Table 14.

Table 14: Shared Services Allocation

Savings Initiative Areas	2019/20 £000	2020/21 £000
Serco PSSP Contract	1,850	1,850
Serco IT Contract	600	600
Back Office Finance, HR, Legal	1,200	1,200
P&C Initiatives	850	850
Total	4,500	4,500

Additional work is required to reach the overall target, however initial work undertaken sets out the following savings that will be delivered in 2019/20:

- £0.450m that can be delivered in ICT, mainly from the consolidation and rationalisation of Amazon Web Services
- Circa £1.0m from Business Support over a range of initiatives
- More work is required to be delivered on the Contact Centre, as the existing Salesforce contract ceases on the 30 September 2019.
- People and Communities initiatives are showing a £0.771m savings in 2019/20, with a further £0.798m savings in 2020/21.

Taking in to consideration the savings which have been identified, approximately £2.3m, of the 2019/20 has been allocated to a specific work stream. A further £2.2m of savings options are to be identified to fully achieve the £4.5m shared service saving in 2019/20. Work will continue on the development of full business cases and an updated position will be included within the MTFS 2019/10 Tranche Three report.

5.7 Capital Programme

The Council’s Capital Programme is viewed over a three year period to ensure correct stewardship of

assets and efficient use of budgets. The council is proactive in attracting external funding for as many schemes as is possible. An officer-led Capital Review Group oversees the council's capital requirements.

The Capital Programme includes estimated project costs and profiling of expenditure whilst detailed business cases and due diligence is completed on individual schemes such as the acquisition strategy.

No additional investment schemes have been added on to the previous MTFS capital programme for approval.

As outlined in Tranche One, the Council recognised that its capital programme was aspirational in terms of the timing of the delivery of schemes compared with past experience. The capital financing revenue budget has been set using the working assumption of a smoothed capital programme of £100m per year over the MTFS period. The current year programme has been re-profiled from £185m outlined in Tranche One to £117m, and some further work is required to re-profile the programme over the MTFS period.

Table 15 provides a summary of the capital programme for the current financial year and over the MTFS period.

Table 15: the Capital Programme 2018/19- 2021/22 Summary

Capital Programme	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Governance	0	0	0	0
Growth & Regeneration	47,869	43,810	20,322	11,618
People & Communities	43,400	50,841	20,075	0
Resources	20,189	10,847	884	0
Invest to Save	6,107	22,600	20,000	20,000
Total Capital Programme	117,565	128,098	61,281	31,618
Capital Financing				
Grants & Third Party Contributions	41,472	40,358	14,795	7,158
Capital Receipts repayment of loans	24,150	0	15,000	0
Borrowing	51,943	87,740	31,486	24,460
Total Capital Financing	117,565	128,098	61,281	31,618
Capital Financing based on historic capacity to deliver programme				
Grants & Third Party Contributions	40,000	40,000	40,000	40,000
Capital Receipts repayment of loans	24,150	0	15,000	0
Borrowing	35,850	60,000	45,000	60,000
Total Capital Financing	100,000	100,000	100,000	100,000

Appendix D - Capital Schemes, includes more detail on the individual schemes included within the present capital programme and over the MTFS period.

For new investment projects that are required in the future, and have not been included in the Asset Investment Strategy, work is required on the development of detailed business cases, to carry out due

diligence and then approval through the Council's governance process before they are included. Such projects include; Car Park Strategy, Sports Strategy, ICT Strategy. If further projects are approved, further borrowing costs will need to be built in to the budget.

5.8 Reserves

The Council's reserves are monitored throughout the year as part of the budgetary control reporting and feed into the budget setting process accordingly.

The earmarked reserves balances are set aside for specific purposes, the table highlights which of these reserves are ring-fenced for specific use, or available for use. The available for use reserves will be utilised in part over the next financial years to resource the cost of transformational change and support a sustainable and balanced budget.

The table also indicates what the expecting future reserves balances are, once the planned commitments against these have been realised.

Key comments for reserve movements are as follows:

Departmental Reserves - the amounts set aside by departments during the preparation of the accounts is in accordance with financial guidance to minimise risk exposure to the council in the following financial year.

Future Cities Reserve – the movement on this reserve represents further drawdowns from the Future Cities Grant awarded to Peterborough in 2013/14.

Capacity Building Reserve - this reserve is held to meet one off costs of service transformation and the delivery of savings within the MTFs, including to drive forward the transformation of services to deliver savings. £4.4m of capital receipts will be transferred into the Capacity Building Reserve during 2018/19. The forecast overspend in 2018/19 of £6.5m will be required to be funded from the Capacity Building reserve.

Public Health – movements on this reserve represent a net carry forward of unused Public Health grant, in relation to previous years underspends. The balance did not change in 2017/18, however there is future planned use of the reserve as detailed in the 2018/19 MTFs, to support the delivery of public health services through a period of transformation.

Grant Equalisation – This reserve was created in 2015/16, with the purpose of stabilising the budget position, while the Government funding received by the Council reduces considerably. £7.2m was used to support the position in 2017/18 and £4.2m is planned in 2018/19. There are no further commitments against this reserve at this time.

Development Equalisation Reserve - This reserve was established at the end of 2016/17 to manage cash flow in relation to a £1.2m declared distribution from the Peterborough Investment Partnership (PIP), and will be fully required in 2018/19.

General Fund – the general fund has been maintained at £6.0m. This level is at the very minimum recommended amount given the level of risks and issues being managed in the current financial year and potential magnitude in budget fluctuations.

When compared to other unitary authorities across the country for the 2017/18 financial year 24 per cent have the same percentage of General Fund Balance to net revenue expenditure (4 per cent), whilst 73 per cent have a greater percentage (between 5 per cent-35 per cent).

In summary the £6.0m General Fund is at a minimum when the following is taken into consideration:

- a) the proportion of volatile budgets, particularly in demand led services in both Adult and Children’s Social Care is forecast to be an increasing proportion of the overall budget;
- b) no contingency has been built into the general fund;
- c) and there is no mechanism for additional funds to contribute to general fund balances or reserves

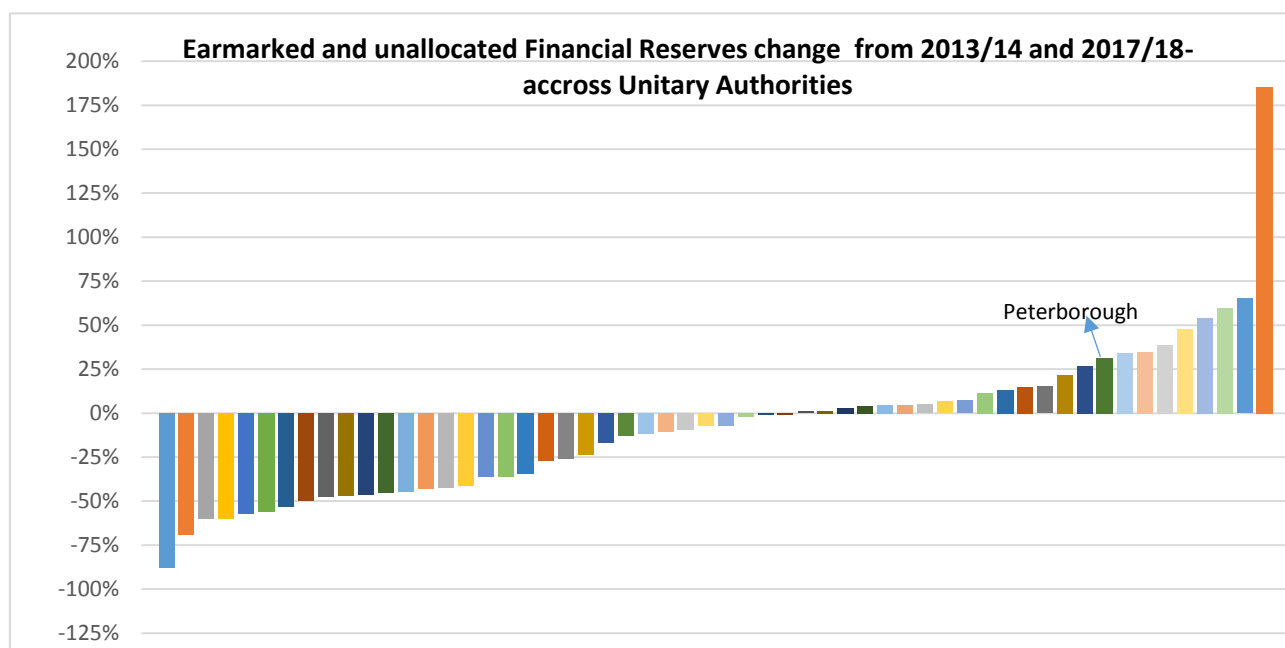
Table 16: Reserves balance at end of 2017/18 and estimated position 2018/19 to 2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22
Summary of Reserves	Balance at 31.03.18 £000	Estimated Balance at 31.03.19 £000	Estimated Balance at 31.03.20 £000	Estimated Balance at 31.03.21 £000	Estimated Balance at 31.03.22 £000
General Fund Balance	6,000	6,000	6,000	6,000	6,000
Available Reserves:					
Capacity Building Reserve	12,714	3,764	3,729	3,729	3,729
Grant Equalisation Reserve	8,445	4,214	4,214	4,214	4,214
Development Equalisation Reserve	1,233	0	0	0	0
Departmental Reserve	5,197	903	903	903	903
Subtotal	27,589	8,881	8,846	8,846	8,846
Ring-Fenced Reserves					
Insurance Reserve	4,936	3,388	3,388	3,388	3,388
Schools Capital Expenditure Reserve	1,208	1,208	1,208	1,208	1,208
Parish Council Burial Ground Reserve	51	51	51	51	51
Hackney Carriage Reserve	203	203	203	203	203
School Leases Reserve	244	228	178	178	178
Future Cities Reserve	240	0	0	0	0
Public Health Reserve	428	230	230	230	230
Subtotal	7,310	5,308	5,258	5,258	5,258
TOTAL Reserves	40,899	20,189	20,104	20,104	20,104

When comparing Peterborough’s reserves balances over the past four years in comparison to other unitary authorities, it demonstrates that Peterborough has benefited from a favourable change in position, in line with the financial strategy to create reserves to provide the council resource to implement the required changes, whilst minimising the impact to service users and residents and creating a sustainable financial future for Peterborough.

Over the period covering 2013/14 to 2017/18, Peterborough’s earmarked reserves together with the general fund (referred to as unallocated financial reserves) increased by 31 per cent, while the average change across this class of authority was an 8 per cent reduction. Peterborough over recent years has managed expenditure within its budget and benefited from additional one off benefits such as the use of capital receipts to repay debt, which has allowed the council to do this.

As shown in Table 16 the earmarked reserves are expected to reduce significantly by the end of 2018/19. This is without any planned use of the reserves to close the budget gap in 2019/20 and future years.



6. RISKS

6.1 Approach to Risk

The Council assesses financial risk within its budget and MTFs as part of its annual budget setting process and regular Budgetary Control process. Council Officers have put actions in place to review and mitigate exposure to identified risks, these are outlined in Table 17.

The Risk Management Board is led by the Director of Growth and Regeneration and in his absence, the Acting Corporate Director of Resources. The purpose of the Board is to challenge and support risk management across the Council and partner organisations. This is also considered regularly at Audit Committee.

The Board will ensure that risk management is aligned with the overall organisational approach and that the identification of key issues are managed, reported and escalated appropriately and in a timely manner. Officer awareness of risk and capacity to manage risk will be improved, with a regular monitoring and reporting process in place to provide assurance in relation to the Council’s overall governance and control environment.

6.2 Financial Risk Register

The most current substantial risks have been identified and considered as part of the budget process. Reasonable mitigating actions have been made where possible. Table 16 details the budget risks that Cabinet and Council should consider when reviewing the Tranche Two budget proposals.

Table 17: Council Budget Risk Register

Risk Area	Detail	Action
Level of Reserves	As set out in the 2018/19 MTFS, the Council has limited recourse to reserves and balances which present a risk to the financial sustainability of the organisation over the medium term.	Robust financial control within 2018/19 will be exercised through regular budget monitoring, tracking of the delivery of approved savings plans and the development, approval and implementation of further savings proposals over the period to 2021/22 via the rolling budget process. The use of available specified reserves will be closely managed and controlled to ensure targeted application to achieve the required reduction in the overall cost of operations over the period of the MTFS. Reserves and balances will be reviewed regularly to ensure that they remain adequate in light of the Council's overall financial position.
Level of one-off (non-repeatable) savings	In previous years the Council has relied upon non-repeatable budget savings and income items in order to balance the budget. This is not a sustainable approach.	Measures have been taken to reduce the Council's reliance upon one off measures to balance the budget. The plan to eliminate one off budget savings and move to a sustainable budget over the medium term is set out at para 2.2 of this report.
Service Delivery- Demand Led Services	The Council provides services in a number of areas where the need for support lies outside the Council's direct control, for example in children's, adult social care and homelessness. Demographic growth and demand pressures present significant financial risk for the Council over the medium term.	<p>Budgetary provision has been made for estimates of increased demand for adult and children's social care and homelessness.</p> <p>The Council will continue to take measures to review and modify its service provision to respond to increasing demand for services, through more cost effective operating models and working with client groups and partners to manage demand for services.</p> <p>Demand for Children's Services is monitored through the Placement Model. The Council has implemented an</p>

	<p>Universal Credit implemented by the DWP became live in Peterborough in November 2017, which could cause financial difficulty for residents due to the delayed first payment. The financial impact is not yet fully known.</p> <p>The Council needs to increase the supply of both temporary housing and permanent affordable housing in order to meet the increased demand for housing within Peterborough.</p>	<p>innovative partnership with TACT for delivery of children’s placements and foster care.</p> <p>Regular monitoring, forecasting and reporting of financial and service performance and anticipated pressures will be undertaken to ensure that corrective management action is taken to control expenditure within the approved budget. Savings plans are based intervention and prevention, aiming to reduce need and service demand.</p> <p>The housing team has been recently restructured to allow for additional posts to deliver preventative support to families that require housing and are at risk of homelessness. This should help to reduce the financial pressure on the council’s budget and provide a more appropriate setting for these families.</p> <p>Regular reporting to the Corporate Management Team (CMT) will continue to take place throughout the course of the year as well as working groups with officers and members which have been established to help provide solutions.</p>
<p>Savings Delivery (current and new proposals)</p>	<p>The achievement of a balanced budget and sustainable MTFs is reliant upon the successful delivery of agreed savings plans and the identification, approval and delivery of new plans within each financial year over the period to 2021/22. The Council has limited financial resources to invest in delivering the change. Therefore it is critical that savings are delivered in accordance with the agreed plan. The Council is aiming to implement a programme of transformation, to share and integrate a range of services with</p>	<p>A number of ambitious savings plans have been agreed/ are being proposed that will require robust implementation plans to be agreed, appropriately resourced and delivered by Service Directorates, the Resources Directorate and PCC partner organisations including CCC and SERCO.</p> <p>Section 5.6 of the Tranche One report sets out proposals for the level of financial investment in resources required to support the cost of implementation of previously agreed savings proposals, Tranche One and Tranche Two savings proposals.</p> <p>Business critical IT systems and processes will need to be reviewed and re-engineered</p>

	<p>Cambridgeshire County Council (CCC).</p> <p>There is a significant risk that these ambitious transformation plans will not be delivered on time and/or will not realise the required level of savings due to:</p> <ul style="list-style-type: none"> - lack of effective integration, simplification, streamlining and standardisation of business processes and IT systems - inadequate levels of capable capacity within PCC and its partners in the shared services agenda to deliver on time. 	<p>in both PCC and CCC in order to achieve convergence to work in a streamlined, simplified and standardised manner in the future across a number of service areas. This plan is likely to cover more than one financial year. Agreement and commitment of both partners to a common methodology and timeline will be required to deliver the change to its conclusion to enable successful delivery of planned cost efficiencies in both authorities.</p> <p>The progress in delivering a range of change projects and the tracking of service outcomes and savings delivery/ income generation will be reported via the Shared Services Board to CMT and Cabinet on a regular basis. In addition, regular meetings for management teams at both authorities will be held to discuss progress and resolve any emerging issues directly with the project leads.</p>
Income	<p>Cost of provision of service outstrips returns or a reduced level of sales.</p> <p>Exit strategies associated with these ventures could prove to be costly.</p> <p>There is a financial risk attached to failure of commercial investment, either from default or exposure to wider economic changes.</p>	<p>Commercial proposals will require the production of a robust business case that will be subject to appropriate evaluation and due diligence by relevant professional disciplines (i.e. technical, legal and finance).</p> <p>The management of costs, risks and benefits including service outcomes and financial implications will be achieved through regular monitoring and reporting via the Shared Services Board to CMT and through to Cabinet.</p> <p>Delivery of planned income generation (and savings) will also be tracked through regular budget monitoring reports.</p> <p>Programme and project governance will require recovery plans to be prepared where projects are identified as varying adversely from plan.</p>
Business Rates	<p>Forecasts - the council will benefit from any growth in business rates</p>	<p>Officers are in discussion with Serco to agree increased targets for the collection of</p>

	<p>but will also have to share the risk of volatility of collecting business rates, changes to business rates during the financial year and administration costs associated with collecting business rates.</p> <p>Appeals - the provision set aside for appeals by the council may not be sufficient.</p> <p>The claim by the NHS trust for mandatory relief if successful will have a major impact on income levels</p>	<p>Business Rates to improve the financial position on the Collection Fund.</p> <p>The finance team will align forecasts using a detailed approach with planning and revenue and benefit colleagues to monitor business and dwelling growth as part of the budget setting process and at regular intervals during the financial year.</p> <p>On a monthly basis reports will be available to monitor business rates income.</p> <p>The Council sets aside a provision to take account of the risk from appeals, depending on whether it is a 2010 or 2017 valuation rate being appealed. The provision for 2010 assesses each appeal lodged with the Valuation Office. The 2017 provision has been calculated at 4% using MHCLG methodology. The recommended rate based on the national average is 4.7%. Due to the high levels of small businesses within Peterborough receiving Small Business rates relief, the lower rate used is justified. Officers have conducted analysis on this and will continue to monitor.</p>
Council Tax and Local Council Tax Support	<p>Non-collection rates increase beyond the budget assumptions and / or increase in the levels of Local Council Tax Support eligibility, beyond budget assumptions.</p>	<p>Officers are in discussion with Serco to agree increased targets for collection of council tax to improve the position on the Collection Fund. Monthly updates will monitor the collection rates.</p> <p>The Council will revise future year forecasts on council tax income accordingly.</p>
Partnership Working/ Contractual Commitments	<p>The council now outsources or contracts out a large proportion of services, on a long term basis to third party organisations, such as Serco, Amey, Skanska and Vivacity. There is a risk that the council could be subject to increased costs from these contracts due to inflation or alternatively have little option to</p>	<p>The Council is reviewing all contracts, with a view to achieving improved value for money through strengthened contract management arrangements and negotiation of variation to services to be delivered.</p> <p>The Council will continue to work closely with our partner organisations to deliver the</p>

	<p>generate savings within the current budget due to the level accounted for via these contracts. The terms of the contracts may also restrict this.</p>	<p>best services to our residents in the most effective and efficient manner.</p>
<p>Capital</p>	<p>Capital Receipts The agreed Minimum Revenue Provision (MRP) strategy allows the Council to offset its revenue contribution through the application of receipts from asset disposal to repay debt. This present a risk to the final outturn position if those receipts are not achieved.</p> <p>Capital Programme The proposed Capital Programme is partially reliant on third party contributions and grant allocations. These funding streams are not always guaranteed, such that they could be impacted by a downturn in development or reduced opportunity for central government funding.</p> <p>The council has been successful in obtaining funding via grants for development in the school infrastructure. There is a risk that the council may not receive grants in the future to fund new school buildings, despite increasing demand for school places.</p> <p>There is also a risk from asset management, in relation to insufficient resources to maintain adequately the councils existing and planned infrastructure.</p>	<p>Regular monitoring and reporting through budgetary control to Capital Review Group (CRG), CMT, Cabinet, of the latest forecasts for sale completion, estimated receipt level and market environment operating under.</p> <p>The capital programme is closely monitored and reported by officers within the monthly budgetary control monitoring and reporting cycles. The council operates an officer led CRG, which meets regularly to review the progress of schemes contained in the capital programme and evaluate new proposals or opportunities available to the council.</p> <p>All capital investment proposals require a business case which assesses funding options and associated risks and mitigating actions.</p> <p>Developer contributions to be realised in line with approved policy.</p> <p>Grant bids to be worked up in line with previous successful approach.</p> <p>Impact on property repairs / highways infrastructure are monitored and coordinated to balance against any increases in legal claims / compensation issues.</p>

New Accounting Standards	Amendments to existing, and introduction of new Accounting Standards may impact on the General Fund in year, and thus the amount required to be funded from Council Tax.	This is mitigated by staying abreast of technical accounting changes through use of experts, financial bodies, regular training and support of continued professional development of the Council's accountants.
Economic (Treasury) Risk	<p>Inflation - increases above forecasts assumed within the budget.</p> <p>Interest rates - a change in interest rates could impact on borrowing costs which may in part be offset by increased investment interest receipts.</p>	<p>Monitor inflation position and forecasts, and review impact on budget through budget control monitoring and reporting process.</p> <p>Capital financing estimates developed using latest forecasts of interest rates for MTFS (which allow for a level of increase). Existing borrowing has been undertaken at fixed rates in order to minimize the exposure of this risk. A review and assessment will be undertaken to try to achieve the optimum time to enter into new borrowing in light of advice on future rate rises, taking into account 'cost to carry' in relation to any early borrowing.</p> <p>Review capital programme and debt portfolio if rates increase beyond forecast levels</p>
Financial Resilience	There is a risk that the Councils financial resilience is insufficient to further withstand the combined pressures of reducing grant funding and the increased cost and demand pressures. Any weaknesses in the delivery of the strategy to strengthen financial resilience may exacerbate this risk. The consequence is an unsustainable and financially unviable organisation beyond the short term.	A number of metrics are being developed to measure financial resilience across local government (CIPFA Resilience Index). The strategy to strengthen financial resilience is underpinned by a set of financial planning and management arrangements, including significant changes in arrangements for commissioning services. However, a clear route to a sustainable medium term financial position has not yet been fully identified.

7. CONSULTATION

7.1 Cabinet have been working on the budget proposals and this has included meeting with the Cross-Party Budget Working Group to seek views on all budget proposals, including the opportunity to make alternative suggestions.

Tranche Two will be the second of the three Tranches, as part of the newly introduced rolling budget

setting process. The Tranche Two budget proposals were published on 5 October 2018 and will be recommended by Cabinet for approval by Council on 12 December 2018. The timeline for the 2019/20 budget process is outlined in Table 18.

Table 18: 2019/20 Budget Consultation timetable

	Tranche Two	Tranche Three
Consultation start date	05/10/2018	25/01/2019
Cabinet	15/10/2018	04/02/2019
Budget Joint Scrutiny Committee	28/11/2018	12/02/2019
Audit Committee (to approve revised Capital Programme and Prudential Indicators)	N/A	11/02/2019
Cabinet	03/12/2018	25/02/2019
Consultation close date	10/12/2018	04/03/2019
Council	12/12/2018	06/03/2019

These proposals will be considered in terms of their impact on service provision to user. Proposals which require additional consultation will be allocated timeframes appropriate to the level of consultation required. This will ensure stakeholder and resident's feedback is received and considered prior to the Council meeting.

7.2 **Methods of consultation**

Hard copies of the budget consultation document (Appendix E) will be available in all libraries and Town Hall and Bayard Place receptions. The Council will also seek to raise awareness of the budget proposals via use of social media on Facebook and Twitter, and aim to make the presentation more visual and easier to understand via the use of information graphics.

The Council has published the budget consultation document on the website and on the internal intranet site 'insite' for residents and staff to view and provide responses via an online survey.

The stakeholder groups outlined in Table 19 have been contacted and offered a briefing on the budget position during the Tranche Two budget consultation period, to enable residents, partner organisations, businesses and other interested parties to feedback on budget proposals and Council priorities:

Table 19: Stakeholder Groups and events

Forum/Group	Meeting Date	Presenter
Connect Group (Churches Together)	05/10/2018	Adrian Chapman and Gillian Beasley
Disability Forum	27/11/2018	Fiona McMillan
Peterborough Community Assistance Scheme (PCAS)	14/11/2018	Ian Phillips
Discussion with Trade Unions Joint Consultative Forum (JCF)	10/10/2018	Peter Carpenter and Mandy Pullen
Youth Council	16/10/2018	Emma Riding
Parish Council	20 or 21/11/2018*	Peter Carpenter
Joint Scrutiny of Budget meeting	28/11/2018	Peter Carpenter
Schools Forum	07/11/2018	Jon Lewis

Peterborough Living Well Partnership	24/10/2018	Oliver Hayward/Caroline Townsend
Joint Mosques Group	21/11/2018	Adrian Chapman and Gillian Beasley
Interfaith Council	16/11/2018	Adrian Chapman
Health Care Executive	18/10/2018	Liz Robin

**final date to be confirmed*

8. ANTICIPATED OUTCOMES OR IMPACT

- 8.1 Following the release of Tranche Two of the 2019/20 budget proposals to address the financial gap, and outlining Peterborough's challenges and successes, Cabinet is seeking the opinions of all residents, partner organisations, businesses and other interested parties to understand which council services matter most. The Council must set a balanced budget for 2019/20 within the financial resources it will have next year and the feedback received will help inform Cabinet in considering budget proposals.

Therefore approval will enable the Council to undertake consultation on its budget plans for 2019/20 and the MTFS covering the period 2019/20- 2021/22.

Cabinet will have a further opportunity to review feedback on the proposals and the MTFS on 3 December 2018, before making a final recommendation to Council on 12 December 2018.

9. REASON FOR THE RECOMMENDATION

- 9.1 The Council must set a lawful and balanced budget. The approach outlined in this report work towards this requirement.

10. ALTERNATIVE OPTIONS CONSIDERED

- 10.1 No alternative option has been considered as the Cabinet is responsible under the constitution for initiating budget proposals and the Council is statutorily obliged to set a lawful and balanced budget by 11 March annually.

11. IMPLICATIONS

Elected Members

- 11.1 Members must have regard to the advice of the Chief Financial (Section 151) Officer. The Council may take decisions which are at variance with this advice, providing there are reasonable grounds to do so.
- 11.2 Section 106 of the Local Government Finance Act 1992 applies whereby it is an offence for any Members with arrears of council tax which have been outstanding for two months or more to attend any meeting of the Council or its committees at which a decision affecting the budget is made, unless the Members concerned declare at the outset of the meeting they are in arrears and will not be voting on the decision for that reason.

Legal Implications

- 11.3 In terms of the Council's executive arrangements, the adoption of the Council's Budget is a role shared between the Cabinet and the Council, whereby the Cabinet (Leader) is responsible for formulating the budget proposals and full Council is responsible for then approving (or not) those proposals and setting

the budget and council tax requirement.

- 11.4 For the remainder of the year, the principal purpose of the Budget is to set the upper limits of what the executive (Leader, Cabinet or officer under delegated executive authority) may decide to spend the Council's resources on. The Council cannot through the budget overrule an executive decision as to how to spend money, but the Budget will require the Cabinet to exercise their responsibilities for decision making so as not to make a decision where they are 'minded to determine the matter contrary to, or not wholly in accordance with the authorities budget'. This means that a decision that leads to excess expenditure, a virement from one budget heading to another over the amount allowed by Council in the Budget Book or expenditure of unexpected new money outside the Budget is required to have approval of the Council before the Leader and the Cabinet can make that decision.
- 11.5 When it comes to making its decision on 6 March 2019, the Council is under a legal duty to meet the full requirements of Section 31A of the Local Government Finance Act 1992 which includes the obligation to produce a balanced budget.
- 11.6 The principle of fairness applies to consultation on the budget proposals, both consultation required under s65 of the Local Government Finance Act 1992 and more generally as proposed here, which operates as a set of rules of law. These rules are that:
- Consultation must be at a time when proposals are still at a formative stage;
 - The proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
 - Adequate time must be given for consideration and response; and
 - The product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 11.7 Added to which are two further principles that allow for variation in the form of consultation which are:
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
 - The demands of fairness are likely to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare application for a future benefit.
- 11.8 It should be noted that the consultation to be undertaken as a result of this report is on the Budget proposals, and consequently the Cabinet's general approach to the savings requirements, and not on the various decisions to take whatever actions that may be implicit in the proposals and later adoption of that budget, each of which may or may not require their own consultation process.
- 11.9 By virtue of section 25, Local Government Act 2003, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance Officer (CFO), as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Where the CFO makes a judgement that the council is unable to set or achieve a balanced budget, or there is an imminent prospect of this they have a responsibility to issue a section 114 notice (s114) of the Local Government Act 1988.

Once a s114 notice has been served the council has 21 days to meet and consider the report. During these 21 days the council must not incur any new expenditure unless the CFO has specifically authorised the spend.

This suspension of spending will trigger external scrutiny from the council's auditors. However, failure to act when necessary could result in the council losing its financial independence with its powers potentially passed to commissioners appointed by government.

11.10 Human Resources

In order to improve outcomes and manage demand on services, Tranche Two of the budget will continue to drive efficiencies and build on successful joint working with Cambridgeshire County Council to date. There is an ongoing programme of transformation which will consider sharing, integration and the alignment of services, where this makes sense.

There are 8 proposals which will incur staffing implications. Within these proposals are a number of initiatives to develop efficiencies of services. At this point in time the full detail of the staffing implications are yet to be determined. Whilst staff will be impacted in these areas, the number of redundancies are anticipated to be low and where possible, minimised through the deletion of vacant posts.

The council's approach to minimising any compulsory redundancies will be the same as in previous years. The council continues to consider ways in which to protect jobs and our policies support this. In accordance with the council's redundancy policy, redeployment opportunities will be sought in the first instance, which could also include opportunities which may exist in Cambridgeshire County Council.

11.11 Equality Impact Assessments

All budget proposals published in Tranche Two of the budget process have been considered with regards to equalities issues and where appropriate equality impact assessments have been completed and available on the council's website. These have also been included within Appendix F - Equality Impact Assessments.

13 BACKGROUND DOCUMENTS

13.1 Tranche One Cabinet Report- [Budget Book- Cabinet 16.07.2018](#)

14. APPENDICES

14.1 Appendix A – 2019/20-2021/22 MTFS Detailed Budget Position
Appendix B – Local Government Finance Event timeline
Appendix C – Performance Data
Appendix D – Capital Programme 2018/19- 2021/22
Appendix E – Budget Consultation Document, including Budget Proposals

Appendix F – Equality Impact Assessments

Appendix A - (a) 2019/20-2021/22 MTFS Detailed Position

	2019/20 £000	2020/21 £000	2021/22 £000
NNDR	(47,622)	(48,633)	(49,515)
Revenue Support Grant	(10,246)	(10,246)	(10,246)
Council Tax	(77,191)	(79,761)	(82,177)
New Homes Bonus	(4,890)	(4,018)	(4,073)
Improved Better Care Fund	(5,345)	(5,345)	(5,345)
Additional funding for Adult Social Care	(1,121)	-	-
TOTAL CORPORATE FUNDING	(146,415)	(148,003)	(151,356)
PLANNED EXPENDITURE			
Chief Executives			
Chief Executive	244	244	244
Human Resources	1,070	818	818
Total Chief Executives	1,314	1,062	1,062
Governance			
Director of Governance	347	347	347
Constitutional Services	2,053	2,053	2,053
Legal Services	1,284	978	978
Performance & Information	190	190	190
Coroners Service	485	490	490
Total Governance	4,359	4,058	4,058
Growth & Regeneration			
Director, OP & JV	(64)	(64)	(64)
Development and Construction	85	85	85
Sustainable Growth Strategy	1,386	1,461	1,461
Peterborough Highway Services	7,348	7,633	7,693
Waste, Cleansing and Open Spaces	12,478	12,735	12,993
Westcombe Engineering	43	43	43
Corporate Property	1,574	1,669	1,783
Resilience & Health & Safety	250	250	250
City Centre Management	254	131	131
Marketing & Communications	254	254	254
Parking Services	(2,106)	(2,086)	(2,066)
Regulatory Services	675	675	675
Service Director Environment & Economy	154	154	154
Total Growth & Regeneration	22,331	22,940	23,392
People & Communities			
Director	318	(509)	(486)
Communities	6,504	6,578	6,586
Adults	45,989	49,767	52,029
Children's & Safeguarding	11,058	11,143	11,202
Education	5,589	5,598	5,598
Commissioning & Commercial Operations	17,080	16,580	16,580
DSG	263	263	263
Total People & Communities	86,801	89,420	91,772
Public Health			

	2019/20 £000	2020/21 £000	2021/22 £000
Children 0-5 Health Visitors	3,713	3,708	3,708
Children 5-19 Health Programmes	894	894	894
Sexual Health	1,959	1,959	1,959
Substance Misuse	2,278	2,244	2,244
Smoking and Tobacco	317	317	317
Miscellaneous Public Health Services	1,552	1,562	1,562
Public Health Grant	(10,620)	(10,620)	(10,620)
Total Public Health	93	64	64
Resources			
Director's Office	267	267	267
Financial Services	2,650	2,014	2,014
Programme Management Office	139	139	139
Corporate Items	5,371	9,650	11,644
Peterborough Serco Strategic Partnership	3,881	1,961	1,451
ICT	5,591	5,061	5,062
Energy	480	480	480
Cemeteries, Cremation & Registrars	(1,392)	(1,395)	(1,395)
Total Resources	16,987	18,177	19,662
NET SERVICE EXPENDITURE	131,885	135,721	140,010
Corporate Expenditure	1,320	1,320	1,320
Capital Financing Costs	16,243	29,055	30,714
TOTAL PLANNED EXPENDITURE	149,448	166,096	172,044
REVISED DEFICIT/(SURPLUS)	3,033	18,093	20,688

Appendix A- (b) 2019/20 MTFs Detailed Position outlining the Gross, Income and Net Budget position

	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
NNDR	2,925	(50,547)	(47,622)
Revenue Support Grant	-	(10,246)	(10,246)
Council Tax	-	(77,191)	(77,191)
New Homes Bonus	-	(4,890)	(4,890)
Improved Better Care Fund	-	(5,345)	(5,345)
Additional funding for Adult Social Care	-	(1,121)	(1,121)
TOTAL CORPORATE FUNDING	2,925	(149,340)	(146,415)
PLANNED EXPENDITURE			
Chief Executives			
Chief Executive	354	(110)	244
Human Resources	1,147	(77)	1,070
Total Chief Executives	1,501	(187)	1,314
Governance			
Director of Governance	347	-	347
Constitutional Services	2,059	(6)	2,053
Legal Services	1,931	(647)	1,284
Performance & Information	190	-	190
Coroners Service	485	-	485
Total Governance	5,012	(653)	4,359
Growth & Regeneration			
Director, OP & JV	110	(174)	(64)
Development and Construction	2,025	(1,940)	85
Sustainable Growth Strategy	1,743	(357)	1,386
Peterborough Highway Services	9,182	(1,834)	7,348
Waste, Cleansing and Open Spaces	17,268	(4,790)	12,478
Westcombe Engineering	1,448	(1,405)	43
Corporate Property	5,711	(4,137)	1,574
Resilience & Health & Safety	316	(66)	250
City Centre Management	986	(732)	254
Marketing & Communications	418	(164)	254
Parking Services	1,403	(3,509)	(2,106)
Regulatory Services	2,650	(1,975)	675
Service Director Environment & Economy	154	-	154
Total Growth & Regeneration	43,414	(21,083)	22,331
People & Communities			
Director	629	(311)	318
Communities	14,719	(8,215)	6,504
Adults	69,011	(23,022)	45,989
Children's & Safeguarding	16,128	(5,070)	11,058
Education	15,957	(10,368)	5,589
Commissioning & Commercial Operations	23,395	(6,315)	17,080

	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
DSG	116,908	(116,645)	263
Total People & Communities	256,747	(169,946)	86,801
Public Health			
Children 0-5 Health Visitors	3,713	-	3,713
Children 5-19 Health Programmes	894	-	894
Sexual Health	1,959	-	1,959
Substance Misuse	2,375	(97)	2,278
Smoking and Tobacco	317	-	317
Miscellaneous Public Health Services	1,846	(294)	1,552
Public Health Grant	-	(10,620)	(10,620)
Total Public Health	11,104	(11,011)	93
Resources			
Director's Office	267	-	267
Financial Services	3,332	(682)	2,650
Programme Management Office	139	-	139
Corporate Items	5,420	(49)	5,371
Peterborough Serco Strategic Partnership	67,541	(63,660)	3,881
ICT	6,966	(1,375)	5,591
Energy	1,177	(697)	480
Cemeteries, Cremation & Registrars	1,456	(2,848)	(1,392)
Total Resources	86,298	(69,311)	16,987
NET SERVICE EXPENDITURE	404,074	(272,189)	131,885
Corporate Expenditure	1,320	-	1,320
Capital Financing Costs	27,049	(10,806)	16,243
TOTAL PLANNED EXPENDITURE	432,443	(282,995)	149,448
REVISED DEFICIT/(SURPLUS)	433,505	(430,472)	3,033

Appendix B - Local Government Finance Event Timeline



Appendix C – Performance Data

The **facts** behind the **figures**...



Peterborough has a population of **196,735** residents

In 2017/18 the council received **1,018** **Planning Applications**




The Council supports **2,012** **Adults** remain independent in their own homes



5,098 homes have been built in the past 5 years



The Council maintains **930km** of roads




Ofsted rated **Peterborough's Children's Social Care Services** as 'good' in 2018, with significant improvements noted since the last inspection



The **8th Lowest** Band D Council Tax out of Unitary Authorities at **£1,305.34**



The Council looks after **383 Children** in care



There are **106,770 jobs** and **6,900 Businesses** across the City



£179.5m of Capital investment in to schools over the past 5 years



91.8% of schools have been rated 'good' or 'outstanding' by Ofsted



APPENDIX C

Link to CIPFA Approach to Resilience Reviews	PCC data £	Rank (out of 56 Unitary Authorities)	Average for Unitary Authorities	Rank (out of 158 Local authorities)	Average for National Local Authorities
Net Spend- total service expenditure as per the RO £285.269m total cost for Peterborough (PCC)	£1,450 per person	40 th - above average	£1,318	99 th - below average	£1,510
Net Spend- (Budge per the RA) £138.286m	£703 per person	19 th lowest Net Spend (below average)	£729	69 th lowest Net Spend (below average)	£859
Levels of reserves are below the average level of reserves, and above average decline in reserves	1 Apr 17 Reserves balance £28.6m	31 Mar 18 Reserves balance £21.4m	£1.9m average reduction in reserves over this period	31 Mar 18 Reserves balance £21.4m	£4.9m average reduction in reserves over this period
Gearing/reliance on Council Tax (based on council tax requirement and net spend budget- 2017/18)	49% reliant on Council Tax	14 th lowest geared (below average)	The Average Unitary Council is 59% geared	55 th lowest geared (below average)	The Average Council is 56% geared
Benchmarking per head (of relevant client group)	PCC data £ (based on unit cost)	Rank (out of 56 Unitary Authorities)	Average for Unitary Authorities	Rank (out of 158 Local authorities)	Average for National Local Authorities
Total education (per under 16 population)- above average	£3,432	41	£2,878	93	£3,226
Highways and transport (per total population)- below average	£40	21	£46	75	£37
Roads Structural maintenance- above average cost.	£4	34	£5.19	85	£5
Total social care cost	£381	11	£441	69	£338
Children's- midpoint out of all Unitary LA's	£827	28	£864	79	£873
Adults Social Care	£299	10	£342	37	£338
Public Health-mid point across the unitary authorities and just below average cost	£60	28	£67	67	£70
Cultural and Related- 16 th lowest and well below average cost	£11	16	£27	37	£76
Environmental and Regularity- the lowest cost authority	£47	1	£85	32	£81
Waste- the lowest cost authority	£31	1	£69	28	£54
Planning and development services- above average cost and Ranked 39 out of 56 authorities	£24	39	£19	117	£22
Central services- higher than average cost, in the top quartile of unitary LA's for costs	£47	38	£41	93	£51

Further Statistics for Peterborough City Council		
Population 2016	196,735	As per the Office of National Statistics data
Population 2011 (census)	183,681	As per the Office of National Statistics data
Child population 0-16 (2016)	44,366	As per the Office of National Statistics data
Adult Population 16-64 (2016)	123,937	As per the Office of National Statistics data
Older Population +64 (2016)	28,432	As per the Office of National Statistics data
Dwellings/Households in the City (chargeable to Tax assuming there is a householder in there)	82,186	As per CTB1 form submitted to MHCLG in October 17
Jobs in the City	106,770	As per Opportunity Peterborough Report (Source below)
Businesses	6,900	As per Opportunity Peterborough Report (Source below)
Council Tax band D rank (UA only)	£1,305.34	As per the Council Tax Resolution- 7 th March 2018 Council Report
Council tax rank out of all unitary authorities	8 th Lowest out of 56 Unitary Authorities	Based on 2018/19 Council Tax figures, from the gov.uk. (Source below)
New homes built in the past 5 years (4637 between 2012/13-2016/17)	5,098	As per gov.uk data (Source below)
New homes built in the past year 2016/17	1,201	As per gov.uk data (Source below)
91.8% of schools judged as good or outstanding	91.8%	As per Council held data.
£185m of investment planned for 2018/19 throughout the city (Capital Programme)	£185m	As per the MTFs 2019/20- Tranche One
£179.5m of Capital investment in to schools over the past 5 years	£179.5m	Over the last 5 years the local authority has invested £179.5m of capital funding to build new schools, expand schools and to improve the condition of school buildings. Of the £179.5m invested in schools £6.8m has come from Section 106 funding, £85m from government grants with the balance of £87.7m being met from council resources. The council's investment in schools is funded by long term borrowing which comes at a cost.
1,018 Planning Applications received with 96% of these receiving a decision	1,018	<p>Planning Applications</p> <p>95% of major planning applications decided in 13 weeks or alternative timescale agreed with applicant - 57 out of 60 applications</p> <p>97% of minor applications decided in 8 weeks or alternative timescale agreed with applicant - 307 out of 318 applications</p> <p>96% of other applications decided in 8 weeks or alternative timescale agreed with applicant - 617 out of 640 applications</p> <p>Planning Compliance</p> <p>511 service requests asking for an investigation into potentially unauthorised development</p> <p>501 cases investigated and closed</p> <p>Building Control</p>

Further Statistics for Peterborough City Council		
		78% of full plans applications checked and responded to in 10 days 71% market share
kilo-meters of road we maintain	930km	
Peterborough City Council area	344Sq.Km/34,337 .82hectares	
Children in care	383	During 2017/18 we had 2,613 referrals into CSC and 2,948 single assessments completed
Homelessness- Number of households accommodated	338	As at April 2018
Adults Social Care- Supporting adults in their own home	2,012	These figures were as at Aug 2017 (Aug 2016- 1,978, Aug 2015- 1,970)
Adults Social Care- Supporting Adults in nursing or residential care home	414	These figures were as at Aug 2017 (Aug 2016- 402, Aug 2015- 395)
Schools Places- secondary, an Increase of 556 pupils	20,920	As at January 2018 data
Schools Places- primary, an increase of 523 pupils	15,477	As at January 2018 data
Schools Places- special an increase of 13 pupils	639	As at January 2018 data

Data Sources

RO 2016-17(Revenue outturn service expenditure summary (RSX) 2016 to 2017)

<https://www.gov.uk/government/statistics/local-authority-revenue-expenditure-and-financing-england-2016-to-2017-individual-local-authority-data-outturn>

RA 2017-18

<https://www.gov.uk/government/statistics/local-authority-revenue-expenditure-and-financing-england-2017-to-2018-budget-individual-local-authority-data>

RA 2018/19

<https://www.gov.uk/government/collections/local-authority-revenue-expenditure-and-financing#2018-to-2019>

New Homes (table 122)

<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>

Council Tax data

<https://www.gov.uk/government/statistical-data-sets/live-tables-on-council-tax>

Population

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

Opportunity Peterborough Report

<https://www.opportunitypeterborough.co.uk/app/uploads/2018/01/Peterborough-Economic-Intelligence-Report-December-2017.pdf>

Appendix D – Capital Programme 2018/19- 2021/22

Project Description	2018/19	2019/20	2020/21	2021/22	2018/19		2019/20		2020/21		2021/22	
	Budget £000's	Budget £000's	Budget £000's	Budget £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's
2 Yr Old Edu Capital	10	0	0	0	0	10	0	0	0	0	0	0
Adults Social Care ICT	513	406	0	0	463	50	406	0	0	0	0	0
Adults Social Care Transformation	472	0	0	0	151	321	0	0	0	0	0	0
Aids and Adaptations	486	216	216	0	486	0	216	0	216	0	0	0
Acquisition of Whitworth Mill	4,680	0	0	0	3,058	1,622	0	0	0	0	0	0
ASC Customer Experience Assistive Technology	97	0	0	0	77	20	0	0	0	0	0	0
CAN Do - Assets	1	0	0	0	1	0	0	0	0	0	0	0
CAN Do - Parks & Open Spaces	1	0	0	0	1	0	0	0	0	0	0	0
CAN Do - Street Scene & Public Realm	70	0	0	0	70	0	0	0	0	0	0	0
MTFS - Operation Can Do	0	6,188	1,200	0	0	0	6,188	0	1,200	0	0	0
Capital Maintenance on Schools	1,589	600	400	0	326	1,263	0	600	400	0	0	0
CCTV upgrade project	294	0	0	0	192	102	0	0	0	0	0	0
Clare Lodge Phase 6	787	0	0	0	0	787	0	0	0	0	0	0
Communities - Other Infrastructure	876	0	0	0	193	683	0	0	0	0	0	0
Community Capacity	306	0	0	0	306	0	0	0	0	0	0	0
Disabled Facilities Grant	1,970	2,190	1,400	0	200	1,770	767	1,423	471	929	0	0
Free School Meals	34	0	0	0	34	0	0	0	0	0	0	0
Hampton Gardens - new secondary school	380	0	0	0	0	380	0	0	0	0	0	0
Heltwate School	93	5,000	0	0	50	43	1,000	4,000	0	0	0	0
Improvements Required in Educations Systems	400	0	0	0	400	0	0	0	0	0	0	0
Jack Hunt Expansion Project	3,242	1,553	0	0	3,242	0	1,100	453	0	0	0	0
John Clare	117	0	0	0	17	100	0	0	0	0	0	0
Marshfields	100	2,819	0	0	100	0	2,819	0	0	0	0	0
Nene Park Academy	3,362	0	0	0	0	3,362	0	0	0	0	0	0
New School Places	4,507	13,400	14,000	0	2,907	1,600	2,198	11,202	6,339	7,661	0	0
Oakdale Primary 1 FE Expansion	4,679	0	0	0	0	4,679	0	0	0	0	0	0
Ormiston Bushfield Academy Expansion	3,226	0	0	0	0	3,226	0	0	0	0	0	0
Other Schools	1,291	7,847	214	0	1,172	118	6,845	1,001	214	0	0	0
Parnwell Expansion	2,577	0	0	0	77	2,500	0	0	0	0	0	0
Paston Reserve School	100	6,984	967	0	76	24	1,466	5,518	0	967	0	0
REPAIR ASSISTANCE	900	1,480	1,020	0	900	0	1,480	0	1,020	0	0	0
Schools direct spend	545	458	458	0	0	545	0	458	0	458	0	0
Schools Private Finance Initiative (PFI)	428	200	200	0	428	0	200	0	200	0	0	0
Social Care - Liquid Logic	400	0	0	0	400	0	0	0	0	0	0	0
St Georges Refurb	1,816	0	0	0	716	1,100	0	0	0	0	0	0
St Michaels expansion	9	0	0	0	9	0	0	0	0	0	0	0
Woodston Phase 2	3,042	1,500	0	0	619	2,424	1,500	0	0	0	0	0
TOTAL for People & Communities	43,400	50,841	20,075	0	16,671	26,729	26,185	24,655	10,060	10,015	0	0
City Regeneration	0	20,000	20,000	20,000	0	0	20,000	0	20,000	0	20,000	0
8 x 8 Telephony Service	0	1,000	0	0	0	0	1,000	0	0	0	0	0
Cityfibre Phase 2	350	0	0	0	350	0	0	0	0	0	0	0
Customer Experience	357	0	0	0	357	0	0	0	0	0	0	0
Housing for Vulnerable People	400	1,600	0	0	400	0	1,600	0	0	0	0	0

Project Description	2018/19	2019/20	2020/21	2021/22	2018/19		2019/20		2020/21		2021/22	
	Budget £000's	Budget £000's	Budget £000's	Budget £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's
Invest to Save	5,000	0	0	0	5,000	0	0	0	0	0	0	0
TOTAL for Invest To Save	6,107	22,600	20,000	20,000	6,107	0	22,600	0	20,000	0	20,000	0
Cloud Infrastructure	30	0	0	0	30	0	0	0	0	0	0	0
Community Leadership Fund	860	0	0	0	0	860	0	0	0	0	0	0
Cremator Relines	0	0	35	0	0	0	0	0	35	0	0	0
Crematoria/Cemeteries Development	45	47	49	0	45	0	47	0	49	0	0	0
Housing Joint Venture	18,283	10,000	0	0	15,110	3,173	10,000	0	0	0	0	0
ICT Projects	143	0	0	0	143	0	0	0	0	0	0	0
Investment in Libraries	28	0	0	0	0	28	0	0	0	0	0	0
Schools Capital Reserve	800	800	800	0	800	0	800	0	800	0	0	0
TOTAL for Resources	20,189	10,847	884	0	16,128	4,061	10,847	0	884	0	0	0
A1260 Nene Parkway (Jct 3 to Jct 15)	624	0	0	0	320	304	0	0	0	0	0	0
A1260 Nene Parkway Improvement Jn 32 to Jn 3 (Fletton Parkway)	75	275	6,315	0	0	75	0	275	6,315	0	0	0
A1260 Nene Parkway Improvements	195	250	0	0	0	195	0	250	0	0	0	0
Affordable Housing	0	0	0	700	0	0	0	0	0	0	700	0
Bourges Boulevard Phase 2	1,705	0	0	0	0	1,705	0	0	0	0	0	0
Car Parks	117	100	100	0	117	0	100	0	100	0	0	0
Eastern Industries Phase 1 Parnwell Way	189	300	0	0	0	189	0	300	0	0	0	0
Fletton Quays Site Development and Preparation	5,850	0	0	0	5,850	0	0	0	0	0	0	0
Footway Slab Replacement Highway Maintenance 2016/2017	1	0	0	0	0	1	0	0	0	0	0	0
Growth & Regeneration - Other Infrastructure	3,095	2,100	0	0	3,095	0	2,100	0	0	0	0	0
Highways Capitalisation	0	250	250	250	0	0	250	0	250	0	250	0
Integrated Transport Programme 2016/2017	20	0	0	0	0	20	0	0	0	0	0	0
Leisure Trust - Property	481	400	350	0	481	0	400	0	350	0	0	0
Local Transport Plan & Integrated Transport Programme	3,762	3,913	1,913	1,913	904	2,858	1,356	2,557	506	1,407	100	1,813
Longthorpe Footbridge A1260 scheme	288	0	0	0	288	0	0	0	0	0	0	0
LTP CMDN Bridges Annex 3	785	0	0	0	401	384	0	0	0	0	0	0
LTP CMDN Highways Annex 2	1,470	0	0	0	0	1,470	0	0	0	0	0	0
LTP Highway Maintenance Programme 2016/2017	20	0	0	0	0	20	0	0	0	0	0	0
LTP Highway Maintenance Schedule	1,996	630	630	630	484	1,512	630	0	630	0	630	0
Mobility Improvements	20	0	0	0	0	20	0	0	0	0	0	0
MTFS A1139 Frank Perkins Parkway	507	250	0	0	447	60	250	0	0	0	0	0
National Productivity Investment Fund	930	495	0	0	730	200	0	495	0	0	0	0
North Westgate Development	1,846	13,000	0	0	1,846	0	13,000	0	0	0	0	0
New build of a Household Recycling Centre in Peterborough	1,874		0	0	1,017	857	0	0	0	0	0	0
Other Council Building Spend	2,001	2,215	1,690	0	2,001	0	2,215	0	1,690	0	0	0
PCC Capital 13/14 Drought Damage & Frank Perkins PW JCT 4-8	55	0	0	0	0	55	0	0	0	0	0	0
PCC Capital Highway Maintenance 2016/2017	415	0	0	0	65	350	0	0	0	0	0	0
PCC Capital Highway Maintenance Schedule	0	5,015	5,015	5,015	0	0	1,649	3,366	1,642	3,373	0	5,015
PCC Footway Slab Replacement Programme 2015/2016 (Ring Fenced)	230	230	230	230	230	0	230	0	230	0	230	0

Project Description	2018/19	2019/20	2020/21	2021/22	2018/19		2019/20		2020/21		2021/22	
	Budget £000's	Budget £000's	Budget £000's	Budget £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's	Corporate Resources £000's	Third Party Income £000's
Peterborough Delivery partnership projects	0	960	500	500	0	0	960	0	500	0	500	0
Peterborough Highway Services Incentive Fund	14	0	0	0	0	14	0	0	0	0	0	0
Play Areas	32	0	0	0	0	32	0	0	0	0	0	0
Public Realm	20	36	0	2,000	20	0	36	0	0	0	2,000	0
ROADS & BRIDGES (including footpaths)	1,875	10,820	2,450	50	1,817	58	2,481	8,340	2,450	0	50	0
Strategic Property Portfolio Asset Management Plan	3,374	0	34	0	3,374	0	0	0	34	0	0	0
Street Lighting LED Project	7,737	606	0	0	7,731	6	606	0	0	0	0	0
Structural Bridge Works	3,276	1,430	330	330	3,054	222	1,330	100	330	0	0	330
Supporting the Council's MTFP - Asset Disposals - Programme Delivery - QUARTERLY REPORTS	300	250	250	0	300	0	250	0	250	0	0	0
The Boardwalks Local Nature Reserve Enhancements	271	185	185	0	234	37	185	0	185	0	0	0
UTMC and Urban traffic Control route	160	0	0	0	140	20	0	0	0	0	0	0
Waste 2020 Programme	816	0	0	0	797	19	0	0	0	0	0	0
Waste Management Strategy	80	80	80	0	80	0	80	0	80	0	0	0
Werrington Brook Improvements 2016/17	0	20	0	0	0	0	0	20	0	0	0	0
Westgate Public Realm Improvements	1,323	0	0	0	1,323	0	0	0	0	0	0	0
VERGE PARKING 2018-19	40	0	0	0	40	0	0	0	0	0	0	0
TOTAL for Growth & Regeneration	47,869	43,810	20,322	11,618	37,186	10,683	28,108	15,703	15,542	4,780	4,460	7,158
Total Asset Investment Programme	117,565	128,098	61,281	31,618	76,092	41,473	87,740	40,358	46,486	14,795	24,460	7,158

**Medium Term Financial Strategy
2019/20 Tranche Two Budget
Proposals Document**

October 2018

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INTRODUCTION

This document sets out the second set of budget proposals to be considered by cabinet to ensure Peterborough City Council can set a balanced budget for 2019/20.

Since 2010 the Council has made significant savings, however as demand increases in vital services such as adult social care and children's services and Central Government continues to reduce funding across Local Government, the financial challenges to this Council continue.

The Council is required to take measures, set out in this document, to create a balanced budget which is required by law.

National challenges, which place pressure on the Council's budget include:

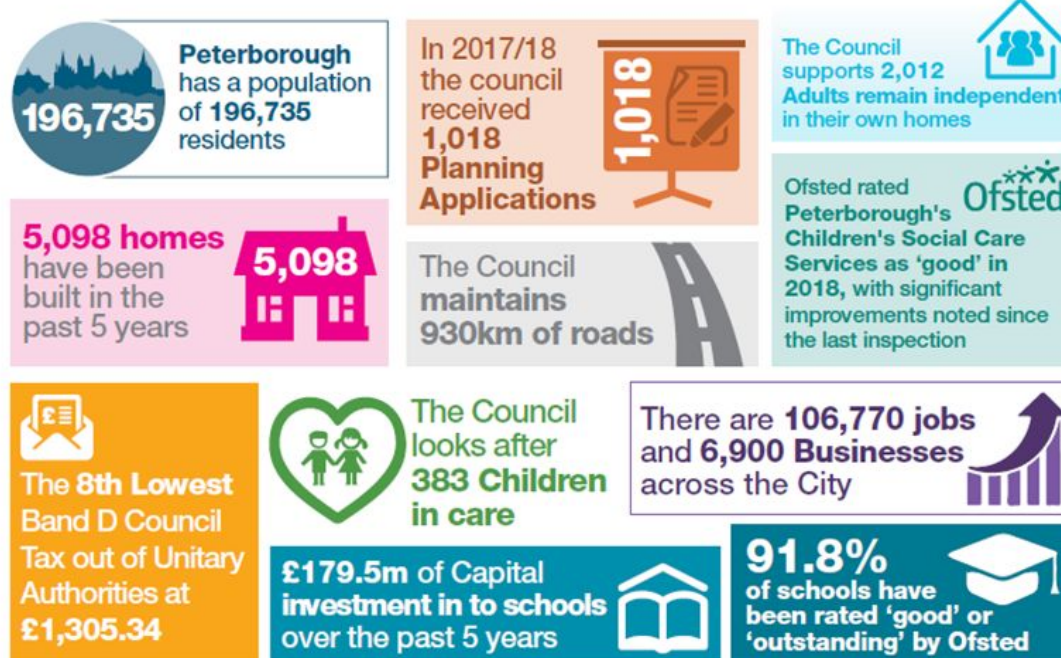
- **Adult Social Care** - An aging population with more adults requiring local authority help in providing care services, including care homes and nursing homes. Rise in needing very specialised care, such as those with dementia. Rise in young people with complex physical and mental health needs becoming adults. Future population growth is expected to be highest among our older population. By 2036 there is expected to be a 166 per cent growth in those 85+.
- **Children's Social Care** - Rise in children needing care placements over the last two years. This mirrors a national trend. Figures do tend to fluctuate, however due to the population increase in Peterborough over the last 10 years it is expected there will be more children requiring care.

Despite these pressures, the Council:

- is ensuring older people in hospital have the support they need to get them home as soon as possible.
- is investing in a unique opportunity to improve the lives of our most vulnerable children and young people through the use of government funding of £2.9 million over two years to employ adult domestic abuse, substance misuse and mental health workers in children's social care teams - promoting family safeguarding.
- has ensured that the ever increasing demand for school places has been met. Since 2013, we have built 10 new schools and carried out over 20 school expansions. Since 2007, we have spent over £300m of capital on creating additional school places.
- has led a new approach to school improvement which recognises the responsibility of our schools to drive their own improvement and ensures the Council is able to support and, in some cases, robustly challenge poor performance.
- has led the successful re-development of Fletton Quays which is modernising the city's skyline further boosting the city's economy, kickstarting a new age of tourism and extending the city centre to the south, creating hundreds of new jobs and housing.
- is leading on the redevelopment opportunities at North Westgate.

- is tackling the issue of homelessness by securing housing locally and planning to do more of this to meet the projected long term need for housing in the City. Also providing services to focus on homelessness prevention.
- through the first year of the Healthy Peterborough service, has helped 2,600 people set personal health goals with over 1,350 achieving their goals. In addition 639 people have been helped to quit smoking.
- has seen success with our prevention and enforcement service, with over 8,500 fixed penalties issued for littering, anti-social behaviour and fly-tipping since June 2017. Through the work of the PES team, our city centre has visibly improved for all to enjoy.
- has delivered a balanced budget in 2018/19 by doing things more efficiently and joining up services with others to reduce spend on management and other non-direct delivery services.
- has secured £9.7 million from the Combined Authority to invest in a University for Peterborough. This is significant for our city and will meet the needs of our young people and businesses. Our plans are to develop a campus on the embankment.

The **facts** behind the **figures**...



THE BUDGET PROCESS

This year the council is following a rolling budget process throughout the year, which has three tranches:

- Tranche One - June 2018 - Complete
- Tranche Two - October 2018 (set out in this document)
- Tranche Three - February 2019

The rolling budget process allows the council to spread the workload of identifying and implementing savings and efficiencies across the year, driving out savings earlier and keeping a continued concentration on its finances to ensure any shortfalls are quickly identified and addressed.

Each tranche will identify:

1. Savings and efficiencies that have been validated and are ready for approval by councillors
2. Savings and efficiency proposals that are being developed
3. Pressures within the councils budget where investment is required due to increased service demand.

Some budget proposals, which will save the council money in the future, may require investment in the first instance to be realised and implemented. 'Invest to save'.

PRIORITIES

The Cabinet remains firm in its priorities this year against the funding challenges it faces.

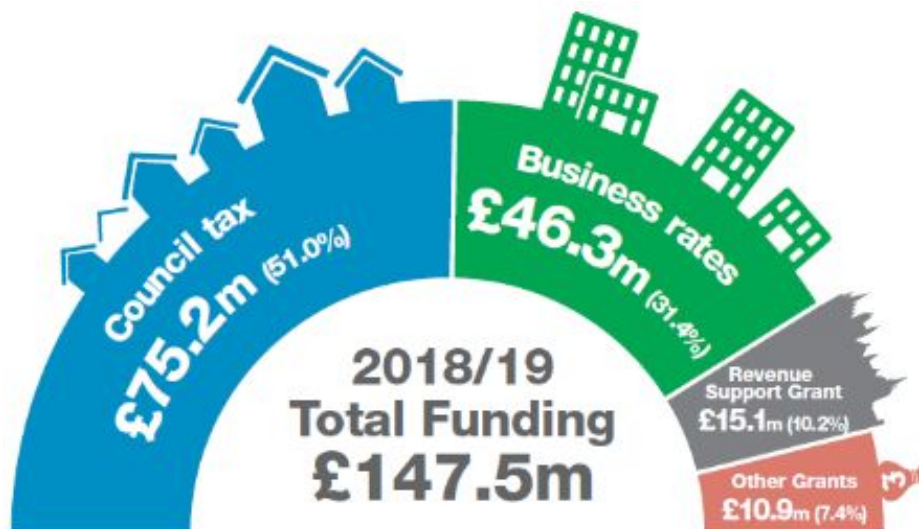
These are:-

- Growth, regeneration and economic development of the city to bring new investment and jobs. Supporting people into work and off benefits is vital to the city's economy and to the wellbeing of the people concerned.
- Improving educational attainment and skills for all children and young people, allowing them to seize the opportunities offered by new jobs and our university provision, thereby keeping their talent and skills in the city.
- Safeguarding vulnerable children and adults.
- Pursuing the Environment Capital agenda to position Peterborough as a leading city in environmental matters, including reducing the city's carbon footprint.
- Supporting Peterborough's culture and leisure offer.
- Keeping our communities safe, cohesive and healthy.
- Achieving the best health and wellbeing for the city.

FUNDING AND COUNCIL SERVICE EXPENDITURE

Funding 2018/19

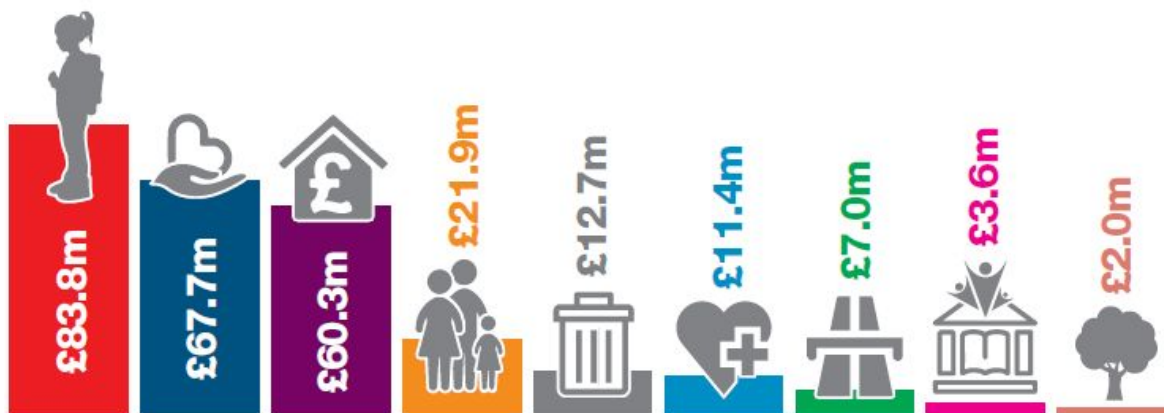
The Council’s total funding for 2018/19 is £147m, comprising of Council Tax, Business Rates, its Revenue Support Grant (RSG) and other grants. Over the past seven years Government funding has reduced significantly. The RSG is expected to drop by 80 per cent in the last six years to £10m in 2019/20, meaning it will equate to less than 10 per cent of our overall funding.



Expenditure 2018/19

The Council’s total gross budget in 2018/19 is £418.7m, the following highlights some of the key areas spend. This highlights that over a quarter of the councils gross budget is spent on Schools, Adults and Children in Care.

- **£83.8 million on Schools**
This money can only be spent on schools
- **£67.7 million on Caring for Adults**
- **£60.3 million on Housing Benefit**
This money can only be spent on Housing Benefit
- **£21.9 million on Supporting Children and families**
- **£12.7 million on Waste disposal and Street Cleaning**
- **£11.4 million on Public Health**
This money can only be spent on Public Health
- **£7.0 million on Highways and Road Improvements**
- **£3.6 million on Recreation, Culture, Leisure and libraries**
- **£2.0 million on Parks and open spaces**



OVERALL BUDGET POSITION

The council had succeeded in reducing its budget gap by the end of the last financial year, however there are additional demands and pressures coming this year, as set out on page one of this document.

Tranche Two contains the second round of savings that will help to address these.

By moving to a rolling budget process, we now have more time to plan, implement and realise savings and efficiencies.

	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap as reported in MTFS 2019/20 Tranche One	10,227	20,038	22,328
Additional Pressures	4,224	3,696	3,668
Revised Budget Gap	14,451	23,734	25,996
Budget Reductions and Additional Income	-11,418	-5,641	-5,308
Present Budget Gap	3,033	18,093	20,688
Incremental Budget Gap	3,033	15,060	2,595

BUDGET CONSULTATION

We want to hear the opinions of all residents, partner organisations, businesses and other interested parties as part of the budget setting process.

People will be able to give their opinions by completing an online survey on the city council website - www.peterborough.gov.uk/budget. Hard copies of the consultation document will also be available from the receptions of the Town Hall, Bayard Place and all city libraries.

The consultation will close on 10 December at 5pm. Cabinet will consider comments on Monday, 3 December 2018 and Full Council will debate the Tranche Two proposals on Wednesday, 12 December 2018.

The consultation will ask the following questions:

1. Do you have any comments to make about the Tranche Two budget proposals?

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2. Having read the tranche two proposals document, how much do you now feel you understand about why the council must make total savings of almost £14.5million in 2019/20 and almost £26million by 2021/22? Tick the answer you agree with.

- A great deal
- A fair amount
- Not very much
- Nothing at all

3. If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here:

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So that we can check this survey is representative of Peterborough overall, please complete the following questions.

Are you?

- Male
- Female

Please tick which of the following best describes who you are:

- Resident
- Business person
- Member of council staff
- City councillor
- Work, but don't live in Peterborough
- Member of community or voluntary organisation
- Regular visitor
- Other (please state).....

Which of these age groups do you fall into?

- Under 16
- 16 to 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65 to 74 years
- 75 years or over
- Prefer not to say

What is your ethnic group?

A White

English/ Welsh/ Scottish/ Northern Irish/ British
Gypsy or Irish Traveller
Any other white background

B Mixed/ multiple ethnic groups

White and Black Caribbean
White and Black African
White and Asian
Any other mixed/ multiple ethnic background

C Asian/ Asian British

Indian
Pakistani
Bangladeshi
Chinese
Any other Asian background, write in

- D Black/ African/ Caribbean/ Black British**
African
Caribbean
Any other Black/ African/ Caribbean background

- E Other ethnic group**
Any other ethnic group

Do you consider yourself to have a disability?

Yes.....

No

Thank you for taking the time to complete this survey

Please hand this completed questionnaire into either the reception desks of the Town Hall or Bayard Place. Alternatively they can be returned by post to: Communications Team, Peterborough City Council, Town Hall, Bridge Street, Peterborough, PE1 1HG.

GOVERNANCE BUDGET PROPOSALS

Department overview:

- Legal and Democratic services** - This team provides legal services to all council departments as well as Rutland County Council, Fenland District Council, East Cambridgeshire District Council and Corby Council. It supports Full Council, Cabinet and all committee meetings, civic services to the Mayor, support services to councillors as well as a range of other related services. It also manages elections and the electoral register. It is also responsible for data protection.
- Human Resources and organisation development** - The Human Resources team aims to make the council the employer of choice and improve the council's performance through its people. It works with managers in recruiting, developing, managing and engaging employees to produce a skilled, committed, flexible and diverse workforce. HR provides services to the council which include employee relations, policy and reward, occupational health, workforce development and training and development.
- Performance and Information** - This team provides a central performance management and business intelligence function, oversees information governance and coordinates information requests. It provides the Caldicott Guardian role and the Senior Information Risk Officer. The team also provides systems support for the social care case records systems.

There are no budget pressures reported within this area.

The following financial savings have been identified to be consulted on. The Equality Impact Assessments (EIA) are available online with the Medium Term Financial Strategy 2019/20-2021/22 Tranche Two report:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Savings and Additional Income					
HR- Supplies and Services and Salary cost saving	-22	-22	-22	Not Required	The HR team is proposing to make efficiency savings throughout 2019/20. This would comprise of salary saving caused by a reduction in the number of hours that some staff work (£9k) and a reduction in the amount of supplies and services procured by the department (£13k).
Christmas Shut down	-40	-40	-40	Not Required	By extending the choice of either unpaid leave or annual leave (on 27, 28, and 31 December) to more employees, the take up of unpaid leave may increase. Although it is difficult to predict exact figures, in our opinion a £40,000 saving may be a reasonable expectation.

GROWTH AND REGENERATION BUDGET PROPOSALS

Department overview:

Peterborough is one of the fastest growing cities in the country. The Growth and Regeneration directorate is in charge of driving that growth and overseeing major regeneration projects in the city. Growth and regeneration leads to additional income for the council through the New Homes Bonus and business rates.

The Growth and Regeneration directorate consists of the following:

- **Peterborough Highway Services** - including gritting, lighting and road maintenance;
- **Planning services** - ensuring new development fits with the city's growth plans;
- **Opportunity Peterborough** - promoting the city to attract business and investment;
- **Housing joint venture company** - partnership with Cross Keys, including affordable and temporary housing;
- **Growth joint venture company** – Peterborough Investment Partnership;
- **Property Services** - managing the council's property stock;
- **Amey contract** - including refuse collection, street cleaning, parks and open spaces;
- **Westcombe Engineering**- manufacturing business owned by the council;
- **City Services** - including CCTV, car parks, events and the City Market;
- **Communications** - including marketing, design/print and communications;
- **Regulatory Services** - including trading standards, licensing and health and safety;
- **Tourism** - promoting the city to visitors;
- **Resilience** - ensuring the council can fulfil its duties if an emergency occurred.

There are no budget pressures reported within this area.

The following financial savings have been identified to be consulted on. The Equality Impact Assessments (EIA) are available online with the Medium Term Financial Strategy 2019/20-2021/22 Tranche Two report:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Savings and Additional Income					
Subsidised Transport	-150	-150	-150	EIA-G&R-2	It is proposed to reduce the council's subsidisation of local bus routes by £150,000, from a current spend of £715,000. Subsidisation is paid by the council to fund commercially unviable bus routes. The least used routes require the largest subsidy and this is where the savings are planned. Under used services operating on Sunday evenings and Bank Holiday Mondays may be withdrawn or operated with a reduced timetable if these proposals are approved.
Bridge Maintenance	-250	0	-300	EIA-G&R-7	A reduction in the bridge maintenance budget is proposed, as a result of the proposed highway improvement scheme at Junction 18 A47/A15 (Rhubarb Bridge), which would be funded through capital instead. Based on the anticipated scheme modifications to include

					remedial strengthening work to the bridges, there would be no further requirement for significant maintenance for at least five years.
Peterborough Highways Services (PHS)- Staffing	-160	-160	-160	EIA-G&R-3	<p>Peterborough Highways Services has a total staffing budget of £1.6m, reduced from £2.5m in 2012/13. £100K of this is funded from capital schemes and the remaining £1.5m cover staffing roles which generate income for the authority such as highways development, third party access, bus station departure fees and street naming.</p> <p>A review has been undertaken of where vacant roles can be deleted without adversely impacting on income. These reductions could total £160k dependant on shared service agreements with Cambridgeshire. It's important to note that this could reduce any future shared service savings. If agreed, the reduction would be achieved through re-prioritisation of work loads.</p>
Gully Maintenance	-50	-50	-50	EIA-G&R-4	<p>This proposal will reduce the frequency of gully maintenance to once every four years, instead of every other year. Residential roads will not be cleansed at all. Reactive maintenance will still take place, for example if the gully is posing a risk to property or highway safety.</p>
Patching Maintenance (corresponding capital change)	-300	-300	-300	EIA-G&R-5	<p>An alteration in the highways patching regime is proposed, which would mean no routine maintenance works to roads or footways, beyond measures required to keep the network safe. This would lead to significant revenue savings.</p> <p>Instead a capital programme of highway enhancement would take place, in which whole areas of road and footways are treated. This would mean that smaller patches of deterioration would be left until a full road scheme is required in the area. This is more cost-effective as patching is a short-term fix, rather than a long term solution.</p>
Street Lighting Maintenance	-365	-365	-365	EIA-G&R-1	<p>A reduction in the spend on the council's street lighting maintenance budget is proposed.</p> <p>The council LED street light replacement programme is due to finish in 2019, which means street lights in the city will be newer and likely to last for longer, requiring less day to day maintenance.</p> <p>If agreed, the proposal would mean that any maintenance work that is required would be reactive with work</p>

					prioritised on a needs basis.
Housing & Strategic Planning- Increased income target	-50	-50	-50	Not Required	This proposal is to generate a budget saving by increasing the income the team generates from providing Housing and Strategic Planning advice to outside organisations.
Environment Capital- Remove vacant post	-31	-31	-31	Not Required	This proposal removes the budget for supporting the discretionary Environment Capital priority. Environmental Health work such as on Air Quality would continue.
Relocate visitor information centre to Town Hall	-42	-42	-42	Not Required	Additional rental income could be made by the city council if it relocated the Visitor Information Centre to a section of either the north or south wing of the Town Hall. This would allow it to rent out the existing unit.

PEOPLE AND COMMUNITIES BUDGET PROPOSALS

Department overview:

The People and Communities directorate is responsible for ensuring the needs of our residents are met, particularly those that are most vulnerable. The department works with adults, children, families and communities, including schools, health services and the police.

- **Adult Safeguarding** -The Adult and Safeguarding Directorate leads on the operational delivery of work to improve outcomes for all adults and their carers which includes work related to Learning Disability and Autism, Physical Disability, Sensory Impairment, Mental Health and Older People.
- **Commissioning** -The Commissioning Directorate leads on the bringing together of information on the needs of our residents; now and in the future, making sure that the services we deliver as a council or we get other people to deliver will meet the needs of our residents at a cost we can afford. Much of the work is done with partners such as health and the private, independent and voluntary sectors; jointly commissioning where it makes sense to do so.
- **Communities and Safety** - The Communities and Safety Directorate lead on delivering services that help people feel safe in their communities, improve community relationships and working with communities to support and help each other. Much of the Communities and Safety work is delivered in partnership with the police, fire service, health and the voluntary sector.
- **Children and Safeguarding** - The Children and Safeguarding Directorate leads on keeping children safe and providing services to support vulnerable children and families. Where children are unable to live at home they provide alternative homes for them.
- **Education** - The Education Directorate leads on ensuring all children, including those with special educational needs and disabilities, are able to access early years settings and school places. Where children have additional needs ensuring they have specialist support. The directorate supports early years settings and schools to provide high quality services that enable children to do the best they can.

The following Budget pressure has placed additional financial demand on the council since its last budget update in July:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Pressures					
Children's Social Care Pressure	3,200	2,700	2,700	Not Required	A rise in the numbers of children needing care placements from 335 to 380 in two years has led to an additional financial pressure for children's services. This is a national trend. Due to the population increase in Peterborough over the last 10 years, it is expected there will be more children requiring care.

The following financial savings have been identified to be consulted on. The Equality Impact Assessments (EIA) are available online with the Medium Term Financial Strategy 2019/20-2021/22 Tranche Two report:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Savings and Additional Income					
Development of Care Suites across Peterborough	-100	-200	-200	EIA-P&C-3	Residents across the city with a need for high level assisted living are currently offered places in residential and nursing home places. The demand for this level of care is now so high, it is proposed the city council could save on its overall adult social care budget by developing assisted living care suites across Peterborough instead. Care suites would give residents a home for life, with 24 hour continuous care. This type of accommodation would also give residents the privacy and support they need to remain independent and ease social isolation. It would allow couples to remain living together for longer.
Hospital - virtual panel	-100	-100	-100	EIA-P&C-11	The introduction of a Virtual Panel would reduce the instances of residents being placed into institutional settings or expensive care arrangements without first going through Quality and Assurance Panel first. The Hospital Discharge Team is currently meeting the demands of Peterborough Hospital by discharging people quickly into the community. As the panel only meets once a week, on some occasions they have to bypass the panel meeting to get this done. This can have a financial impact on the city council, as the most suitable care is not always selected each time. By introducing a virtual panel, more discharges will be overseen, ensuring the right care is selected at the point of discharge, benefiting both the patient and the council's budget.
Self Funders	-100	-150	-150	EIA-P&C-22	Self funders are people that have sufficient savings to pay for their own care, and as such, are able to choose more expensive accommodation if they wish. Fees for these homes can exceed £1,000 a week. However, some self-funders have only been in their desired care accommodation for a short period of time (a matter of months or sometimes just weeks) when their savings fall below the threshold and payments have to be picked up by the council. As the number of elderly people

					<p>in our city rise, this is putting increasing pressure on the council's adult social care budget.</p> <p>The proposal is that in these cases it could be appropriate for the council to move that person to cheaper, alternative accommodation.</p>
Best use of resources within a personal budget to meet needs	-100	-100	-100	EIA-P&C-7	Where elderly people choose to remain at home and need a high level of care we will look to support with this with personal budgets.
Direct Payments-Off Framework Provider Review	-35	-35	-35	EIA-P&C-9	<p>The city council proposes a review of the hourly rate paid to external providers of home care. This will involve a full audit into why recent rates have been higher than expected. It could lead to a drop in the amount paid by the city council and self funders.</p> <p>This proposal would also increase capacity for home care as we approach extra pressures during the winter months, allowing the city council to prioritise care to those most in need of it.</p>
Supported Living-Review Provider Rate	-50	-50	-50	EIA-P&C-35	<p>A review into the hourly rate paid to external providers of care at Supported Living Schemes in Peterborough is proposed.</p> <p>This would involve a full audit into why recent rates have been higher than expected and any mitigating reasons for this. The care given to residents would remain unaffected. Subject to the review being complete and the implications of savings understood, it could lead to a drop in the amount paid by the city council, ensuring best value delivered through the contract.</p>
Block purchasing - Nursing Beds	-150	-150	-150	EIA-P&C-1	<p>Demand for nursing beds in the city has reached such a level it is now estimated the council could save money by 'block' purchasing beds, rather than at the point of need. Charges would not exceed current provider contractual rates, unless additional levels of care are needed by the patient. Ideally block booking would be undertaken with the Clinical Commissioning Group.</p> <p>Block purchasing also has the added benefit in that beds would be available quicker and married couples more likely to stay together.</p>

National Living Wage	0	-300	-300	Not Required	It is believed that the current revenue the council had allocated for the impact of the National Living Wage is too high and can be reduced, leading to a saving. This intelligence comes from reviewing the latest information and legislation coming from central government.
Charging for post reablement support	-10	-10	-10	EIA-P&C-17	The Reablement Service is a short-term support service (around six weeks), designed to help maintain independence at home or increase independence following a period of ill health and/or planned or unplanned hospital admission. In rare circumstances clients have remained on this service for prolonged periods of time, in some cases for up to six months. The proposal is to introduce a charge for reablement services subject to specific criteria. Currently the Reablement Service is a free service for up to six weeks. The proposal is that users who require an ongoing package of care post reablement, will be financially assessed to see if they are required to contribute towards their ongoing costs. This contribution will be a charge in line with the current market rate.
Monitoring of Homecare Contracts (Framework Provider review)	-250	-250	-250	EIA-P&C-27	As part of its procedures, the council conducts regular reviews of external providers to ensure they are charging the correct rates and delivering on what they have promised. The council is proposing to embark on an additional Home Care (Domiciliary Care) review to audit the care commissioned versus the actual care delivered on a provider by provider basis. This is to ensure that Peterborough City Council and self funders/contributors only pay for the care delivered. Any care duration that is less than commissioned duration will be adjusted to ensure they match, leading to potential savings.
Reduction in funding a CCG / PCC post	-25	-25	-25	Not Required	The council currently provides part-funding for a shared role between itself and the Clinical Commissioning Group (CCG). This proposal seeks permission to remove this funding and vacant post.

Sensory Equipment- budget reduction	-30	-30	-30	EIA-P&C-30	Assistive Technology (AT) is equipment used by people living with long term conditions or disabilities which provides them with a better quality of life, builds independence and lessons for their need for care and support. The majority of AT equipment provided by the council is funded through a contract with a national supplier - NRS Healthcare. The council has a separate AT budget which is used to top-up common items bought on the NRS contract and to procure more specialist equipment. The proposal is to reduce the council's AT budget by £30,000 and to instead purchase all common items through the NRS contract.
Deliver improved performance by the Adult Social Care Team	-200	-200	-200	EIA-P&C-15	Review of team processes and work flow to enable a more efficient response to reviews and new requests for support via Early Adult Help.
Virtual School	-25	-25	-25	EIA-P&C-16	A virtual school is in place in Peterborough to offer education to children in care. It works to improve standards of education for children and young people in care whether they are placed in, or out of the city. This proposal is to develop and consider options for a potential restructure of the school, as the cost of delivering it is higher than our benchmark authorities, indicating that savings could be made while delivering a good service. The restructure would look at maximising external grants received through central government, reviewing the functions of secondary and post-16 roles and the possibility of sharing posts with Cambridgeshire County Council.
Schools Attendance- Fines Income	-10	-10	-10	EIA-P&C-2	Unauthorised absences from school, particularly during school holidays, have risen this year. The council is proposing to add additional capacity to support schools in enforcing fines and maintaining regular school attendance by pupils throughout the year. The income from fines comes direct to the city council's school attendance service, unless there is a subsequent court case.
Term time only working	-5	-5	-5	EIA-P&C-23	It is felt that some council staff in the People and Communities directorate might be willing to move to term time only contracts resulting in a lower salary. This could release savings in staff costs where their work aligns with the Education calendar.

Schools Infrastructure Team	-21	-21	-21	EIA-P&C-21	This post has been vacant for some time. While half the funding of the post has been used to buy support from Cambridgeshire County Council, there remains the opportunity to remove the other funding half permanently. If this did happen, output is not expected to decrease, as the team is becoming increasingly efficient by sharing its workload with the county council.
Home to School Transport-Catchment Areas	-29	-50	-50	EIA-P&C-4	The city council is proposing to reduce its home to school transport costs by reviewing the catchment areas of primary and secondary schools. By ensuring shorter routes and that more pupils could walk and cycle to school, the overall transport costs would reduce.
Anti Social Behaviour Team	-36	-36	-36	EIA-P&C-20	The Anti Social Behaviour (ASB) team works with the council's partners to offer support to victims of ASB crime and issues relating to ASB including rough sleeping, street drinking and begging. The grant for this is being removed, so we will remove the dedicated resourcing. Provision for ASB will still be met by absorbing this into wider Prevention and Enforcement Service (PES). The PES service is also proposed to be reviewed and remodelled as part of these budget proposals, allowing for all officers to be multi-skilled. This has the potential to result in a dip in performance in this area, any effects would be closely monitored with a review occurring six months after implementation.
Housing Needs	-223	-32	-32	Not Required	The council has made significant gains by increasing the number of temporary accommodation units to meet homelessness demands. These includes bringing empty homes back into usage through offering incentives to private landlords and purchasing empty homes and building new homes through Medesham Homes. Alongside this, the council has redesigned its housing needs team to place a further emphasis on preventative work to help stop households from becoming homeless in the first place. It is proposed to escalate the pace of the above to further reduce the need for costly B&B-type accommodation, and improved outcomes for residents.

Targeted Youth Support Service-increased activity	-25	-25	-25	EIA-P&C-36	<p>The council delivers the National Citizen Service (NCS) for young people through a contract with the main local provider. The NCS programme is shown to have a positive effect on the personal development of young people, as well as wider benefits to society in generation - including a reduction in social isolation - through the actions of those taking part.</p> <p>The proposal is to encourage more young people to take part in the programme, by advertising in local schools, thereby generating a small additional income.</p>
Community Capacity-Community Asset Transfer (CAT) Programme	-52	-52	-52	EIA-P&C-24	<p>The council is part way through a community asset transfer programme in relation to 33 community centres, three youth centre and numerous other community facilities across the city.</p> <p>The programme works with the community and voluntary sector to empower them and ensure they have the skills needed to manage these buildings and continue services which are appropriate to their residents.</p> <p>This proposals seeks to accelerate the pace of the programme and to complete it by 31 March 2019, removing any running costs from the council's budget.</p>
Community Capacity-Gladstone Park Transfer	-37	-37	-37	EIA-P&C-10	<p>The transfer of Gladstone Park Community Centre to the Thomas Deacon Academy on a long term lease is proposed.</p> <p>It is the only centre of its kind that is still under ownership by the council. The transfer would mean the academy, on the same site as the centre, takes on board the running costs leading to a revenue saving for the council.</p> <p>It would continue to be used by both the school and the community in the way it is now. This would be formalised through a community use agreement attached to the lease.</p>
St George's Hydrotherapy Pool-Vivacity Transfer	-58	-58	-58	EIA-P&C-34	<p>The management of St George's Hydrotherapy Pool was transferred to Vivacity several months ago. Early indications show this is running effectively.</p> <p>It is now proposed to fully transfer the pool into Vivacity's ownership, following consultation with Vivacity, therefore removing all costs to the council.</p>
PES / Community Safety Operating Model	-350	-350	-350	EIA-P&C-6	<p>The tranche one budget proposals set out plans to remodel the Prevention and Enforcement Service with renewed emphasis on community delivery and enforcement. Tranche two concentrates on commercial activity to increase income and also to bring forward commercial models for environmental enforcement.</p>

Review P & C Senior Management capacity	-100	-100	-100	EIA-P&C-37	This proposal is to review the senior management capacity within the People and Communities department, in order to ensure it is operating as efficiently as possible across Peterborough and Cambridgeshire, while maintaining service delivery.
Adult Social Care Demand	-179	-507	495	Not Required	Adult social care continues to put significant pressures on the council's budget. Nationally adult social care is facing unprecedented financial pressures resulting from reducing budgets, rising costs of care, increasingly complex needs and an ageing population. This was captured in Tranche One proposals, however, local data relating to population increases and rising demand released since the last proposals went public suggest we were overly cautious when ring-fencing this money. Therefore, the pressure has been adjusted and a proportion of this money has been released for the next two years.
PCAS- contract negotiation	-30	-30	-30	Not Required	This proposal looks to reconfigure service delivery into new premises, therefore reducing running costs and creating greater efficiencies.
Older People Day Services	(30)	(30)	(30)	EIA-P&C-13	Review of day service transport and accommodation provision to make a potential saving from the budget.

PUBLIC HEALTH BUDGET PROPOSALS

Department overview:

Public health services work to improve the health and wellbeing of local residents. They are funded through a ring-fenced grant from central government. Public health services include:

- Local health visiting and school nursing services
- Services to treat people with drug and alcohol misuse and addiction issues
- Sexual health and contraception services
- Services to support people to give up smoking, lose weight and achieve health goals

Public health staff work closely with the local NHS and with Public Health England.

There are no budget pressures reported within this area.

The following financial savings have been identified to be consulted on. The Equality Impact Assessments (EIA) are available online with the Medium Term Financial Strategy 2019/20-2021/22 Tranche Two report:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Savings and Additional Income					
Integrated Offender Management Administration	-30	-30	-30	EIA-PH-4	This post provides administrative support to the wider partnership Integrated Offender Management Scheme. Its removal would mean the workload currently done could be absorbed by partner agencies and aligned with what is provided across the rest of the county.
Road Safety Projects-integrated across PCC and CCC	-20	-20	-20	EIA-PH-1	The road safety teams in Peterborough City Council and Cambridgeshire County Council are to be merged over 2018/19. This has provided the opportunity to make savings from 2019/20 onwards, due to efficiencies from joint working across the two local authorities. The savings to be taken are not envisaged to impact on delivery of the road safety function.
Public Health Staffing	-74	-74	-74	EIA-PH-2	The council's Public Health function is now shared with Cambridgeshire County Council. Proposed savings would be made by removing three vacant posts (Mental Health Promotion Officer, Senior Public Health Analyst and Drug and Alcohol Misuse Health Improvement Specialist) which are all Cambridgeshire County Council employed. As the service is shared, Peterborough would benefit from some of these savings.

Mitigation of the iCASH Pressure	-66	-66	-66	EIA-PH-3	<p>Demand for integrated sexual health and contraceptive services (iCASH), based at the Cambridgeshire Community Services NHS Trust (CCS) clinic in Priestgate has increased rapidly in the past four years.</p> <p>There are now around 26,000 visits per year (6,000 visits over the contracted amount of 20,000). While the skill mix of staff has been adjusted to minimise costs, the increased attendances result in a significant increase in lab testing costs. A pressure of £194,000 to cover the increased costs of demand on iCASH services has been included in the 2019/20 MTFS.</p> <p>Due to the reductions in the public health grant and the general financial pressures on the Council, public health officers have been working with iCASH to review savings to mitigate this pressure. A number of options have been explored, including web based testing for patients with no symptoms. However, the only option that is likely to deliver significant savings in Peterborough are restrictions on clinic opening hours.</p> <p>A reduction of six clinics per week (nine per cent of total clinic capacity) would be expected to reduce annual i-CASH attendances from 26,000 to 24,000, making a saving of £65,700. The clinic reductions would be split across sexual health testing and treatment for infections, and contraception. The reductions would be combined with a policy that low risk patients attending to request oral contraception only, would be given a one-off six months supply and then referred back to their GP, rather than being able to attend iCASH contraception clinics for repeat prescriptions.</p>
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RESOURCES BUDGET PROPOSALS

Department overview:

- **Financial Services** - Including financial planning and corporate accounting, finance and management, internal audit, fraud and insurance, Serco ICT partnership and digital, including City Fibre partnership.

In addition it provides the Serco Strategic Partnership, which covers business support, shared transactional services, business transformation, procurement, customer services, finance systems and strategic property.

- **Commercial group** - Covering the financial aspects of the Council's commercial ventures.
- **Cemeteries, cremation and registrars** - Including bereavement services and registration service

The following Budget pressures has placed additional financial demand on the council since its last budget update in July:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Pressures					
ICT (Change of Strategy direction)	1,024	996	968	Not Required	This proposal is to reset the IT budget to recognise that savings and income previously intended to be delivered will not be realised as originally planned. The Council has updated its Strategic IT direction, including as part of this Strategy using IT to facilitate closer working with Cambridgeshire County Council.

The following financial savings have been identified to be consulted on. The Equality Impact Assessments (EIA) are available online with the Medium Term Financial Strategy 2019/20-2021/22 Tranche Two report:

Proposal Title	2019/20 £000	2020/21 £000	2021/22 £000	EIA ref	Proposal narrative
Savings and Additional Income					
Inflation- removal of general inflation	-368	-733	-1,102	Not Required	The council's medium term financial strategy takes into account Consumer Price Inflation increases on supplies and services budgets. This amount is usually held centrally, and bid for if required by departments. It is proposed to restrict budgets, so these increases are not included, which will mean any price pressures will need to be kerbed by reducing purchase volumes, potentially leading to pressures in services.

Capital Receipts	-6.5m			Not Required	An update of the Council's capital receipts programme could bring an additional one off benefit of £6.5m compared with the targets currently set.
Increased Council Tax Collection	-490	-490	-490	Not Required	Further improvements to Council Tax collection rates in the city would be expected to bring Peterborough's collections rates in line with other councils. This could lead to an additional £490K per year, leading to a revenue saving.
Resources-Inflation Removal	-50	-50	-50	Not Required	A reduction in the budget for contract expenditure is proposed. This would be achieved through a review looking at the impact of inflation across the council and by negotiating contracts with suppliers

STAFFING IMPLICATIONS

In order to improve outcomes and manage demand on services, Tranche Two of the budget will continue to drive efficiencies and build on successful joint working with Cambridgeshire County Council to date. There is an ongoing programme of transformation which will consider sharing, integration and the alignment of services, where this makes sense.

There are 8 proposals which will incur staffing implications. Within these proposals are a number of initiatives to develop efficiencies of services. At this point in time the full detail of the staffing implications are yet to be determined. Whilst staff will be impacted in these areas, the number of redundancies are anticipated to be low and where possible, minimised through the deletion of vacant posts.

The council's approach to minimising any compulsory redundancies will be the same as in previous years. The council continues to consider ways in which to protect jobs and our policies support this. In accordance with the council's redundancy policy, redeployment opportunities will be sought in the first instance, which could also include opportunities which may exist in Cambridgeshire County Council.

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EIA-P&C-1 Block Purchasing - Nursing Beds

What are the proposed outcomes of the policy?

The Local Authority would like to go to the market to “block” purchase a number of beds from either a single or multiple providers.

Charging proposals should not exceed current provider contractual rates, unless there is an additional level of reablement, care and support or additional factors that could warrant an increase.

Which individuals or groups are most likely to be affected?

People over the age of 65 with assessed Nursing needs

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Positive effects - allows elderly people and operational staff to quickly identify accommodation to meet nursing needs.
Disabled people	Positive effects - allows disabled people and operational staff to quickly identify accommodation to meet nursing needs.
Married couples or those entered into a civil partnership	Positive effects - may lead to more married couples staying together via block bed arrangements.
Pregnant women or women on maternity leave	No specific impact
Particular ethnic groups	No specific impact
Those of a particular religion or who hold a particular belief	No specific impact
Male/Female	Positive effects on both males and females
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific impact
Sexual orientation	No specific impact

What information is available to help you understand the effect this will have on the groups identified above?

The cost of nursing beds in the private sector in Peterborough has a wide range and some can exceed a £1K a week. As a result the spot purchasing of beds when they become available can become an expensive challenge which is exacerbated by other Local

Authorities and the CCG vying for those beds. This has resulted in the current budget for Nursing Care Beds to be under financial pressure.

Clearly, this movement towards a block position would ideally be undertaken with the CCG (which is also separately commissioning nursing beds), however this has yet to be explored.

Peterborough is one of the fastest growing cities in England, with a relatively young and ethnically diverse population. The 2015 mid-year population estimate for Peterborough is 196,600 and this is predicted to rise by 17.8%, to 231,500, by 2026 and then by a further 4%, to 240,000, by 2036. This represents an expected overall growth in population of 22.5% between 2015 and 2036.

Population growth between 2015 and 2036 is expected to be highest among our older population, with growth of 49.3% in the 65-74 age group, 73.1% in the 75-84 age group and 165.8% among residents aged 85+.

Who will be the beneficiaries of the policy?

Older people and disabled people over the age of 65

Has the policy been explained to those it might affect directly or indirectly?

No consultation has taken place

Can any differences be justified as appropriate or necessary?

The demand for Nursing Home placements is likely to increase with the increasing demographics around older people and their complexity of care and health outcomes. Moreover the need for and demand for nursing beds are going to increase as the the challenge to support hospital discharge increases.

Are any remedial actions required?

Will require consultation with the Care Market to attract a provider of Nursing Care, Prior Information Notice (PIN) will be required

Once implemented, how will you monitor the actual impact?

Financial monitoring, individual feedback and advocacy feedback

Policy review date	As required
Assessment completed by	Gary Jones
Date Initial EqIA completed	13/08/2018
Signed by Head of Service	Gary Jones

EIA-P&C-2 School Attendance Service

What are the proposed outcomes of the policy?

Attendance – Income from fines for unauthorised leave of absence from school (mainly holidays) has risen this year following the resolution of the Isle of Wight High Court case in 2017. We have added additional capacity to support the Service Level Agreements (SLAs) for schools which may lead to further fine income. The current budget for fine income is £50k – it is proposed to increase this to £60k as the number of fines issued has increased. This income comes directly into the service. Where fines are not paid and the parent/carer is taken to court, any fine income is retained by the Legal Department.

Which individuals or groups are most likely to be affected?

Staff working within the School Attendance Service

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None, as this would be deemed an exceptional circumstance.
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

PCC

Has the policy been explained to those it might affect directly or indirectly?

Discussed at management team level and with the relevant budget holder

Can any differences be justified as appropriate or necessary?

The amendment to earning target will be beneficial in helping to reduce projected deficit budget.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Ongoing (at least monthly) budget monitoring processes.

Policy review date	April 2019
Assessment completed by	Gary Perkins
Date Initial EqIA completed	23rd August 2018
Signed by Head of Service	

EIA-P&C-3 Care Suites

What are the proposed outcomes of the policy?

Description:

This new concept will provide vulnerable residents in inappropriate housing and support systems with the ability to have a home for life through a Care Suite of their choice, while receiving the care and support they need to remain independent. This will reduce dependency on expensive residential and nursing home placements, thus providing a saving on the overall ASC budget.

For residents who need higher levels of assisted living, care suites are specifically designed to provide 24 hour, continuous care.

- An individual service plan is developed for each resident to help them regain or maintain their independence.
- Rehabilitative care enables each resident to do as much for themselves as they are able to do.
- The care suites setting would also be appropriate for individuals who are recovering from surgery or illness, require concentrated rehabilitation or need ongoing health-related care (this proposal should also support a reduction in admissions to the Acute Hospital Trust).

Care suites are a direct alternatives to nursing homes and they are particularly attractive to the many older people who receive intensive home care and who feel socially isolated in normal housing. These individuals often struggle with the institutional feel of a conventional nursing home and the loss of privacy it entails. In these cases, a Care Suite can be a positive alternative.

Residents living in Care Suites would normally be asked to pay the rental and the hotel fees while the care would normally be funded (subject to assessment and meeting the social service criteria) via the local authority. NHS Funded Nursing Care is paid by the NHS directly to nursing homes to fund the care provided by their Registered Nurses. This includes planning, supervising and monitoring nursing and healthcare tasks, as well as direct nursing care. Residents are eligible for this funding on the basis that they "live in a care home registered by the Care Quality Commission to provide nursing care" subject to them having been assessed as needing care from registered nurses.

Which individuals or groups are most likely to be affected?

People over the age of 65

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Positive effects - allows older people to choose and accommodation option that enables them to remain in their own home for as long as possible.

Disabled people	Positive effects - allows older people with Nursing needs to choose the accommodation option that enables them to remain in their own home for as long as possible.
Married couples or those entered into a civil partnership	Positive effects - allows older couples to choose the accommodation option that enables them to remain in their own home for as long as possible together.
Pregnant women or women on maternity leave	No specific impact
Particular ethnic groups	No specific impact
Those of a particular religion or who hold a particular belief	No specific impact
Male/Female	Positive effects on both males and females
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific impact
Sexual orientation	No specific impact

What information is available to help you understand the effect this will have on the groups identified above?

Evidence from America where the use of Care Suites are widespread suggests that the satisfaction of residents is increased as they retain greater independence and control over their own lives. Moreover the Campaign Against Loneliness would suggest that a concept that reduces loneliness would benefit individuals through improvement or maintenance of Mental and Physical Health due to greater interaction with others.

Care Suites would be registered by the Care Quality Commission and inspected via its regulation regime. They would also be monitored by the Council and the NHS to ensure that the quality of the service was being maintained.

Who will be the beneficiaries of the policy?

The introduction of this concept will have a financial benefit to the local authority as it will reduce the cost of alternative traditional (institutional) Residential/Nursing Care as there will be no requirement to pay the rent or the hotel costs - only the Care costs

Has the policy been explained to those it might affect directly or indirectly?

No consultation has taken place

Can any differences be justified as appropriate or necessary?

Care Suites provide a new, expanding and personalised alternative to institutional care through the Care Home market. They also provide a positive rehabilitative option for residents and could support reduction in pressures on the acute hospital trusts. Moreover the development of Care Suites will provide financial benefits for local authorities as the business model is commercially more attractive than the fees provided by traditional care homes. This initiative differs from traditional assisted living through Extra Care as it provides greater nursing input from a registered provider.

Are any remedial actions required?

Will require consultation with the Care Market to attract a provider of Care Suites,

Prior Information Notice (PIN) will be required

Once implemented, how will you monitor the actual impact?

Financial monitoring, individual feedback and advocacy feedback

Policy review date	As required
Assessment completed by	Gary Jones
Date Initial EqIA completed	13/08/2018
Signed by Head of Service	Gary Jones

EIA-P&C-4 Reviewing Catchment Areas for Home to School Transport

What are the proposed outcomes of the policy?

Reduced costs of home to school transport arising from a change to the catchment areas of primary and secondary age children, potentially redesignating areas different catchment schools

Which individuals or groups are most likely to be affected?

- Schools Admissions Team
- Home to School Transport Team
- Mainstream school age children

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	4 - 16 (ie primary and secondary age children)
Disabled people	NA
Married couples or those entered into a civil partnership	NA
Pregnant women or women on maternity leave	NA
Particular ethnic groups	NA
Those of a particular religion or who hold a particular belief	NA
Male/Female	NA
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	NA
Sexual orientation	NA

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

- Children / parents
- Home to School Transport Team
- Admissions team

Has the policy been explained to those it might affect directly or indirectly?

No

Can any differences be justified as appropriate or necessary?

NA

Are any remedial actions required?

NA

Once implemented, how will you monitor the actual impact?

Day to day operational management on impact of admissions and transport services and costs

Policy review date	NA
Assessment completed by	Brian Howard, Head of Schools Infrastructure
Date Initial EqIA completed	23 August 2018
Signed by Head of Service	

EIA-P&C-6 Prevention and Enforcement Service Operating Model

What are the proposed outcomes of the policy?

The tranche one budget proposals set out plans to remodel the Prevention and Enforcement Service with renewed emphasis on community delivery and enforcement. We are now looking to expand this further and remodel Community Safety to bring together similar functions and maximise efficiency. This will better enable us to manage fluctuations in demand.

Which individuals or groups are most likely to be affected?

Non specific, although there is likely to be a positive impact on all communities / groups when implemented. Our proposal offers a place based approach, where named individuals will be assigned to communities to help coordinate the service wide response and improve our ability to meet public demand.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	The revised operating model seeks to ensure that all residents and communities are able to benefit from a consistent and accessible community safety service.
Disabled people	As above
Married couples or those entered into a civil partnership	As above
Pregnant women or women on maternity leave	As above
Particular ethnic groups	As above
Those of a particular religion or who hold a particular belief	As above
Male/Female	As above
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	As above
Sexual orientation	As above

Who will be the beneficiaries of the policy?

All communities and residents of Peterborough

Has the policy been explained to those it might affect directly or indirectly?

No - Policy / Approach is yet to be finalised, and will be shared widely ahead of implementation from April 2019

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

A post implementation review will be complete 6 months after launch.

Policy review date	October 2019
Assessment completed by	Rob Hill
Date Initial EqIA completed	August 2018
Signed by Service Director	Rob Hill

EIA-P&C-7 Best use of resources within a personal budget to meet needs.

What are the proposed outcomes of the policy?

A large number of elderly people receive Home Care (Domiciliary Care) to allow them to remain at home and independent. However the cost of some of the packages are excessive and are above the cost of other resources.

In such situations the Local Authority is seeking to better use resources within a personal budget to allow these people to receive their care and support in the most appropriate setting.

There may however be some challenge from some people not wanting to enter a some care settings around the Choice Criteria within the Care Act 2014, however it is envisaged that any new approach would be subject to independent legal advice to allow the Council the confidence to manage such a challenge.

Which individuals or groups are most likely to be affected?

People over the age of 65 who wish to remain in their own homes supported by Domiciliary Care.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Negative impact as those receiving higher levels of Domiciliary Care may want to retain their current resources.
Disabled people	Negative impact as those receiving higher levels of Domiciliary Care may want to may want to retain their current resources.
Married couples or those entered into a civil partnership	No specific impact
Pregnant women or women on maternity leave	No specific impact
Particular ethnic groups	No specific impact
Those of a particular religion or who hold a particular belief	No specific impact
Male/Female	No specific impact
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific impact
Sexual orientation	No specific impact

What information is available to help you understand the effect this will have on the groups identified above?

Within Peterborough a large number of elderly people (and other) are supported to remain independent within their own home and community through the aid of Domiciliary Care. The use of domiciliary care is often flexibly used and prevents people from entering expensive accomodation base care solutions such as Residential Care.

In some individual cases however, the complexity of care required means the Domiciliary Care required is extensive and indeed in a small number of cases is 24hr care. The cost of some of these home based packages of care can also be incredibly expensive and way in excess of what are the accomodation based alternative (which are themselves expensive).

In such situations the Local Authority is seeking to review the delivery of service and seek to understand the best use of resources within a personal budget. Any alternative resource would be subject to the outcome of a risk assessment completed by a Local Authority Social Worker in partnership with other allied professionals.

Peterborough is one of the fastest growing cities in England, with a relatively young and ethnically diverse population. The 2015 mid-year population estimate for Peterborough is 196,600 and this is predicted to rise by 17.8%, to 231,500, by 2026 and then by a further 4%, to 240,000, by 2036. This represents an expected overall growth in population of 22.5% between 2015 and 2036.

Population growth between 2015 and 2036 is expected to be highest among our older population, with growth of 49.3% in the 65-74 age group, 73.1% in the 75-84 age group and 165.8% among residents aged 85+.

Who will be the beneficiaries of the policy?

The Local Authority would benefit from financial savings.

Has the policy been explained to those it might affect directly or indirectly?

No consultation has taken place

Can any differences be justified as appropriate or necessary?

Half-year figures: Jan '18-Jun '18		Number of packages	Total Cost
Homecare	Total	TBC	TBC
	Of which are above £594.42 (the average cost of a residential care placement)	29	£27,082.65
	Of which are above PCC Indicative Rate of a residential care placement £394.06	83	£53,101.91

*Figures extracted from Frameworki, subject to fluctuations.

This table shows that there are 29 Domiciliary Care packages that are above the average cost of Residential Care and 83 are above PCC's indicative rate

Are any remedial actions required?

Gain independent legal advice

Once implemented, how will you monitor the actual impact?

Financial monitoring, individual feedback and advocacy feedback

Policy review date	As required
Assessment completed by	Gary Jones
Date Initial EqIA completed	13/08/2018
Signed by Head of Service	Gary Jones

EIA-P&C-9 Direct Payments- Off Framework Provider Review

1). What is the aim of the policy, project or strategy/purpose of activity/service?

The aim of the this project is to audit the care commissioned versus the actual care delivered by each provider. This is to ensure that Peterborough City Council and self funders/contributors only pay for the care delivered.

Any care duration that is less than the commissioned duration will be adjusted to ensure they match. Recent dip samples have indicated that providers could be claiming for care not delivered.

This will also increase capacity within the community which, as we approach extra pressures over the winter months, will allow us to commission care to those in need of it.

2). Will the policy/project/strategy/service have a disproportionate effect on members of the equality groups below?

Equality Group	(✓)	Is the effect Positive, Negative, Neutral or Unclear? Please comment where applicable
Particular age groups		Positive - the project will enable more capacity to care for people who currently may be struggling to find care. Service Users self funding or contributing to their care will only pay for the care delivered
Disabled people		Positive - the project will enable more capacity to care for people who currently may be struggling to find care. Service Users self funding or contributing to their care will only pay for the care delivered
Married couples or those entered into a civil partnership		Positive - the project will enable more capacity to care for people who currently may be struggling to find care. Service Users self funding or contributing to their care will only pay for the care delivered
Pregnant women or women on maternity leave		Neutral - chosen outcomes will still be achieved
Particular ethnic groups, including Gypsy and Travellers and new arrivals		Neutral - chosen outcomes will still be achieved
Those of a particular religion or who hold a particular belief		Positive - the project will enable more capacity to care for people who currently may be struggling to find care. Service Users self funding or contributing to their care will only pay for the care delivered
Male/Female		No impact as all Service Users will be audited regardless whether male or female

Those proposing to undergo, currently undergoing or who have undergone gender reassignment		No impact as all Service Users will be audited regardless of gender
Sexual orientation		No impact as all Service Users will be audited regardless of their sexual orientation

If there are any negative or unclear affects, you are required to do a full EqIA.

Need for a full EqIA? Please circle: **No** (Full EqIA: attached)

Date Initial EqIA completed:	28 August 2018
Assessment completed by:	Lorna Stockdale
Policy Review Date:	
Signed by Head of Service:	

EIA-P&C-10 Asset Transfer of the Gladstone Park Community Centre

What are the proposed outcomes of the policy?

Transfer of Gladstone Park Community Centre, Bourges Boulevard to Thomas Deacon Academy on a long term lease in line with the Academy's current lease for the Gladstone Park Primary School.

Which individuals or groups are most likely to be affected?

The neighbouring and wider communities in Peterborough will continue to have access to the facilities and activities run from this centre

In order to secure the centre's future and continued services to the community, the council has considered various options in relation to its management, including community asset transfer to a community group and direct management by the council itself.

This site is unusual in that it is shared with a primary school and some areas of the community centre are used by both the community and the school. Peterborough City Council has therefore held discussions with the Thomas Deacon Academy in relation to a long term asset transfer of the community centre to the Academy in line with the school lease.

Thomas Deacon Academy Board of Trustees have agreed they would like to proceed with the transfer on the provision of either certain works being completed or a grant for the works being paid direct to the Academy on completion of the lease.

Assurance can be given that the Academy will continue with community provision. This will be formalised through a community use agreement attached to the lease. A brief has been completed by the Academy which confirms its commitment to community use and is attached for reference.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	N/A
Disabled people	N/A
Married couples or those entered into a civil partnership	N/A
Pregnant women or women on maternity leave	N/A
Particular ethnic groups	Potentially negative - concerns within the Asian Community that the transfer will adversely affect their access to the centre which is often a venue of choice for weddings within the the community
Those of a particular religion or who hold a particular belief	N/A
Male/Female	N/A
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	N/A
Sexual orientation	N/A

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Individuals from all over Peterborough will benefit as the continued use of the centre for community activities will be secured.

Has the policy been explained to those it might affect directly or indirectly?

Ward councillors who cover the Central, North and East wards are currently being briefed on the proposal.

Can any differences be justified as appropriate or necessary?

The management of the centre will transfer from the Local Authority to the Academy.
Previous management options have been explored including Community Asset Transfer which did not identify a group which has the experience or skills to run the facilities.
The Local Authority running the facility has been an interim arrangement whilst a long term solution was identified.

Are any remedial actions required?

Occupancy agreement will be an addendum to the lease, and stipulate ongoing use by the community and in particular by groups who are regular hirers of the centre.

Once implemented, how will you monitor the actual impact?

A Community Use Agreement will be put in place alongside the lease to the Academy which will have KPI's and will be monitored with regular meetings between The Thomas Deacon Academy and Peterborough City Council's Property colleagues.

Policy review date	December 2019
Assessment completed by	Caroline Rowan
Date Initial EqIA completed	16th August 2018
Signed by Service Director	Adrian Chapman

EIA-P&C-11 Hospital Virtual Panel

What are the proposed outcomes of the policy?

The Hospital Discharge Team is currently meeting the demands of Peterborough Hospital to discharge people quickly to the community.

However, the team is often bypassing the weekly Quality and Assurance Panel and placing people into institutional care which financially impacts on the Local Authority and has a detrimental effect on the independence of Patients.

The introduction of a Virtual Panel will reverse this trend while not detrimentally impacting on the Delayed Transfers Of Care (DTOC) criteria (although this will need to be closely monitored).

Which individuals or groups are most likely to be affected?

Elderly patients (and other as required and appropriate) within Peterborough City Hospital

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Positive effects - reducing admissions into institutional care.
Disabled people	Positive effects - reducing admissions into institutional care.
Married couples or those entered into a civil partnership	No specific impact
Pregnant women or women on maternity leave	No specific impact
Particular ethnic groups	No specific impact
Those of a particular religion or who hold a particular belief	No specific impact
Male/Female	Positive effects on both males and females
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific impact
Sexual orientation	No specific impact

What information is available to help you understand the effect this will have on the groups identified above?

The agreement and monitoring of Placements to Care Homes and the provision of Domiciliary Care is undertaken by the weekly Quality and Assurance Panel (Q and A Panel). This Panel is Chaired by the Head of ASC Commissioning and includes senior representation from Operational Social Care and Finance. Its role is to provide agreements and in some cases further guidance to Panel submissions in line with best practice and best value.

The Hospital Discharge Team is aligned to this weekly process but this is often bypassed due to the pressures to discharge people quickly back into the community. As a result a number of Care Home placements or increased Domiciliary Care Packages only come to a Q and A Panel retrospectively and lack the initial guidance of Panel members. This can often result in expensive increases to care packages and placements in care homes where the cost is excessive.

The introduction of an electronic virtual Panel would allow the Hospital Discharge team to quickly have the advice, guidance and agreements of Panel members (including the Chair - who is also the budget holder) while at the same time maintaining the speed of discharge as required.

Evidence suggests that if elderly patients are placed into bed based accommodation without rehabilitation (care home setting) directly from a hospital they will remain in that accommodation permanently. These patients then lose their independence and ability to live a normal personalised life in their own homes in the community.

Who will be the beneficiaries of the policy?

People/Patients within Peterborough City Hospital

Has the policy been explained to those it might affect directly or indirectly?

No consultation has taken place

Can any differences be justified as appropriate or necessary?

The current agreements that give permissions to the Hospital Discharge Team to discharge patients into the community without recourse to the Q and A Panel have led to a budget pressure for nursing care.

The current performance of Peterborough Hospital and specifically social care against the performance criteria set out in the Hospital Delayed Transfers of Care (DTC) is good. Although the virtual process for Panel may impact it is envisaged that this level of performance would not be detrimentally impacted.

Are any remedial actions required?

Discussions will need to take place with the CCG and the Acute Hospital Trust - Health will be anxious that the approach does not impact on DTC

Once implemented, how will you monitor the actual impact?

Financial monitoring, individual feedback and Opel recording for impact on DTC

Policy review date	As required
Assessment completed by	Gary Jones
Date Initial EqIA completed	13/08/2018
Signed by Head of Service	Gary Jones

EIA-P&C-13 Older People Day Services

What are the proposed outcomes of the policy?

Remove potentially up to £30,000 from the Older People's Day Services budget in 2019/20 by ending the rental arrangement for the remaining satellite base and reviewing the service's associated costs, such as transport.

The majority of the budget is front line staff, transport and premises. The service has already closed one satellite base and therefore reduced transport and staff costs. However, whilst the service may be able to contribute to the proposed target in time through the natural staff turn-over from staff leaving or retiring it would be achieved in the short term by alternative methods until this option arose.

The majority of staff are on NHS terms and conditions and have extended service and therefore the cost of looking in to redundancy or restructure within the service would far outweigh any savings. The service offered provides valuable respite for carers and/or prevents isolation for those living alone. If the service were not able to support the number of older people with multiple conditions and their carers, it is likely that demand for more costly long term care and support would increase.

Which individuals or groups are most likely to be affected?

Older people with dementia/comorbidities and their carers.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Predominantly those over the age of 65 will be disproportionately affected as the service supports Older People, however there would be an impact on carers some of whom are working age. The service is provided to ensure that people can live independently at home for as long as possible and that carers are supported in their caring role therefore reducing or eliminating the need for additional care including residential care or nursing care.
Disabled people	Yes as many older people have disability and well as frailty.
Married couples or those entered into a civil partnership	No disproportionate impact
Pregnant women or women on maternity leave	No disproportionate impact
Particular ethnic groups	No disproportionate impact
Those of a particular religion or who hold a particular belief	No disproportionate impact
Male/Female	No disproportionate impact
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate impact
Sexual orientation	No disproportionate impact

What information is available to help you understand the effect this will have on the

groups identified above?

Public Health Data/National Data

Who will be the beneficiaries of the policy?

This could potentially reduce the number of clients who can access the service and therefore the number of carers supported.

The cost of redundancy to staff will outweigh any savings

Has the policy been explained to those it might affect directly or indirectly?

No

Can any differences be justified as appropriate or necessary?

The service is aimed at the older people and carers and therefore these groups will be affected by any reduction in resource.

Are any remedial actions required?

There are potentially staff retiring in 19/20 that will not be replaced but as previously noted not guaranteed - however this would achieve the savings over a period of time.

Once implemented, how will you monitor the actual impact?

Increased demand for support for those who used the service/carers.

Policy review date	
Assessment completed by	Mark Gedney
Date Initial EIA completed	August 2018
Signed by Head of Service	Debbie McQuade

EIA-P&C-15 Enhancing Performance of the Adult Social Care Team

What are the proposed outcomes of the policy?

With the increases in the numbers of clients and greater demands placed on the service, the team needs to find better and more effective ways of continuing to deliver high quality care within the current resource numbers.

A number of the initiatives within Adults and Safeguarding are being proposed to enhance operational effectiveness and reduce demand on Council resources.. The aim is support potential new clients to self manage their care and support needs as much as possible or by supporting existing clients to lessen their reliance on Council funded care and support.

The initiatives include

- Improving how reviews of our Client's Care and Support Plans are carried out
- The approach and style of conversations we are having with our Clients - with a greater focus on the ensuring their independence and abilities.
- Provide easy access to a directory of resources and universal services which Clients can access to more effectively manage their own care and be directed to alternative providers as appropriate.
- Enhancing our offer and use of technology and aids to support our Clients retain their independence
- Sharing of best practice with Cambridgeshire County Council, aligning processes and operational tools and shared learning.

Which individuals or groups are most likely to be affected?

Older people with dementia/comorbidities and their carers. Younger adults with disabilities or long term health conditions and their carers.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Predominantly those over the age of 65 will be disproportionately affected as the largest user group for care and support services. However there would also be an impact on adults of working age who are carers or have disabilities or long term health conditions. The proposals would change the way we work with these groups with an emphasis on helping them to help themselves and investing time in avoidance of long term support wherever possible.
Disabled people	Yes as this is the key user group of our services for adults of all ages.
Married couples or those entered into a civil partnership	No disproportionate impact
Pregnant women or women on maternity leave	No disproportionate impact
Particular ethnic groups	No disproportionate impact
Those of a particular religion or	No disproportionate impact

who hold a particular belief	
Male/Female	No disproportionate impact
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate impact
Sexual orientation	No disproportionate impact

What information is available to help you understand the effect this will have on the groups identified above?

Public Health Data/National Data and data gathered via recent collaboration with Impower

Who will be the beneficiaries of the policy?

All elements of the productivity changes proposed relate to key changes to the service model and service delivery and the ethos of early and proportionate intervention would benefit those for whom it prevents deterioration.

Increased efficiency of working practices for staff should in time support the workforce although will potentially add to demands placed on them during transition.

Has the policy been explained to those it might affect directly or indirectly?

No - although staff have been engaged in adult positive challenge and Mosaic programmes.

Are any remedial actions required?

No - the changes should have a positive impact only

Once implemented, how will you monitor the actual impact?

The changes will be implemented as part of the wider transformation and system replacement projects which are key to the delivery..

Policy review date	August 2018
Assessment completed by	Tina Hornsby
Date Initial EqIA completed	August 2018
Signed by Head of Service	Debbie McQuade

EIA-P&C-16 Peterborough Virtual School for Children in Care (PCSCiC)

What are the proposed outcomes of the policy?

This is a proposal to develop and consider options for potential restructure of the Virtual School, and how best to utilise the Pupil Premium Plus Grant received from the DfE.

There might be an opportunity to review the functions of the Secondary and Post 16 posts and combine these functions. This review is likely to take place within the next 3 - 6 months. This review may result in a saving to salary costs.

Whilst additional funding has previously been made available and this was highlighted as a positive in the recent ofsted report, the average cost of this service is higher than our benchmark authorities.

The service is due to receive a further additional £30k for our role with Previously Looked After Children and there are opportunities to generate further income through retaining a greater share of the LAC Pupil Premium Grant - an external grant received from Central Government

Which individuals or groups are most likely to be affected?

Schools, especially Designated Teachers

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Has the policy been explained to those it might affect directly or indirectly?

This is still at the proposal and options development stage.

Can any differences be justified as appropriate or necessary?

Any changes can be justified in terms of greater efficiency of the service provided and more focused use of external funding to improve outcomes for Children in Care.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Education Outcomes for Children in Care monitored and evaluated on an ongoing basis.

Policy review date	April 2019
Assessment completed by	Gary Perkins
Date Initial EqIA completed	23rd August 2018
Signed by Head of Service	

EIA-P&C-17 Charging for post reablement support

What are the proposed outcomes of the policy?

Description:

This is to formalise the current charging policy for post reablement support. Clients who have completed their PCC reablement journey and become a domiciliary care client are charged at market rate until a suitable package of care can be identified.

Introduction

Peterborough City Council Reablement Service is a short-term support service, designed to help maintain independence at home or increase independence following a period of ill health and/or planned or unplanned hospital admission. The main focus is on improving people's health and well-being, autonomy and confidence through providing support and encouragement to meet identified goals thereby reducing the need for ongoing care and support.

The team's client group is those aged 18 upwards, although predominantly 65+, who have been assessed as requiring short term-support to help them return to the level of independence they had before they became unwell, or to their personal new level of independence. The reablement service operates seven days a week from 07:00 to 22:00, 365 days a year.

Aims:

- Provide each client with a Goal Plan detailing their support short term support goals
- Provide a service that is person centered, setting achievable Goals with the client's agreement, to maximize clients return to independence
- Ensure a client's progress is closely monitored with weekly visits from our multidisciplinary team, assessment at each visit the required level of need. This also ensures the capacity of the service.
- Wherever possible, deliver services that are flexible to our clients' needs and preferences within the resources available.

To achieve this the service:

- Provide highly trained Reablement Workers to meet the needs of client, taking into account any specific requirements
- Work closely with client's, carer's, relatives and friends to ensure all needs are met
- Ensure the service is client focused and inclusive of ethnic, religious or cultural requirements
- Regularly review and monitor the service to ensure service improvement
- Work in partnership with other services and organisations to ensure

client's needs are met, for example we work very closely with the Red Cross, which supports many of our clients with food shopping.

Peterborough's reablement service is therapy led with the service having its own Reablement Occupational Therapists and a Physiotherapist. The service aims to provide a full Occupational Therapy Assessment and Goal setting Assessment within 24-48 hours of the service starting support. The Reablement Occupational Therapist will discuss with the client how the service can support their return to independence, creating a Reablement Goal Plan.

They identify activities where clients may have difficulty, such as preparing food and drink, washing and dressing, improving mobility or managing household tasks. These are set as Goals with the clients, written alongside the client and then signed by the client giving their agreement and consent. It is then the roles of the Reablement Support Workers to provide the daily support visits and provide the encouragement and support to the client to work towards the agreed goals. The reablement support staff provide constant feedback to the team on the clients progress towards these goals, which enables the service to be reactive and proactive to their changing needs.

The Reablement service is registered with the Care Quality Commission for the regulated activity of 'Personal Care'. The Registered Manager with CQC is also the Team manager for the service. The Service has maintained many years of inspection with the rating of 'Good' and was last Inspected in August 2017.

Issue

Reablement is a free service for up to six weeks and clients that require an ongoing package of care, will be financially assessed to see if they are required to contribute towards the ongoing cost.

This is to formalise the current charging mechanism from when a client has been reabled and is waiting to move to a private provider. In rare circumstances clients have remained on service for prolonged periods of time for around six months. The reason for the delay is primarily the clients location and / or complexity of the package.

Outcomes

A formalised charging policy would allow the in-house reablement service to generate a small income from clients who have completed their reablement journey, and are receiving traditional home care. The charge would be in-line with the current market rate. The direction of travel is to enforce a charge at the service discretion.

Which individuals or groups are most likely to be affected?

The groups most likely affected will by a strategic shift in policy change

would be Adults Older People over 65.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age group	Primary impact on Older Adults over 65 group
Disabled people	No disproportionate effect
Married couples or those entered into a civil partnership	No disproportionate effect
Pregnant women or women on maternity leave	No disproportionate effect
Particular ethnic groups	No disproportionate effect
Those of a particular religion or who hold a particular belief	No disproportionate effect
Male/Female	No disproportionate effect
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate effect
Sexual orientation	No disproportionate effect

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Peterborough reablement service serves approximately 60 - 70 clients per month. Currently the service is free for the client, even if they stay on service once re-abled.

The actual charge would be inline with the current market rate. It should be recognised not all clients would pay and once a charge is implemented there would be internal cost associated to implement a back office finance function.

Has the policy been explained to those it might affect directly or indirectly?

Formalisation of current arrangements.

Can any differences be justified as appropriate or necessary?

Only clients that have been financially assessed and have the ability to pay will contribute towards any charge.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The customers affected will be limited, due to the pace in which clients are moved to private providers. The impact of the charge will be monitored in three ways:

1. From a client's perspective they will have been financially assessed to ensure that they have the ability to pay.
2. Financially - monitor income generated
3. A regular review to ensure the charge does not exceed the market rate.

Policy review date	August 2019
Assessment completed by	Tony Sanderson
Date Initial EqIA completed	August 2018
Signed by Head of Service	

EIA-P&C-20 Removal of the Anti-social Behaviour Service

What are the proposed outcomes of the policy?

Removal of the Anti-Social Behavior Service

Which individuals or groups are most likely to be affected?

Removal of the service would have a significant impact on communities, individual and victims. ASB is a high priority and a key objectives in the Safer Peterborough Partnership Plan. The impact of not providing a suitable response may damage the reputation of the organisation and leave vulnerable victims living in fear of their safety. However, prior to implementing any reductions, alternative services will be identified

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Victims of ASB from any community may be negatively affected
Disabled people	As above
Married couples or those entered into a civil partnership	As above
Pregnant women or women on maternity leave	As above
Particular ethnic groups	As above
Those of a particular religion or who hold a particular belief	As above
Male/Female	As above
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	As above
Sexual orientation	As above

What information is available to help you understand the effect this will have on the groups identified above?

The team logged and resolved 1046 Anti-Social Behaviour cases from 1st April 2016 to 31st December 2017 as well as tackling location based ASB.

Officers reduce anti-social behaviour (geographical area or personal) by using a range of tools and powers introduced by the Anti-Social Behaviour, Crime and Policing Act. Officers also support victims of ASB and implement informal interventions to improve the quality of life and undertake case review meetings with partner agencies on a monthly basis.

The team also work with the street life community in relation to associated ASB (rough sleeping, street drinking and begging).

The service operates across Peterborough.

Who will be the beneficiaries of the policy?

Financial savings will be achieved.

Has the policy been explained to those it might affect directly or indirectly?

Not yet - if approved consultation regarding the removal of the service will commence with employees, partners agencies and communities.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

Post implementation review - 6 months after decisions, however if impacts were adverse monitoring would commence immediately.

Policy review date	August 2018
Assessment completed by	Clair George
Date Initial EqIA completed	22/08/2018
Signed by Head of Service	Rob Hill

EIA-P&C-21 Schools Infrastructure Team (Vacant Schools Capital Assets Project Officer)

What are the proposed outcomes of the policy?

Not applicable as deletion of a post is not a policy

Which individuals or groups are most likely to be affected?

Schools Infrastructure Team
Home to School Transport Team

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Schools age children receiving transport
Disabled people	SEN children receiving transport
Married couples or those entered into a civil partnership	NA
Pregnant women or women on maternity leave	NA
Particular ethnic groups	NA
Those of a particular religion or who hold a particular belief	NA
Male/Female	NA
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	NA
Sexual orientation	NA

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Not a policy

Has the policy been explained to those it might affect directly or indirectly?

As above

Can any differences be justified as appropriate or necessary?

As above

Are any remedial actions required?

As above

Once implemented, how will you monitor the actual impact?

Day to day operational management on impact of services

Policy review date	NA
Assessment completed by	Brian Howard, Head of Schools Infrastructure
Date Initial EqIA completed	23 August 2018
Signed by Head of Service	

EIA-P&C-22 Self Funders

What are the proposed outcomes of the policy?

Peterborough has a number of people that are self funders that pay for their own Care.

A Self Funder is a person who has sufficient personal income and capital to pay for their own care costs. As a result they choose their own accommodation and arrangements. Often Self Funders have chosen homes that are aesthetically attractive but expensive, the fees for these homes can exceed a £1000 a week.

In circumstances where an individual no longer has the means to fund their accommodation and care, the Local Authority is required to step in and pick up the shortfall or ongoing costs. There are a number of situations when the individual has only been in that care setting for a short period of time when their income falls below the threshold. This is a growing problem and is putting unfair pressure on the Council's Budget.

We are proposing to introduce a contractual change where providers undertake an assessment of self funders to ensure they have available funds to cover the cost of care. This is to mitigate the level of risk to the council.

It is recognised that a number of homes on the same CQC outcomes charge different fees for the same level of care. In some cases certain homes who charge the highest CQC outcomes than others that charge less.

There may however be some challenge around the Choice Criteria within the Care Act 2014, however it is envisaged that any change would be subject to independent legal advice to allow the Council the confidence to manage such a challenge.

Supporting Self Funders however was also a key principle of the Care Act 2014.

Which individuals or groups are most likely to be affected?

Self Funders - as defined by the following

If you have more than £23,250 in savings (not including the value of your home or your pension), you may have to pay the full cost of your care.

The number of people paying for their own care as a self funder is growing. While some people are eligible for funding from their council, many end up paying for all of their care.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Positive effects - providing support and advice for 65+
Disabled people	Positive effects - providing support and advice

Married couples or those entered into a civil partnership	Positive effects - allows married couples to stay in their own homes for longer
Pregnant women or women on maternity leave	No specific impact
Particular ethnic groups	No specific impact
Those of a particular religion or who hold a particular belief	No specific impact
Male/Female	Positive effects on both males and females
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific impact
Sexual orientation	No specific impact

What information is available to help you understand the effect this will have on the groups identified above?

Self Funders are people that have sufficient income and capital to pay for their own care. The threshold for the care to be paid by the Local Authority is currently set nationally at around £23K.

Each year the Local Authority is required to pick up the Care Costs for people that have placed themselves into Care Home settings and the fees for those homes can exceed a £1,000 a week.

The ability of the Local Authority to move these clients to cheaper alternative accommodation (but good quality care) is often difficult as the clients may have been in those settings for some considerable time and any movement would be detrimental to their Mental and Physical Health.

Nationally there is evidence to suggest 118,000 older people self funded their Residential Care in 2006 (Commission for Social care Inspection, 2008) increasing to 170,000 by 2011 (National Audit Office, 2011). More recent estimates suggest 43 to 45 percent of people will be self funded in the period 2011-20 (Laing and Buisson 2013). Whatever the discrepancies in the differing national data the trend appears upwards.

There are also geographical variations. A higher percentage of people in the South East and South West England self fund care home placements (around 45%) than in the North East (less than 20%). Think Local Act Personal Partnership (2012) found the percentage in care homes varied by local council (for example 15% in Hartlepool and 57 % in Hampshire). Peterborough has demography and wealth profile that does not easily fit with the Southern England norm however the current mapping of Self Funders in Peterborough Older People's Care Homes show that between 25-30% of all beds are occupied at any one time by Self Funders (June 2017).

Who will be the beneficiaries of the policy?

Self Funders often chose homes that are expensive and aesthetically attractive. However the Care Market in Peterborough performs well against the Care Quality Commission Regulated Outcomes for the Easter Region and nationally (indeed it has an outstanding home in city). As a result if a Self Funder was to move from an expensive home to a cheaper alternative this would not be detrimental in terms of the CQC outcomes.

Has the policy been explained to those it might affect directly or indirectly?

No consultation has taken place

Can any differences be justified as appropriate or necessary?

The financial impact of Self Funders on the Council needs to be modelled, however estimates from financial colleagues linked to the Quality and Assurance Panel suggest that this is between £800K and £1m a year.

Are any remedial actions required?

Commission independent legal advice

Once implemented, how will you monitor the actual impact?

Financial monitoring and individual feedback

Policy review date	As required
Assessment completed by	Gary Jones
Date Initial EqIA completed	13/08/2018
Signed by Head of Service	Gary Jones

EIA-P&C-23 Education Team- Term Time Only Working

What are the proposed outcomes of the policy?

Term time only working – it is felt that some members of staff might be willing to move to term time only contracts (1 Full Time Equivalent post (FTE) to 0.81 FTE) but it will be difficult to estimate the take up.

A prudent figure of £5k is therefore included as an initial savings target

Which individuals or groups are most likely to be affected?

PCC staff within Education Services

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

PCC via salary budget savings

Has the policy been explained to those it might affect directly or indirectly?

Discussed at senior management level and with Assistant Director.

Can any differences be justified as appropriate or necessary?

Justification in reducing salary costs and therefore any projected deficits within budgets.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Monthly budget monitoring of salary costs.

Policy review date

April 2019

Assessment completed by	Gary Perkins
Date Initial EqIA completed	23rd August 2018
Signed by Head of Service	

EIA-P&C-24 Community Asset Transfer

What are the proposed outcomes of the policy?

Peterborough City Council owns thirty three community centres, three youth centres and numerous other community facilities across the city.

The Community Asset Transfer Programme aims to work with the community and voluntary sector to explore and agree the future management options for each building, either through a Community Asset Transfer, re-purpose or disposal.

The proposal seeks to complete all transfers by the end of March 2019.

Which individuals or groups are most likely to be affected?

All communities throughout Peterborough who are served by a Community building / facility which is owned by Peterborough City Council.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	The programme is looking to work with young people to encourage more involvement with the running of community buildings and ensuring services run from them serve their age group
Disabled people	N/A
Married couples or those entered into a civil partnership	N/A
Pregnant women or women on maternity leave	N/A
Particular ethnic groups	N/A
Those of a particular religion or who hold a particular belief	N/A
Male/Female	N/A
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	N/A
Sexual orientation	N/A

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The Programme will benefit communities throughout Peterborough. The programme ensures valuable buildings are retained and transferred into community management. Peterborough City Council will also be working with community groups to empower and build their capacity to ensure they have the skills to manage the buildings and deliver services which are appropriate to their communities.

Has the policy been explained to those it might affect directly or indirectly?

Peterborough City Council are co-producing the review with Community Action Peterborough who are an umbrella organisation representing any voluntary sector

organisation who run a community facility.

All community groups, Parishes and Ward Councillors have been briefed and are kept regularly up to date with progress either through a highlight report, public forum or one to one meetings.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

Every property leased to a voluntary group through the Asset Review will sign up to a Community Use Agreement, which sets our KPI's and expectations around management of the building and delivery of services. These agreements will be reviewed on a yearly basis by Peterborough City Council's property team.

Policy review date	April 2019
Assessment completed by	Caroline Rowan
Date Initial EqIA completed	23 rd August 2018
Signed by Service Director	Adrian Chapman

EIA-P&C-27-Off Framework Providers Review

What are the proposed outcomes of the policy?

Review of hourly rate paid to the providers for the provision of care at home service in Peterborough. The rates paid to some of the providers has been over and above the new home care rate. The total spend in scope of this project is estimated at £200k which equates to 1.5% of total home care spend. The key reason for placing these packages at higher rate is due to capacity issues with the commissioned providers. We are hoping to mitigate this under the newly let framework agreement which went live on the 3rd September. A review will further help ascertain the reason for commissioning the packages at a higher rate and the possibility of bringing either the rate down or move those packages to the provider under the new home care framework. In a climate of increasing aging population and decreasing budgets, the outcome will ensure best value of money delivered through the contract to the council and tax payers.

Which individuals or groups are most likely to be affected?

People aged 18 and over requiring Care at Home Services in Peterborough.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Age 18 and over.
Disabled people	<p>Adults over 18 years old who may have a learning or mental health or physical disability but who do not present with complex psychological or behavioural needs and who may need assistance with personal and intimate care, moving and handling, managing medication, budgeting, socialisation, shopping and cleaning for example.</p> <p>No changes envisaged in delivery of service model or care plan. The care delivery to the service users will remain unaffected.</p> <p>Negative: There is a possibility of change of provider however this will be minimised following appropriate consultation with the affected service users.</p>
Married couples or those entered into a civil partnership	No impact envisaged.
Pregnant women or women on maternity leave	No impact envisaged.
Particular ethnic groups	No impact envisaged.
Those of a particular religion or who hold a particular belief	No impact envisaged.
Male/Female	No impact envisaged.

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No impact envisaged.
Sexual orientation	No impact envisaged.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

People living in Peterborough.

Has the policy been explained to those it might affect directly or indirectly?

No consultation taken place.

Can any differences be justified as appropriate or necessary?

The current rates paid to the provider is much higher in comparison to other similar providers. The reason for current rates needed to be looked and any further implications needed to be understood.

Are any remedial actions required?

The packages could be placed under the new home care framework agreement.

Once implemented, how will you monitor the actual impact?

Regular financial monitoring of the home care providers.

Policy review date	As required.
Assessment completed by	Rajnish Ahuja
Date Initial EqIA completed	24/08/18
Signed by Head of Service	

EIA-P&C-30 Reduce the Sensory Equipment budget by £0.030m

What are the proposed outcomes of the policy?

Assistive Technology is a term used to describe specialist equipment or technology which is used by people with long term conditions or disabilities to lessen their need for care and support and provide a better quality of life with less risk. The proposal is to reduce the Assistive Technology (AT) budget by £30,000 to reflect purchases from NRS Healthcare, a national supplier.

The majority of AT (TEC) is funded through a contract with a national supplier - NRS Healthcare. The AT budget which sits in the Therapy Services budget is used for equipment which cannot be sourced from the NRS Healthcare contract, however the majority of this budget is currently used to support the spend on the NRS Healthcare contract.

Which individuals or groups are most likely to be affected?

People who are visually and/or hearing impaired, disabled, elderly, vulnerable as well as the impact on their carers.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Predominantly those over the age of 65 will be disproportionately affected as the service supports older People so that they can live independently at home for as long as possible and that carers are supported in their caring role therefore reducing or eliminating the need for additional care including residential care or nursing care. But AT for hearing or visually impaired can be any age over 18.
Disabled people	Yes this group will be disproportionately affected as AT (TEC) is provided to ensure those people with a disability can remain living at home independently for as long as possible. Removing funding for such pieces of equipment aimed at specifically this group will have a detrimental impact.
Married couples or those entered into a civil partnership	No disproportionate impact
Pregnant women or women on maternity leave	No disproportionate impact
Particular ethnic groups	No disproportionate impact
Those of a particular religion or who hold a particular belief	No disproportionate impact
Male/Female	No disproportionate impact

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate impact
Sexual orientation	No disproportionate impact

What information is available to help you understand the effect this will have on the groups identified above?

Number of clients approaching the council for such equipment and not being able to access it.

Data from groups in the city such as Peterborough Association for the Blind and the Sensory Board

Public Health Data/National Data

Who will be the beneficiaries of the policy?

No specific beneficiaries

Has the policy been explained to those it might affect directly or indirectly?

No

Can any differences be justified as appropriate or necessary?

The service is aimed at the older people and disabled people and will also affect their carers

Are any remedial actions required?

If the NRS contract can cover all the AT equipment needed for disabled and older people in Peterborough to remain living independently at home then the impact is potentially minimal.

Once implemented, how will you monitor the actual impact?

Increased demand for support for those who used the service/carers.

Policy review date	March 2019
Assessment completed by	Belinda Child
Date Initial EqIA completed	August 2018
Signed by Head of Service	Debbie McQuade

EIA- P&C- 34 St George's Hydrotherapy Pool

What are the proposed outcomes of the policy?

Removal of the council budget to manage the St George's Hydrotherapy pool.
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Which individuals or groups are most likely to be affected?

<p>The pool transferred earlier this year to the management of Vivacity. The council remains responsible for the general repair and maintenance of the building, including utility costs. Other costs, including staff, are now met by Vivacity.</p>
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<p>There is a risk that if Vivacity had to pick up additional cost, without additional income, it could lead to a reduction of service which would affect vulnerable clients.</p>

<p>Users of the pool are mostly those with disabilities or health conditions - both children and adults. Any impact would therefore be most likely be felt by those groups.</p>

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Both children and adults with health conditions are users of the service. In the event of service reduction, there would be a negative impact.
Disabled people	Disabled people are also high users of the pool - again there would be a negative impact if there was any service reduction.
Married couples or those entered into a civil partnership	As above
Pregnant women or women on maternity leave	As above
Particular ethnic groups	As above
Those of a particular religion or who hold a particular belief	As above
Male/Female	As above
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	As above
Sexual orientation	As above

What information is available to help you understand the effect this will have on the

groups identified above?

Well established use of the pool and evaluation of the benefits that hydrotherapy can bring to reduce the impact of poor health and disabilities.

Who will be the beneficiaries of the policy?

Financial saving can be achieved by the council

Has the policy been explained to those it might affect directly or indirectly?

Not yet - if approved consultation regarding the removal of council revenue funding will commence with Vivacity.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

Yes - consultation should take place with Vivacity to examine the impact of transferring all running costs from the council to them. It is unclear what the impact would be at this stage.

Once implemented, how will you monitor the actual impact?

Post implementation review - 6 months after decisions, however if impacts were adverse monitoring would commence immediately.

Policy review date	December 2019
Assessment completed by	Ian Phillips
Date Initial EqIA completed	30/08/2018
Signed by Service Director	Adrian Chapman

EIA- P&C- 35- Review of Hourly rate paid to a Provider

What are the proposed outcomes of the policy?

Review of hourly rate paid to providers for the provision of care at Supported Living Schemes in Peterborough. The current rates paid to a particular provider is much higher in comparison to other similar providers. The reason for current rates needed to be looked and any further implications needed to be understood.

No changes are envisaged in delivery of service model. The care delivery to the service users will remain unaffected. A review of cost of care will be undertaken with provider. The Council could use UKHCA model to ensure appropriate cost is paid to the provider to meet the service requirement.

In a climate of increasing aging population and decreasing budgets, the outcome will ensure best value of money delivered through the contract to the council and tax payers.

Which individuals or groups are most likely to be affected?

People aged 18 and over with specialist needs such as Learning Disability living in Supported Living schemes in Peterborough.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Age 18 and over.
Disabled people	Adults over 18 years old who may have a learning or mental health or physical disability but who do not present with complex psychological or behavioural needs and who may need assistance with personal and intimate care, moving and handling, managing medication, budgeting, socialisation, shopping and cleaning for example. No changes envisaged in delivery of service model. The care delivery to the service users will remain unaffected.
Married couples or those entered into a civil partnership	No impact envisaged.
Pregnant women or women on maternity leave	No impact envisaged.
Particular ethnic groups	No impact envisaged.
Those of a particular religion or who hold a particular belief	No impact envisaged.
Male/Female	No impact envisaged.

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No impact envisaged.
Sexual orientation	No impact envisaged.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

People living in Peterborough.

Has the policy been explained to those it might affect directly or indirectly?

No consultation taken place.

Can any differences be justified as appropriate or necessary?

The current rates paid to the provider are much higher in comparison to other similar providers. The reason for current rates needed to be looked and any further implications needed to be understood.

Are any remedial actions required?

Could undertake further competition under the new care at home tender to ensure value for money. This will require further consultation and planning.

Once implemented, how will you monitor the actual impact?

Regular financial monitoring of the provider.

Policy review date	As required.
Assessment completed by	Rajnish Ahuja
Date Initial EqIA completed	24/08/18
Signed by Head of Service	

EIA- P&C- 36 Targeted Youth Support Service (TYSS) National Citizen Service Growth

What are the proposed outcomes of the policy?

The National Citizen Service is shown to have a positive effect on the personal development of young people as well as wider benefits to society in general through social action and the reduction of social isolation.

Proposed outcomes of the policy are to:-

Increase the income generated through the National Citizen Service Contract with Reed in Partnership. This could be done through expansion of the programme to generate increased recruitment, reducing costs where appropriate through economies of scale and/or greater collaboration with Cambridgeshire County Council.

Which individuals or groups are most likely to be affected?

Young People in year 11 and 12 in schools and academies which fall under the recruitment control of the Peterborough City Council National Citizen Service contract with Reed in Partnership.

Namely:- Orton Bushfield Academy, Arthur Mellows, City of Peterborough Academy, Thomas Deacon Academy, Queen Katherine Academy, Marshfields, Hampton, John Fisher, Peterborough School.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Increased delivery and increase in reach will have a positive effect for young people ages 15 - 17 (years 11 and 12). Increased Community Social Action embedded within the programme would increase the positive impact for all ages within the city.
Disabled people	Peterborough City Council has supported young people with special educational needs and disabilities to access the National Citizen Service. Currently 8% of participants were classified as having a disability. A positive impact will be had in this area as well as the ability to run specific programmes for more profoundly disabled groups through the increase in funding.
Married couples or those entered into a civil partnership	There is neither a positive or negative effect in this area
Pregnant women or women on maternity leave	There is neither a positive or negative effect in this area.
Particular ethnic groups	There will be a positive effect across all ethnic groups represented in the schools listed within the Peterborough City Council contract. National Citizen

	Service has a "social mix" element of funding which ensures accessibility for all ethnic groups and backgrounds and therefore a positive impact.
Those of a particular religion or who hold a particular belief	There will be a positive effect across all ethnic groups represented in the schools listed within the Peterborough City Council contract. National Citizen Service has a "social mix" element of funding which ensures accessibility for all ethnic groups and backgrounds and therefore a positive impact.
Male/Female	There are no negative effects, there will be a general positive effect due to the increase in the reach and contact with both genders.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	There will be a positive effect on diversity and social inclusion across the city. The National Citizen Service has a "social mix" element of funding which ensures accessibility for all.
Sexual orientation	There will be a positive effect on diversity and social inclusion across the city. The National Citizen Service has a "social mix" element of funding which ensures accessibility for all.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

4 years of delivery of the NCS contract, understanding of national context of NCS delivery through conferences and workshops, understanding what has worked and not worked in other areas of the country through evaluation studies and reports.

Has the policy been explained to those it might affect directly or indirectly?

No - although the council is already actively working across schools and with young people across Peterborough.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

Ensure policy has been ratified by Youth Council NCS graduates as part of communicating to stakeholders.

Once implemented, how will you monitor the actual impact?

Through NCS surveys and analysis of diversity data relevant to the programme

Policy review date	December 2019
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Assessment completed by	Matt Oliver
Date Initial EqIA completed	23rd August 2018
Signed by Service Director	Adrian Chapman

EIA-PH-1 -Road Safety

What are the proposed outcomes of the policy?

The road safety teams in Peterborough City Council and Cambridgeshire County Council are to be merged over 2018/19. This has provided the opportunity to make £20k savings from 19/20 onwards due to efficiencies from joint working across the two local authorities.

Which individuals or groups are most likely to be affected?

The savings to be taken from the service are not envisaged to impact on delivery, and will therefore not impact on any individuals or groups.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Disabled people	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Married couples or those entered into a civil partnership	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Pregnant women or women on maternity leave	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Particular ethnic groups	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Those of a particular religion or who hold a particular belief	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Male/Female	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.
Sexual orientation	The recurrent savings from integrating the two teams will not disproportionately impact on individuals or groups.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The savings will support the public health budget and reduce the need to take savings from services which may disproportionately affect groups and individuals

Has the policy been explained to those it might affect directly or indirectly?

Not applicable – no impact on individuals or groups

Can any differences be justified as appropriate or necessary?


Not applicable – no impact on individuals or groups

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Work of the road safety team will be monitored via a Memorandum of Understanding with the Public Health team

Policy review date	September 2018
Assessment completed by	Stuart Keeble
Date Initial EqIA completed	3/09/18
Signed by Head of Service	

EIA-PH-2- Public Health Staffing

What are the proposed outcomes of the policy?

Reduced staffing costs in the joint public health team across Peterborough City Council and Cambridgeshire County Council due to deleting vacant posts for:

Mental health promotion officer

There will be reduced capacity to develop new mental health promotion initiatives. This will be mitigated through the following measures: (a) Embedding the initiatives previously developed with the support of this post e.g. the 'Keep your Head' website content is now being maintained and updated through voluntary sector organisations; (b) Ongoing contract with MIND to run future initiative such as 'Stop Suicide' and other mental health anti-stigma campaigns.

Senior public health analyst

There will be a reduction in public health analytical capacity to deliver Joint Strategic Needs Assessment and other products.

Drug and alcohol misuse health improvement specialist

There will be reduced capacity for prevention and partnership work on drug and alcohol misuse issues. This post was created in the restructure which formed the Public Health Joint Commissioning unit, but it was not possible to recruit. Prevention and partnership work on drug and alcohol misuse issues is being prioritised according to capacity by the Public Health Joint Commissioning Unit (PHJCU) drug and alcohol commissioning staff, the wider public health team, and the multi-agency drug and alcohol misuse delivery board

Staff workload will continue to be shared between a lower number of staff and they will prioritise work with the aim of minimising negative impacts. All the posts identified are employed by Cambridgeshire County Council, but partially funded by Peterborough City Council as joint posts.

Which individuals or groups are most likely to be affected?

The reductions apply to preventive work which covers the whole population and would not impact disproportionately on any specific equalities group.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	No
Disabled people	No
Married couples or those entered into a civil partnership	No
Pregnant women or women on maternity leave	No

Particular ethnic groups	No
Those of a particular religion or who hold a particular belief	No
Male/Female	No
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No
Sexual orientation	No

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The reduction in Public Health staffing budget will help to mitigate public health grant reductions, which would otherwise impact on other Public Health services to residents

Has the policy been explained to those it might affect directly or indirectly?

Has been explained to Public Health directorate staff

Can any differences be justified as appropriate or necessary?


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Are any remedial actions required?

Proposed mitigations are outlined in the first section

Once implemented, how will you monitor the actual impact?

Public health outcomes including mental health, drug and alcohol are monitored through regular review of the national public health outcomes framework benchmarked data.

Policy review date	September 2019
Assessment completed by	Liz Robin
Date Initial EqIA completed	2/9/2018
Signed by Head of Service	

EIA-PH- 3 – Integrated contraception and sexual health service clinic closures

What are the proposed outcomes of the policy?

Demand for integrated sexual health and contraceptive services (iCASH), based at the Cambridgeshire Community Services NHS Trust (CCS) clinic has increased rapidly in the past four years.

There are now around 26,000 visits per year (6,000 visits over the contracted amount of 20,000). While the skill mix of staff has been adjusted to minimise costs, the increased attendances result in a significant increase in lab testing costs. A pressure of £194,000 to cover the increased costs of demand on iCASH services has been included in the 2019/20 MTFS.

Due to the reductions in the public health grant and the general financial pressures on the Council, public health officers have been working with iCASH to review savings to mitigate this pressure. A number of options have been explored, including web based testing for patients showing no symptoms. However, the only option that is likely to deliver significant savings in Peterborough are restrictions on clinic opening hours.

A reduction of six clinics per week (9% of total clinic capacity) would be expected to reduce annual i-CASH attendances from 26,000 to 24,000, making a saving of £65,700. The clinic reductions would be split across sexual health testing and treatment for infections, and contraception. The reductions would be combined with a policy that lower risk patients attending to request oral contraception only, would be given a one-off six months supply and then referred back to their GP, rather than being able to attend iCASH contraception clinics for repeat prescriptions. The reduced number of appointments would result in longer waiting times and some patients not attending iCASH who otherwise would do so. There are risks that people would continue to transmit infection in the community for longer, and would experience worse health and fertility themselves as a result of a longer period of infection. There is also a risk of an increase in unwanted pregnancies.

Which individuals or groups are most likely to be affected?

A reduction in contraception services and the policy that lower risk women should routinely attend their GP rather than iCASH for oral contraception, will affect women of reproductive age. Longer waits for testing and treatment for sexually transmitted infections will affect groups in the population at higher risk of infection. These include men who have sex with men (sexual orientation), sex workers, people whose country of origin has higher rates of specific infections e.g. HIV, than the UK in general (ethnic group).

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
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Particular age groups	The highest proportion of iCASH service users are working age adults, although some children and young people and some older adults also use the service.
Disabled people	N/A
Married couples or those entered into a civil partnership	N/A
Pregnant women or women on maternity leave	N/A
Particular ethnic groups	Migrants from countries with higher rates of sexually transmitted infections (e.g. HIV) may experience more negative effects from a reduction in iCASH capacity.
Those of a particular religion or who hold a particular belief	N/A
Male/Female	Females are disproportionately affected by a reduction in contraceptive clinic capacity and a change in policy for provision of oral contraception
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	N/A
Sexual orientation	As a population group, men who have sex with men are at higher risk of some sexually transmitted infections and therefore would be disproportionately affected by a reduction in sexual health clinic capacity.

What information is available to help you understand the effect this will have on the groups identified above?

There is good national information held by Public Health England on the risk of sexually transmitted infections for different population groups, including by age, sexual orientation and country of origin.

Who will be the beneficiaries of the policy?

Has the policy been explained to those it might affect directly or indirectly?

Not at this point – consultation will be required with service users.

Can any differences be justified as appropriate or necessary?


While there is likely to be higher impact for some inequalities groups, the clinic closures will also affect many service users who are not in a specific equalities group, therefore the impact will be shared.

Are any remedial actions required?

Explore opportunities for outreach and targeted promotion of the iCASH to population groups most at risk of sexually transmitted infections or unwanted pregnancies to maximise the targeting of the service to high need groups.

Once implemented, how will you monitor the actual impact?

We will monitor the impact on waiting times and on overall iCASH activity through existing contract monitoring arrangements. The impact on rates of sexually transmitted infections and unwanted pregnancies ending in termination are monitored nationally by Public Health England, with routine publication of benchmarking and trend information in their web-based sexual and reproductive health profiles.
<https://fingertips.phe.org.uk/profile/sexualhealth>

Policy review date	September 2019
Assessment completed by	Val Thomas/Liz Robin
Date Initial EqIA completed	3/09/18
Signed by Head of Service	

EIA-PH-4- of Integrated Offender Manager Administrative Support Officer

What are the proposed outcomes of the policy?

Removal of the post of Integrated Offender Manager Administrative Support Officer. The post provides administrative support to the wider partnership Integrated Offender Management Scheme and this workload will be absorbed up by partner agencies to align with what is provided across the rest of the county.

Which individuals or groups are most likely to be affected?

No impact likely - the reduction relates to an administrative role and will be replaced by a police resource.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	No impact
Disabled people	No impact
Married couples or those entered into a civil partnership	No impact
Pregnant women or women on maternity leave	No impact
Particular ethnic groups	No impact
Those of a particular religion or who hold a particular belief	No impact
Male/Female	No impact
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No impact
Sexual orientation	No impact

Who will be the beneficiaries of the policy?

Local Authority - Financial Saving. No public benefit or disbenefit

Has the policy been explained to those it might affect directly or indirectly?

No public impact though partnerships have been engaged with (Police / Safer Peterborough Partnership)

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact? Ongoing engagement and review of scheme performance via the Safer Peterborough Partnership

Policy review date	Sept 2018
Assessment completed by	Rob Hill
Date Initial EqIA completed	Sept 5th 2018
Signed by Service Director	Adrian Chapman

EIA-G&R-1- Street Lighting

What are the proposed outcomes of the policy?

As part of the 2019/20 budget setting process the council propose to reduce the street lighting maintenance budget. This is made on the basis that, to some extent, the LED replacement programme should result in a requirement for less day to day maintenance of assets for an initial period of time. However, this reduction will directly affect the council's ability to carry out ad-hoc repairs to street lighting equipment, particularly components not renewed as part of the current LED upgrade programme e.g. column equipment, feeder pillars and associated cables. Any maintenance work that is required will be reactive with work prioritised on a needs basis. There is the potential to reduce the budget by up to £365k.

Which individuals or groups are most likely to be affected?

No individuals or groups are likely to be affected.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

There are no beneficiaries of this change.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will not be monitored.

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	28.08.2018
Signed by Head of Service	Andy Tatt 30/08/2018

EIA-G&R-2- Subsidised Transport

What are the proposed outcomes of the policy?

The council will consider reducing the budget allocated to Subsidised Transport by £150k whilst seeking to protect the most vulnerable user groups.

The majority of the city's Passenger Transport Services are provided on a commercial basis by operators in Peterborough. This means that they operate without financial support, and have the commercial freedom to decide their own routes, timetables and fare structures. In line with delegated powers passed to the council from the Cambridgeshire and Peterborough Combined Authority (ending 31 March 2019), the council support some passenger transport services that were informed by a historic cross party working group. The current budget for 2018/19 totals £715k.

Under section 63(1)(a) of the Transport Act 1985, all Transport Authorities (including Unitary Authorities with transport responsibilities) are required: "to secure the provision of such public passenger transport services as the council consider it appropriate to secure to meet any public transport requirements within the county which would not in their view be met apart from any action taken by them for that purpose" Therefore, the council has a statutory duty to act in accordance with the provisions under 63(1)(a) - not to do so could be subject to legal challenge, but this in itself does not prevent services being cut.

What this means in reality is that the council is under no obligation to provide any local services, provided it has complied with due process in making that decision – so, assessed the decision against policy, consulted, undertaken an equalities impact assessment, and that members have made the decision on the basis of this information.

This reduction would be achieved by undertaking a review of two of the subsidised services: The Stagecoach evening and weekend services on the Citi network; and, the Stagecoach 60's services. This therefore acts as a provisional equality impact assessment with a full review to take place as part of this exercise.

Which individuals or groups are most likely to be affected?

The two subsidised services that will be reviewed are used by the following people:

Any resident or visitor who lives or needs to travel from a location not served by a commercially operated network. This includes some rural residents and urban residents where the commercial operators have elected not to provide a service.

Any resident or visitor to the city who, for whatever reason, normally uses the Citi services in the evening who will no longer have a service available to them.

It is not possible to identify which, if any, individuals or groups will be affected until a review of the various supported services has taken place. A full assessment will be taken at that stage.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Unknown at this stage

Disabled people	Unknown at this stage
Married couples or those entered into a civil partnership	Unknown at this stage
Pregnant women or women on maternity leave	Unknown at this stage
Particular ethnic groups	Unknown at this stage
Those of a particular religion or who hold a particular belief	Unknown at this stage
Male/Female	Unknown at this stage
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Unknown at this stage
Sexual orientation	Unknown at this stage

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

It has not been possible to identify any beneficiaries at this stage..

Has the policy been explained to those it might affect directly or indirectly?

Not at this stage but consideration will be given to how this will be achieved if this proposal is accepted.

Can any differences be justified as appropriate or necessary?

This proposal is made in order to help the council achieve a balanced budget.

Are any remedial actions required?

Not at this stage

Once implemented, how will you monitor the actual impact?

To be determined

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/09/2018
Signed by Head of Service	Andy Tatt

EIA-G&R-3- PHS Staffing reduction

What are the proposed outcomes of the policy?

Peterborough Highways Services has a total staffing budget of £1.6m. This has reduced from £2.5m in 2012/13. Of the £1.6m, £102k is budgeted for recharge to capital schemes. The remaining £1.5m enables income to be generated for the authority, this includes budgeted income of: £618k for Highways Development (S38); £225k 3rd Party Access Fee to the PHS contract; £130k Bus Station Departure Fees; £180k for new road and street works; £40k Street Naming, etc.

Nonetheless we have undertaken a review of vacant posts held across PHS and have identified a number of roles that can be deleted.

In order to achieve this we will assess the responsibilities associated with these posts, alongside the responsibilities of existing officers, and ensure the work that is undertaken is done so on a prioritisation basis, this will inevitably have some impact on the overall level of service that is provided and result in some tasks no longer being undertaken. Until this review has taken place it is not possible to confirm what these will be.

These reductions total £160k but this will reduce any potential savings from future shared service negotiations by the corresponding amount.

Which individuals or groups are most likely to be affected?

The individuals that are likely to be affected are existing officers whose roles may change to take on prioritised activities that would once have been undertaken by posts that will now be deleted. It is not possible to consider the detail of this at this stage until a prioritisation exercise has taken place. Any changes to job descriptions will be subject to the job evaluation process.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

There are no beneficiaries of this change.

Has the policy been explained to those it might affect directly or indirectly?

Not at this stage. This will be undertaken as part of the prioritisation exercise.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will not be monitored.

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the Council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	28.08.2018
Signed by Head of Service	Andy Tatt 30/08/2018

EIA-G&R-4- Gully Maintenance

What are the proposed outcomes of the policy?

As part of the 2019/20 budget setting process the council propose to reduce the revenue budget for gully maintenance so that gullies are only cleansed once every four years instead of every other year. Residential roads will not be cleansed at all. Reactive maintenance will still take place if, for example, the gully is posing a risk to property and highway safety. It should be noted that reactive work is more costly on a scheme by scheme basis.

Which individuals or groups are most likely to be affected?

No individuals or groups are likely to be affected.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

There are no beneficiaries of this change.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will not be monitored.

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	28.08.2018
Signed by Head of Service	Andy Tatt 30/08/2018

EIA- G&R-5- Patching Maintenance (corresponding capital change)

What are the proposed outcomes of the policy?

As part of the 2019/20 budget setting process the Council proposes a significant alteration to the patching regime whereby no routine maintenance works to both roads and footways (including slabbed areas) will be undertaken across the city's network (including rural areas) and any discretionary spend will cease.

The Council will no longer be able to carry out patching repairs and as a consequence will be left with small pothole repairs. This will severely impact on future maintenance costs in the short, medium and long term with more reactive temporary works required to keep the network safe in line with our statutory duties alongside a significant increase in complaints from members of the public because the deterioration will be visibly noticeable. There is the potential to reduce the budget by up to £300k.

A small amount of mitigation could be achieved through a corresponding capital bid of £500k per year for five years if agreed.

Which individuals or groups are most likely to be affected?

No individuals or groups are likely to be affected.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

There are no beneficiaries of this change.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will not be monitored.

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	28.08.2018
Signed by Head of Service	Andy Tatt 30/08/2018

EIA-G&R-7- Bridge Maintenance

What are the proposed outcomes of the policy?

As part of phase two of the 2019/20 budget setting process a revenue reduction of £250k is proposed (this is a one off amount in 2019/20 and £300k in 2021/22) to the bridge maintenance budget.

This proposal is a direct result of the proposed highway improvement scheme at junction 18 (Rhubarb Bridge) whereby it is assumed that there will be no requirement for significant maintenance to the bridge structures for at least five years, should the Cross Party Working Group and Cabinet agree to maintain the bridges.

Which individuals or groups are most likely to be affected?

No individuals or groups are likely to be affected.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

There are no beneficiaries of this change.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will not be monitored.

Policy review date	This change will be reviewed following confirmation of the revenue reduction being accepted as part of the Council's budget setting process.
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	28.08.2018
Signed by Head of Service	Andy Tatt 30/08/2018

EIA- P&C-37- Review of Senior Management Capacity

What are the proposed outcomes of the policy?

This proposal is to review the senior management capacity within the People and Communities department, in order to ensure it is operating as efficiently as possible, while maintaining service delivery.

Which individuals or groups are most likely to be affected?

No service users; fewer than 5 members of staff

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	No specific implications
Disabled people	No specific implications
Married couples or those entered into a civil partnership	No specific implications
Pregnant women or women on maternity leave	No specific implications
Particular ethnic groups	No Specific implications
Those of a particular religion or who hold a particular belief	No specific implications
Male/Female	No specific implications
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No specific implications
Sexual orientation	No specific implications

What information is available to help you understand the effect this will have on the groups identified above?

As summarised above

Who will be the beneficiaries of the policy?

No specific groups

Has the policy been explained to those it might affect directly or indirectly?

Not as yet; not appropriate before political agreement to the principal is secured

Can any differences be justified as appropriate or necessary?

It is important to ensure that senior management structures are as lean as possible in order to ensure resources are focused on service delivery

Are any remedial actions required?

None

Once implemented, how will you monitor the actual impact?

Impact of loss of capacity will be regularly reviewed by Service Director

Policy review date	Sept 2019
Assessment completed by	Lou Williams
Date Initial EqIA completed	Sept 2018
Signed by Head of Service	Lou Williams