Derby’s 15 Year Vision & Budget Consultation 2017 to 2020

Stronger

Safer

Ambitious

Resilient

Derby City Council
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Budget Consultation 2017/18 – 2019/20

Section 1

Foreword by the Leader of the Council
Foreword by Councillor Ranjit Banwait, Leader of the Council

We're proud of Derby.

This city is our home and we want to make it an even greater place to live and work. Our duty as a council in these difficult times is to make the very best of what we have, for the benefit of everyone.

However, this continues to be the most challenging period the City Council has ever experienced. Because of the year-on-year cuts in Government funding, the budget decisions we face are tougher than ever.

These decisions have been the responsibility of the Council's Labour leadership since 2012, and it is a responsibility we continue to take very seriously. Despite the pain of austerity, I'm proud that we are holding true to our vision for a Derby that is SAFE, STRONG and AMBITIOUS – a city still standing up for its most vulnerable residents and putting vital services first.

Our strategy to achieve this involves us working in new ways – leading and collaborating with private, voluntary partners and communities to deliver those things which the Council can no longer afford.

This innovative approach is filling the void left by the government's funding cuts – and it is already happening:

- We have worked with private and public sector organisations to drive through development of the 100-acre Infinity Park, to the south of the city. This will be an important commercial and technology hub and a major new source of employment for the people of Derby.

- We have sent a delegation to China and have agreed and signed a Memorandum of Understanding to promote economic co-operation, trade, investment and jobs in our city.

- We are helping community networks to develop, to provide the support which some of our more vulnerable citizens need, to live as independently as possible.

- We have worked collaboratively with private and voluntary sector partners to enable the expansion of breakfast club provision for our most needy children.

- We are enabling others to provide services the Council can no longer afford, such as the Christmas ice rink.

This has to be the way forward. It is how we can make the money go as far as possible, so that we ensure that valuable services survive – such as our school crossing patrols. In leisure, we are pressing ahead with our commitment to safeguard the future of swimming in Derby. We can look forward to a leisure facility that will deliver for communities, by providing a place for children to have lessons, residents to swim and our athletes to train.

There is a feasibility study underway to determine exactly what the new pool will look like. At this early stage, we have identified up to £20million to make it a reality. It will be
a crucial investment, making Derby stronger, offering people the chance to lead a healthy lifestyle and making the city a more attractive place for Business. We will have a modern swimming facility of which the people of Derby can be proud.

We also continue to listen to what people want. In response to what you have told us, we are redoubling our efforts to make the city look clean and tidy, and feel safe.

We have prioritised services for our streets, parks and other green spaces to keep them looking clean and attractive. In addition to increasing the funding of them, we will invest in tackling the fly tippers who blight our neighbourhoods. This will all be backed up with a new Charter so you know what to expect from your Council – a safe and attractive environment for you to enjoy.

You can see that we are trying hard to protect what matters and make a positive difference where we can. But the financial challenges we face are enormous. We need to make savings of £28million over the next three years. Jobs will be lost and services will be hit. We owe it to you to be honest and spell out how difficult things are.

We welcome your comments on this budget, but please be mindful that our resources are finite. To save one service, we will most likely need to cut another. That's the balancing act we have gone through to present a budget that stacks up for Derby. We have precious little room for manoeuvre.

We will always put Derby first. Not for the first time, this budget makes the best we possibly can of a challenging situation. Together, let's all do our best for our city.

Councillor Ranjit Banwait
Leader of Derby City Council
Section 2

Overview by the Director of Finance
Overview by the Director of Finance & S151 Officer

The Council has implemented £135m of savings since 2010, when austerity measures began. The requirements over the next 3 years are approximately £28m. The Council will therefore have made savings of £163m by the end of this Medium Term Financial Plan (MTFP). Some of these cuts have been necessary to bridge the gap in the funding we now receive. The majority of the remainder has been redirected into priority statutory services to meet increasing demand pressures to ensure we protect the most vulnerable people.

The last budget process, where the Council set a three year balanced budget for 2016 to 2019, including £45m of savings to be delivered. The MTFP approved by Council in February 2016 remains the cornerstone of the budget, with 69% of savings for 2017-20 already approved. This document therefore reconfirms the level of savings already approved by the Council, but articulates changes made and required as the three year budget cycle moves on a further year.

It is clear from the financial position facing the Council, compared to the needs of our residents, that the Council is no longer capable of affording the services it has provided for many years. This message was shared with residents last year and the situation remains critical. Many of these services are stopping unless they are provided externally and at no cost to the Council. The Council has a legal duty to provide a range of services which we refer to as 'statutory'. Other 'discretionary' services do not have to be provided and are therefore often the first to be cut.

Derby has previously evidenced that the level of funding given to Derby is not aligned with our need to spend and the Council has had much needed funding withheld by central government. The impact of this position is now becoming more critical, as the ability to meet our budget gap becomes more difficult.

Revenue Budget Funding

The Council's net revenue budget, which supports Directorate services, is funded from Government grants, Business Rates and Council Tax income (which is paid by residential householders in the City). The amount of Government funding due to the Council continues to decrease which increases the Council's reliance on taxation from local residents and business. The funding levels and trends are shown in the diagram below.
From 1 April 2013, the Council retains 49% of Business Rates collected, and receives both a Top-Up Grant and a Revenue Support Grant from Government. The Council’s Top-Up Grant has been fixed for 7 years and is increased annually by RPI, but the Revenue Support Grant continues to be subject to significant reductions.

The Council agreed to the four year settlement deal offered by Government, to ensure that the indicative funding allocated between 2016 and 2019 is locked in. Government confirmed the agreement during November 2016. It should be recognised that this forms only part of our funding from Government, but does give some certainty as we develop our budget plans, even on a declining allocation.

The Government delivered its Autumn Statement on 23 November 2016. This indicated that the reduction in core government funding to local government remains in place. However, there is a lack of clarity about the spending proposals and we will not know the exact amount of overall funding Derby will receive until the Local Government Finance Settlement, which is traditionally announced in mid/late December.

The draft proposals include the continued implementation of a 2% social care precept (increase) to council tax in each of 2017/18, 2018/19 and 2019/20. This continues to shift the ‘burden’ of social care costs to the local taxpayer. Proposed funding from central government relating to better care funding is not forecast to make a significant impact until 2018/19. Furthermore, the Autumn Statement failed to address the social care crisis in local government, which forces the Council to redirect its funding into these areas and away from other services.
There are a number of key funding changes estimated in this consultation document as summarised below:

- Revenue Support Grant provided by government is estimated to be reduced by £9.4m in 2017/18. Further reductions of £6.3m and £6.4m are included in 2018/19 and 2019/20 respectively.

- We have assumed a Council Tax increase of 4% in each year. When combined with improved collection rates and increases in the property base this equates to approximately £5.0m in 2017/18. Future Council Tax increases are also modelled at 4%, equating to approximately £4m per year.

- The Business Rate estimates are based on the rateable values (RV) of business properties in the city. Increase in the city RV and the multiplier rate is estimated to generate an additional £1.4m in 2017/18.

Budget strategy approach

In order to address the significant budget reductions required to balance the budget, the Council implemented a fundamental review of both the way services are delivered and the number and type of services it provides as part of the existing MTFP. Budget plans are developed for each of the next three years. Plans were developed to deliver savings of £45m between 2016 and 2019. The latest MTFP extends the plan into 2020.

Key principles to underpin the budget strategy continue to be -

- Intend to raise Council Tax by up to 4% in order to protect, as far as possible, services for the most vulnerable. It is expected that the Council will be able to raise Council Tax by an additional 2%, over the 2% threshold, to shorten the gap in the rising cost of social care.

- Review and determine at what level we provide statutory services.

- Consider the extent to which discretionary services are still affordable.

- Further manage demand, identify need and stop services as necessary.

- Determine the broad capital strategy for the Council to support the delivery of core priorities.

- Work with our Partners to determine the appropriate customer pathways across partner organisations and establish financial savings across the public sector.

- Work with our communities to help them meet their own need and reduce demand on Council finance.

Key budget proposals

This document sets out the Council’s detailed budget proposals for 2017/18 – 2019/20. Service budget strategies and the key budget proposals are outlined by each Directorate in Section 4 of this consultation document.

Pressures - key budget pressures include ....
• supporting demographic growth of young people and adults
• the legislative changes being applied through the Apprenticeship Levy
• pension shortfall liabilities (subject to an actuarial review)
• effect of National Living Wage on contracts, particularly in social care

Savings – key budget savings include ….
• ongoing actions to deliver savings already approved as part of the 2016-19 MTFP
• a review of service delivery models
• the reduction in non-statutory services
• a review of productivity across the workforce

The estimated level of savings required to balance the budget, reported in the budget strategy in November 2016 was approximately £30m over the next three years. Following further consideration, the latest forecast has marginally declined with a saving target of £28m. This includes £15m in 2017/18, £11m in 2018/19 and £2m in 2019/20. The Council’s continued strategy of using reserves to smooth the effect of these cuts has been extended through to 2020, but has retained broadly the same level of reserves applied. This will help ensure the budget can be delivered in a managed way.

Workforce

The savings proposals include a reduction in our staffing numbers. We estimate that the impact for 2017/18 is up to approximately 65 fte. Over the three year period we will continue to look to reduce the overall pay bill of the Council. This will include identifying and implementing further staff efficiencies and productivity measures equating to approximately 3% over a 3 year period. With a significant pay bill and the need to make further savings year on year to balance our budget we cannot rule out a reduction in the overall workforce. The budget includes indicative savings in staff costs of £3.036m across 2018/19 and 2019/20.
Equalities Impact Assessment

We have a duty to provide an Equality Impact Assessment (EIA) to support the budget planning process, in order to understand whether our proposals will have an adverse impact on any particular group of people or could result in direct or indirect discrimination. This EIA follows the guidance drafted by the Equality and Human Rights Commission.

The Council has undertaken a detailed screening process of all pressures and savings proposals identified as part of the budget setting process. This screening focused on both financial and service factors to determine whether specific equality impact assessments were required. For the financial assessment a significance level of over £250,000 has been applied. Any proposals which reach this threshold were considered to require an EIA from a financial perspective. Senior officers also reviewed all proposals, focusing on the qualitative relevance of an EIA for each proposal and identifying those where an EIA was required from a service perspective.

This screening process has allowed the Council to identify key pressures and savings for which an EIA is required. The level of potential risk associated with each proposal has also been considered and all high risk areas will be subject to a specific equalities impact assessment. Lower risk proposals have been considered at a Directorate-wide level. For those service areas requiring a significant review, EIAs for specific proposals are currently being developed as part of the project planning work in each case.

The Council’s Budget EIA Team, comprising members from our Diversity Forums will assess the budget proposals in detail. This review will be undertaken during the consultation process and form part of the Cabinet report in February 2017.

It is recognised that the impact may affect certain groups disproportionately, given the significant scale of savings required and the level of existing budget supporting customers with a high level of need. However, the Council has considered the impact across all service areas and believes that the approach taken is fair in order to reach a balanced position.

To ensure continual review of the impact on vulnerable groups, proposals were challenged and managed during the budget planning process by Cabinet and Chief Officers. There continues to be on-going dialogue with Cabinet Members regarding the impact of any proposed decisions.

Capital Programme

The Council has an indicative three year capital programme for 2017/18 to 2019/20 totalling £193 million. The programme includes significant corporate projects and capital programme needs across services such as Housing, Schools, Highways, Flood Defence and Regeneration. The proposals for how this money will be spent are included in Section 6 of this consultation document.

The capital programme is funded in part through borrowing money and repaying this over a number of years. Revenue funding for the 2017/18 – 2019/20 repayment costs to support the indicative capital programme have been assumed in the Council’s revenue budget.
Risks

There are a number of risks associated with the planned budget which are discussed in detail in the Medium Term Financial Strategy 2017/18 to 2019/20 report which was approved by Cabinet on 9 November 2016.

These risks include the volatility of business rate appeals and the impact this would have on the collection of business rates, the risk of lower than anticipated Revenue Support Grant and the risk of specific grants being reduced or removed. There is also a risk that inflation levels may increase beyond the levels currently anticipated which will continue to be monitored.

An increased level of risk arises as the ability to make savings from Council budgets become tighter. The Council has removed contingency budget, has a reducing level of reserves available to support the budget, and continues to use cash balances to defer the borrowing to support the capital programme. Whilst appropriate judgements, there is greater risk that any changes in circumstances both internally and from external forces could give rise to emergency budget action in future years.

The financial settlement is not expected until late December. As such there is a risk that the assumptions built into this document may change when we receive more information. Any such changes will be built into the final budget.

Consultation

The details contained within this document outline:

- **Section 3**
- **Section 4**
  Directorate commentary, along with details of the proposed savings and pressures
- **Section 5**
  Summary of the Council’s proposed capital programme.

We will also listen to all stakeholder views through public consultation responses and Council Scrutiny Boards, and continue to explore all options during the consultation period, with the aim of identifying any further savings which could be realigned to maintain a balanced budget position in time for the budget report to Council Cabinet in February 2017.

The budget consultation is due to close on Monday 9th January 2017. Please give us your feedback by this date by completing the online form on our Derby Newsroom website. [https://news.derby.gov.uk/](https://news.derby.gov.uk/)


Martyn Marples
Director of Finance & S151 Officer
Section 3

Overall Budget Summaries
Inflation

Inflation has been based on prevailing factors at the current time, taken from a combination of RPI and other relevant statistics. Any inflationary increases over this level will have to be met within directorate budgets. We are pursuing a policy of 'managing out' inflation from contracts where that is possible.

Directorate Pressures and Savings

Full details of directorate pressures and savings are provided in Section 5 of this document. They are mainly driven by demographic and legislative changes.
## Overall Summary by Directorate - Revenue Budget 2017/18

<table>
<thead>
<tr>
<th>SERVICE ACTIVITY</th>
<th>Controllable 2016/17 Base Budget £000's</th>
<th>Budget Changes</th>
<th>Controllable 2017/18 Budget £000's</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>Inflation</td>
<td>Pressures</td>
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<td>People Services</td>
<td>139,697</td>
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<td>Communities and Place</td>
<td>42,912</td>
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<td>Organisation and Governance</td>
<td>40,778</td>
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<td><strong>Total Directorate Budgets</strong></td>
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<td>From corporate reserves</td>
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<td><strong>Funded By:</strong></td>
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<td>Retained Business Rates</td>
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<td>Business Rates Top Up Grant</td>
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<td>Revenue Support Grant</td>
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<tr>
<td>Collection fund (surplus)/deficit</td>
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<tr>
<td>Income raised from Council Tax</td>
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<tr>
<td>Other Specific Grants</td>
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<tr>
<td><strong>TOTAL RESOURCES</strong></td>
<td><strong>(219,225)</strong></td>
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## Overall Summary by Directorate - Revenue Budget 2018/19

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<td>Savings £000's</td>
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<td>4,311</td>
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| Less transfer (from) / to reserves: | From corporate reserves (5,240) |   |   | (452) |

| NET BUDGET REQUIREMENT             | 214,500                   |   |   | 214,855 |

| Funded By:                         | (46,370)                  |   |   | (47,976) |
| Retained Business Rates            | (13,531)                  |   |   | (13,930) |
| Business Rates Top Up Grant        | (25,203)                  |   |   | (18,898) |
| Revenue Support Grant              | (382)                     |   |   | 0 |
| Collection fund (surplus)/deficit  | (85,601)                  |   |   | (89,819) |
| Income raised from Council Tax     | (43,413)                  |   |   | (44,232) |
| Other Specific Grants              | (214,500)                 |   |   | (214,855) |
| TOTAL RESOURCES                    |                           |   |   |        |
## Overall Summary by Directorate - Revenue Budget 2019/20

<table>
<thead>
<tr>
<th>SERVICE ACTIVITY</th>
<th>Controllable 2018/19 Base Budget £000's</th>
<th>Budget Changes £000's</th>
<th>Controllable 2019/20 Budget £000's</th>
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<td>Organisation and Governance</td>
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<tr>
<td>From corporate reserves</td>
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<tr>
<td>NET BUDGET REQUIREMENT</td>
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### Funded By:

- Retained Business Rates: (47,976) (49,756)
- Business Rates Top Up Grant: (13,930) (14,375)
- Revenue Support Grant: (18,898) (12,524)
- Income raised from Council Tax: (89,819) (94,237)
- Other Specific Grants: (44,232) (47,328)

### TOTAL RESOURCES:

(214,855) (218,220)
Section 4

Detailed Proposals by Directorate
Navigating the Directorate Tables and Supporting Narratives

The following Directorate tables for People Services, Communities & Place and Organisation & Governance show:

- The level of savings which were approved in the 2016-19 three year budget by Council on 3rd February 2016. These continue to be delivered as planned.

- Detailed narratives are provided for:
  
  (a) Previously approved savings which will now be delivered in a different year, either earlier or later. The narratives explain the changes.

  (b) New savings which are formally for consultation, with supporting narratives and

  (c) All pressures – recalculated and presented with supporting narratives for consultation.
Section 4a

People Services
People Services Directorate

Introduction

The People Services Directorate was formed on 1st September 2015 and brings together Children and Young People Services and Adults and Public Health. The Directorate is a significant and complex service area for the Council, providing mainly statutory services to the people of Derby. The services include covering the provision of education and learning in Derby schools (and sometimes outside of Derby where specialist provision is required), specialist support including services to looked after children and care leavers, special educational needs and disabled children services, safeguarding of the most vulnerable children and adults and the associated regulatory duties.

Adult social care offers support services to vulnerable adults as well as information and advice about social care to the general public more broadly and to people who fund their own support. Specifically, adult social care supports older people as the single largest group of individuals and also adults of working age with physical and mental health services. Public Health commission a range of services including most sexual health services and services aimed at reducing drug and alcohol misuse.

The overall aim of the Directorate is to:

- Ensure that children achieve their full potential in school
- Safeguard vulnerable children and adults at risk of harm
- To provide information and advice that enables people to make positive choices about their own well being and avoid the need for statutory support
- Provide time limited interventions to help people through a crisis and recover their independence
- To empower people with long term care needs to exercise choice and control over their support to maximise their independence and enhance their quality of life.
- The assessment and monitoring of the health of communities and populations to identify health problems and priorities
- The formulation of public policies designed to solve identified local health problems and priorities
- To assure that all populations have access to appropriate and cost effective care, including health promotion and disease prevention services
- To work in partnership and co operate with other organisations and bodies to achieve positive outcomes for children and adults.
The Directorate faces significant challenges within the current Medium Term Financial Plan; national reductions in local government funding in the context of increasing demographic demands on services. The most significant pressures are:

- An aging adult population where costs of adult social care continue to rise. The population profile of Derby City is changing with the overall population growth between 2015 and 2018 predicted to be 2.2%. Indeed, one quarter of the adult population of Derby will be aged 65 or over by the year 2030.
- The implementation of the Children and Families Act and the Care Act are the significant pieces of new legislation in our sector. This legislation modernises multiple statutes covering the Council's duties for supporting the wellbeing and social care needs of the citizens of Derby. We are moving into a new era in our thinking on how to best meet wellbeing and social care needs of our citizens, underpinned by the new legislation. The new requirements present the biggest challenge to People Services than any other in recent times.
- Unaccompanied asylum seeking children and their dispersal
- National recruitment and retention issues of the social care workforce
- The implications of moving to a fully academised education system and the associated reductions in funding for Council,

Transformation

The Directorate is currently in the midst of a Council wide transformation programme; looking at delivering substantial efficiencies by reviewing the way that it delivers services. The Directorate is transforming its front line services which will focus on integration and early intervention; ensuring services are as efficient as possible with a focus on early support where needed.

The Directorate’s “customer journey” model is in place and it places an emphasis on:

- Giving good advice and information upfront so people with social care, health or housing needs, whether self-funded or state supported, can make informed decisions about the choices available to them.
- Promoting people's well-being through programmes that address smoking, obesity and excess drinking.
- Making increasing use of new technology to promote access to information, keep people safe, support people to manage their long term condition better and help our staff make more efficient use of their time.
- Making the most of people's own natural support networks and helping them build networks if they do not naturally have them.
- Developing and supporting communities to be strong and more resilient.
- Supporting people into work or closer to the world of work if that is their aspiration.
• Prevention, enablement and rehabilitation – giving people the skills to live as independently as possible and/or getting back on their feet as soon as possible after a crisis; preventing homelessness by early intervention.

• Promoting personal budgets as the mechanism by which people will access their long term care and support.

• Supporting carers and recognising carers have support needs in their own right.

• Working in partnership with residents, community groups, the faith sector, other public sector organisation and businesses to achieve the above.

Service Priorities and Efficiency Savings.

The Council is keen to protect services for the most vulnerable adults, children and their families and takes its safeguarding and corporate parenting responsibilities very seriously (where children are placed in the care of the Council).

Our approach to managing budget pressures and the need for savings is to:

(i) Continue to invest in prevention, early intervention and enablement

(ii) Reviewing decision-making to promote independence

(iii) Sustain service levels by changing models of service

(iv) Use effective procurement

(v) Restructuring service functions and maximise integration with other agencies where we believe it is the right thing to do.

Revisions to savings previously consulted on

A £500,000 saving identified in the 2016/17 Medium Term Financial Plan to be delivered in 2017/18 by reviewing the commissioning function of the Directorate is no longer feasible and an alternative saving has been put forward to replace this in the new savings section.

£139,000 of the 2018/19 saving relating to the integration of 0-19 Integrated Public Health Nursing Service is no longer forecast to be achieved. This contract has already delivered significant efficiencies of circa £0.9 million.

Equalities Impact

Equality and diversity are very important to the Directorate. It is a people-orientated service providing core services to vulnerable, older and disabled but also touching the lives of many people in the city from diverse communities with varied lifestyles. This means we try to do our best to make sure people are treated fairly and given equal opportunities. We value the cultural diversity of all Derby people as this adds richness to our city, of which we are rightly very proud.
Everyone has different needs and equality is about meeting these different needs by treating all who live in our city as individuals, who deserve to be treated fairly but also with dignity and respect. Clearly the services we provide impact on many people in our city. We are mindful that our budget and saving proposals are not detrimental to any single group of individuals. Some of the savings proposals will be supported by a specific equalities impact assessment at point of decision.
# PEOPLE SERVICES BUDGET 2017/18 TO 2019/20

<table>
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<th>£000's</th>
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<tbody>
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<td><strong>(c) TOTAL PEOPLE SERVICES PRESSURES</strong></td>
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(a) Previously approved savings delivered in different year

**Public Health** - A saving of (£111,000) integration of 0-19 Integrated Public Health Nursing Service brought forward from 2018/19 and delivered through efficiencies in other contract areas in 2017/18. (£89,000) efficiencies from the retendering of the Sexual Health Contract have been brought forward from 2018/19 to 2017/18.

(b) New Savings

**Adults Services** - Developing community and individual resilience through a community led support programme will lead to a saving of (£604,000), with (£104,000) of this saving forecast to be achieved in 2017/18 and (£500,000) in 2018/19.

**Adults Day Services** - A review of how day services to adults are delivered will produce a saving of (£500,000).

**Education Services Grant** - A saving of (£800,000) has been identified as a result of service reductions following a move to a fully academised education system. These services were formerly funded from the Education Services Grant which ceases from September 2017.

**Contract Review** - The multisystemic therapy service contract has now ended and the subsequent review of the service model will deliver efficiencies of (£100,000) in 2017/18.

(c) Pressures

**Better Care Fund** - A pressure of £225,000 is required for the pass porting of the Better Care Fund for Mental Health enablement in 2017/18.

**DSG Funding** - A pressure totalling £1,400,000 is also required due to the reduction of the historic DSG contribution to council services; the impact of this is forecast to be £400,000 in 2017/18 and £1,000,000 in 2018/19.
**Adult Social Care** - Pressures have been identified in Adult Social Care as a result of population growth of £2,631,000 in 2017/18.

**Care Act** - Forecast pressures due to the continuation of the Care Act and demographic pressures for social care of £982,000 in 2017/18, £391,000 in 2018/19 and £576,000 in 2019/20.

**Commissioned Care** - The proposed budget includes pressures on commissioned care contracts; these have been identified as £1,520,000 in 2017/18, £1,609,000 in 2018/19 and £1,699,000 in 2019/20.

**Independent Living Fund** - Revision of Independent Living Fund budgets to match the revised forecast grant of (£59,000) in 2017/18, (£27,000) in 2018/19 and £26,000 in 2019/20.
Budget Consultation 2017/18 – 2019/20

Section 4b

Communities and Place
Communities and Place Directorate

Introduction

The Communities and Place directorate includes a wide range of diverse services that contribute to the quality of life for all residents within the city. The directorate has responsibility for strategic plans covering Planning, Transport, Housing, Highways, Health and Safety and Waste Management, but also provides direct services in Leisure, Arts, Culture, Libraries, Waste Collection, Street Cleansing, Grounds Maintenance, Highway Maintenance, Community and Regulatory services, and works closely with Derby Homes, the Councils arms-length housing management organisation, delivering our housing management responsibilities.

The total net controllable budget for the directorate in 2016/17 is £42.912m. This budget is derived from a number of sources including specific grants such as the Local Transport Plan (LTP), funding from the Public Health budget in leisure and environmental services and some elements of Arts Council funding within Arts and Culture.

If the current approved budget and the new proposals for the next three years are approved then the directorate will be looking to achieve £3.721m of savings in 2017/18.

Creating a balanced budget

In developing the 2017/18 to 2019/20 proposals, the directorate has reviewed the previously approved savings, considering whether they are still achievable, and whether there are any where the saving should come forward or be put back in relation to its deliverability. These changes are set out later in the document.

Members have indicated two priority areas as part of the future budget, the provision of funding to deliver a new swimming pool and the reassessment of services that contribute to the street scene and community safety, including street cleansing, environmental enforcement, minimising weeds, grass cutting highway verges and parks, community safety, cohesion and integration services. To reflect these priorities a range of changes are proposed to the already approved budget, with some additional funding being identified too.

In other areas the directorate is continuing to prioritise areas of statutory responsibility, and consider what really are the statutory minimum requirements. In doing so we have continued to ensure that efficiency is maximised, bureaucracy is removed and frontline services are protected as far as possible.

Further work will also be carried on to look at different ways of delivering services, looking at the commercialisation of more areas of our work to generate surpluses. We are also starting a project to establish a crowd funding website, where we are aiming to work closely with the voluntary and private sector to maximise the benefits of this type of fund raising for our communities.

We also continue to work at a regional and sub-level with the public sector and other local authorities in particular. The development of the Derby-Nottingham Metro Strategy is leading
us to identify a whole range of opportunities to deliver services in a different way, looking to bring benefits to the Council’s themselves as well as the local communities.

**New fees and charges**

The budget proposals include new revenue opportunities around fees and charges which will be set having regard to market rates.

**Budget Prioritisation**

As in all budget processes, prioritisation is a key requirement. Within Communities and Place this prioritisation reflects the need to deliver statutory services and also seeks to protect frontline services as far as possible. Services continue to develop and minimise costs through increased efficiency and transformation.

**Impact Assessments**

The Communities and Place directorate provides key services to all sections of the community, underpinning the quality of life and place that people enjoy. In many cases the services are provided universally and therefore any proposed changes must ensure that we take account of any impacts that could affect vulnerable, older, or disabled people, our diverse communities and children and young people in the city. This means that the Council will ensure people are treated fairly and given equal opportunities, and that where there is a potential for a group that might be subject to a greater impact than the general population, then changes are made to remove or mitigate this impact.

In addition to the above, where required the savings proposals will be supported by a specific equalities impact assessment as decisions to implement are taken.

Under Section 17 of the Crime and Disorder Act 1998, the Council has a legal duty to do all that it reasonably can to reduce crime and disorder in the local area and improve people’s quality of life and place as a result. The purpose of the duty is to give a focus to how decisions on the planning and delivery of Council’s core services can make a significant difference for the crime and disorder reduction agenda, including anti-social behaviour, substance misuse, and behaviour adversely affecting the environment.

The Council will undertake a detailed review of all budget savings proposals to identify any which may have an impact under Section 17 of the Crime and Disorder Act 1998.

**Revisions to savings previously consulted on**

Members have recognised the substantial impact that the reduced funding for Streetpride and Environmental Enforcement services has had on the street scene in Derby. Also this would deteriorate further following the savings approved last year which included reductions in the community safety, cohesion and integration and the parks service. This budget proposes to develop a Charter which looks to deliver improvements to street cleansing, grass cutting on highways, weed spraying and enhancements to our environmental enforcement teams to improve our streets. The budget also looks to maintain funding to ensure we are able to work with communities on the community safety, cohesion and integration agenda as well as having well managed and accessible parks, available to all. The impact on the budget
is that previously agreed savings have been removed in 2017/18 £227,000 and 2018/19 £900,000 as well as identifying additional funding of £627,000 across a range of services.

A reassessment of the minimum statutory provision around Housing Options and homelessness services has resulted in an unachievable saving of £142,000 in 2017/18.

The school crossing patrol saving of £100,000 in 2017/18 is no longer considered achievable. This has been replaced by a proposal included in new savings.

**Summary**

The Communities and Place budget as proposed will ensure that minimum statutory service levels are maintained by continuing to focus savings on back office costs, efficiency and discretionary services; we will ensure that those services that continue will support the quality of life for all in Derby. We are continuing to explore alternative delivery models for key discretionary services, where we believe that there is a way to deliver the services in different ways that do not rely on long term Council revenue funding.
### COMMUNITIES AND PLACE BUDGET 2017/18 TO 2019/20

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<td>(c) COMMUNITIES &amp; PLACE PRESSURES</td>
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</table>

(a) Previously approved savings delivered in different year

**Economic Development and Regeneration services** - The new proposal is to bring forward the 2018/19 savings by a year. We would start to manage the costs and income in these areas through the establishment of a Strategic Regeneration Fund where a range of external and fee income will be used to create a revolving fund to cover the core service and to ensure the delivery of economic development and regeneration initiatives for the future. This will add a further (£89,000) and (£296,000) of revenue savings into 2017/18 but reduce the savings available in 2018/19.

**Leisure, Culture and Tourism** - The Council is in the process of reviewing the opportunities for delivering a range of services and activity in a different way, with the aim of finding a way to carry on delivering leisure, culture and tourism services, but at nil cost to the authority. However the Council does acknowledge that implementing significant changes to such a broad range of service activity areas will be challenging and therefore this budget looks to deliver the savings over a longer time period. It proposes reducing the saving in 2017/18 by £125,000 and 2018/19 by £821,000 resulting in an overall saving of around half of the original proposal by 2018/19. In future years savings in Leisure, Culture and Tourism will profiled as (£521,000) in 2019/20 and (£500,000) in 2020/21. It is anticipated that this will make the delivery of an alternative model, with nil subsidy going forward an achievable prospect; this includes taking a more commercial approach to service provision.

(b) New Savings

**Parking and CCTV enforcement** - The Council has included in the budget proposals an additional income target of (£309,000) in 2017/18. This will include an extension of parking charge areas and CCTV enforcement areas, as well as increases in existing parking charges across the city.
**Education Services Grant** - A review of services previously funded from the Education Services Grant (ESG) could result in a saving of (£200,000) in 2017/18. These services can potentially be reduced to compensate for loss of ESG following movement to full academisation.

**Concessionary Fares** - The Council is currently consulting on the removal of the use of the national concessionary fares scheme on the Red Arrow and X38 public transport services. It is anticipated that the resulting saving will be sufficient to replace the earlier proposal to remove school crossing patrols across the city. In the proposed MTFP the school crossing patrol saving of (£100,000) in 2017/18 is therefore replaced.

**Street scene initiative** - In the medium term the Council is looking to reinvest in street scene services, however in the longer term the Council will investigate efficiencies and alternative delivery mechanisms to reduce costs of approximately (£750,000) in 2019/20.

(c) **Pressures**

**Waste disposal costs** – this pressure is a relatively small variation to the overall costs of disposal of waste within the city. Whilst we were aware that there would be a change in the costs from 1 April 2017 it is only recently that we have received the estimate figures. A £241,000 pressure has been included in the budget documentation to cover the change.

**Property Maintenance** – in previous years the vast majority of property maintenance projects have been funded from capital. In assessing the future programme a significant proportion of the projects are considered to be revenue expenditure rather than capital. The budget proposes the setting up of a £500,000 ongoing revenue budget from 2018/19 to take into account the revision. Projects affected in 2017/18 will be considered and reviewed on a case by case basis.

**NNDR on the Arena** – the final valuation of the rates payable on the Arena was confirmed by the valuation office in the March of 2016 at a figure of £621,000. This is £200,000 more than the budget that has been set aside for that purpose, and therefore it is proposed to fund the pressure from 2017/18 onwards, until such time as the alternative delivery model for leisure services has been determined. At this point the projection is that these services will be self-financing.

**Street scene initiative** - In addition to the changes to original street scene savings a pressure of £477,000 has been included in 2017/18. The budget also includes a further pressure of £150,000 to address environmental protection issues such as fly tipping.

**Leisure Services** - A £400,000 pressure has been included in 2019/20 for the anticipated revenue subsidy for the new swimming pool, the detail of which is still being established. It is anticipated that this will be an initial subsidy, with a long term expectation of moving towards a nil subsidy position.
Budget Consultation 2017/18 – 2019/20

Section 4c

Organisation and Governance
Organisation & Governance Directorate

Introduction

The Organisation & Governance Directorate is managed by the Chief Executive with a focus on ensuring robust corporate governance arrangements for the Council.

The Directorate manages:

- Frontline Services - Revenues, Benefit and Customer Services
- Finance, Procurement and Exchequer services
- HR, Legal, Democratic, Governance & Risk and Audit services
- Strategic services including communications and performance
- Information Services including the Council's digital strategy
- Business Support and Facilities Management
- Treasury management – debt and investments

The net budget for the Directorate for 2017/18 is £36.580m, some of which are fixed costs.

Balancing the budget

The services within this Directorate have made significant savings since 2010 as part of the council’s one Derby transformation programme and subsequent Delivering Differently programme. Further service savings will be delivered through service redesign, such as the continued Information Services (IS) review, treasury management review and staffing efficiencies.

Derby City Council set a three year budget in 2016/17. For budget planning purposes the Directorate has reviewed these assumptions and established further savings options required to balance the MTFP over the next three years.

In the medium term the Directorate will need to reconfigure to meet the demands it faces but within the level of resources it will have at its disposal. A number of alternative service delivery models are being explored.

Summary and Equality Impact Assessment (EIA)

It is important that whilst delivering the required savings, the Directorate ensures that the statutory, legal and core priority responsibilities are maintained. In addition, the Directorate is key to supporting the Council wide delivery of savings through the HR,
Customer Services, ICT, Legal and Democratic Services and Finance and Procurement Departments.

Although a number of the budget changes are significant in value it is not believed that any of the detailed budget changes or combination of proposals require an equality impact assessment as they do not affect any particular group in a disproportionate way.
ORGANISATION AND GOVERNANCE BUDGET 2017/18 TO 2019/20

<table>
<thead>
<tr>
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<th>£000’s</th>
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<td>2017/18</td>
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<td>(c) ORGANISATION &amp; GOVERNANCE Pressures</td>
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</tbody>
</table>

(b) New Savings

**Treasury Management** - The continued review of the treasury management functions including revising the policy for setting aside sums for the repayment of debt (MRP) and rescheduling debt has resulted in a saving of (£818,000) over the next three years. An initial saving on (£3,182,000) is forecast in 2017/18 and as this saving reduces, pressures of £1,808,000 in 2018/19 and £595,000 in 2019/20 will arise. The treasury function will continue to be regularly reviewed and opportunities identified to maximise savings to the Council.

**Housing Benefits** - The potential for a one off saving of (£500,000) has been identified in 2017/18 through identification of eligible Housing Benefit Overpayments. This will be reviewed annually but currently the expectation is a saving of (£500,000) in 2017/18, reducing to £250,000 in 2018/19 and £0 in 2019/20 as the saving reduces.

**Pension Deficit** - A review of the historic pension deficit has resulted in the identification of a (£250,000) saving in 2017/18, which will result in an appropriate contribution from the Housing Revenue Account.

**Welfare Reform** - Reserves funding for Welfare Reforms have been identified and a review of contributions from the government for Discretionary Housing Payments has resulted in the identification of a potential (£166,000) base budget saving in 2017/2018.

**Organisation Wide** - The Council has a significant revenue budget staff cost bill in the region of £100m per year. Unless the financial position of the Council improves, consideration will need to be given to savings from the pay bill. Further staff efficiencies and a review of productivity, along with a reduction in numbers could result in savings of (£1,036,000) in 2018/19 and (£2,000,000) in 2019/20. The cost of increments will have to be absorbed within existing service budgets.
(ci) Pressures

**Accountancy** - A pressure of £250,000 is required for increased resilience, to enhance our governance arrangements and deliver the improvements in financial assurance to the Council and our external auditors.

**Insurance** - A pressure of £513,000 is required to fund increased Insurance Premium costs and Public Liability cost in 2018/19 as a result of market forces.

(cii) Organisation Wide Pressures

**Apprentice Levy** - The introduction of the Apprentice Levy by the government could result in further pressures over the next two years of £455,000 in 2017/18 and £325,000 in 2018/19. This will be reviewed as more detail of the scheme proposals becomes available.

**Local Government Pension Scheme** - The Local Government Pension Scheme, of which the Council is a member, is subject to a Triennial review, the result of which will have a financial impact from 2017/18. The results of the review are not yet know but an increase in employer contributions is anticipated at an extra cost of £1,000,000.

**National Living Wage** - The projected increase in the National Living wage will overtake the Council’s lowest grade in 2019/20. This results in a pressure of £61,000.
Bud get Consultation 2017/18 – 2019/20

Section 5

Capital Programme Proposals
Capital Programme Consultation

The Council has developed a three year indicative capital programme totalling £193m for the years 2017/18 to 2019/20. The programme is mainly funded through Council borrowing and government grants. An element of borrowing repayment costs associated with the indicative programme is included within the revenue budget.

The capital programme addresses such issues as:

- Improvement of council houses
- Improvement and development of the authorities highways and infrastructure assets
- Improvement and refurbishment of council offices
- Improvement and refurbishment of parks play areas and libraries
- Improvement and upkeep of schools
- Various regeneration initiatives
- Flood defence measures

The indicative capital programme includes new schemes which are listed below for consultation and include the following:

- Additional school places and capacity
- A new swimming Pool
- ICT requirements

The funding for these schemes is mainly anticipated government grants, external contributions and some corporate borrowing for the pool. Funding has been included in the revenue budget to support this borrowing requirement.

In addition to the indicative funded programme further unfunded pressures have been identified for 2018/19 and 2019/20 as follows:

- £5,098,000 required for planned maintenance and improvements of Council buildings
- £500,000 required for local flood alleviation measures
- £1,500,000 required ICT hardware stabilisation

The programme will be further challenged before it is finalised to try and reduce it to no additional borrowing other than the new pool in line with the capital strategy. Any unfunded element of the proposed programme will only be added to the funded capital programme once funding is identified and any further necessary approvals achieved.
## Summary Programme 2017/18 - 2019/20

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<th>2018/19 Revised £000</th>
<th>2019/20 original £000</th>
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New Funded Capital Schemes Proposed

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<tr>
<td>Regeneration</td>
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<td>Regeneration</td>
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<tr>
<td>HRA</td>
<td>Various Council Dwelling improvements</td>
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<tr>
<td>HRA</td>
<td>New Build Housing</td>
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<td><strong>Total New Schemes</strong></td>
<td><strong>2,293</strong></td>
<td><strong>10,923</strong></td>
<td><strong>35,682</strong></td>
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## Schemes and Part Schemes Not Funded

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<tr>
<th>Strategy Area</th>
<th>Scheme</th>
<th>2017/18 Revised £000</th>
<th>2018/19 Revised £000</th>
<th>2019/20 original £000</th>
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<tr>
<td>Property Improvement</td>
<td>Major Maintenance (£500k+)</td>
<td>-</td>
<td>850</td>
<td>2,000</td>
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<td>Property Maintenance</td>
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<td>Boundary Improvements</td>
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<td>Fire Precaution Works</td>
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<td>Property Maintenance</td>
<td>Replacement Windows</td>
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<td>Property Maintenance</td>
<td>Boiler Replacements</td>
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<td>Property Maintenance</td>
<td>Electrical Rewiring</td>
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<td>External Areas</td>
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<td>Property Maintenance</td>
<td>Lift Replacement Projects</td>
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<td>Property Maintenance</td>
<td>Preliminary Design work for future years</td>
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<td><strong>Total Property not funded</strong></td>
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<td><strong>Total ICT Not funded</strong></td>
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<td>Flood Defence</td>
<td>Local flood alleviation scheme</td>
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<td><strong>Total Schemes submitted not funded if no new borrowing</strong></td>
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<td>2,811</td>
<td>4,287</td>
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For more information please view our consultation pages by visiting:

https://news.derby.gov.uk/