



Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: WEDNESDAY, 8 JULY 2026

TIME: 5:30 pm

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

Members of the Committee

Councillor Joel (Chair)

Councillor Dave (Vice-Chair)

Councillors Batool, Halford, Kitterick, March, O'Neill, Osman, Porter, Rae Bhatia, Waddington and Zaman

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

For Monitoring Officer

Officer contacts:

Katie Jordan (Governance Services) katie.jordan@leicester.gov.uk and Julie Bryant (Governance Services) Julie.bryant@leicester.gov.uk or E-mail: Governance@leicester.gov.uk Address: Leicester City Council, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

Further information

If you have any queries about any of the above or the business to be discussed, please contact: Katie Jordan or Julie Bryant, Governance Services on Katie.jordan@leicester.gov.uk or Julie.bryant@leicester.gov.uk. Alternatively, email governance@leicester.gov.uk, or call in at City Hall.

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

PUBLIC SESSION

AGENDA

NOTE:

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1. WELCOME AND APOLOGIES FOR ABSENCE

To issue a welcome to those present, and to confirm if there are any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF THE PREVIOUS MEETING

[Appendix A](#)

The minutes of the meeting of the Overview Select Committee held on Wednesday 18th March have been circulated, and Members will be asked to confirm them as a correct record.

4. MEMBERSHIP OF THE COMMITTEE 2026/27

Members will be asked to note the membership of the committee for 2026/27 as follows:

CHAIR

Councillor Ashiedu Joel

VICE CHAIR

Councillor Bhupen Dave

Councillor Melissa March

Councillor Misbah Batool

Councillor Sue Waddington
Councillor Elaine Halford
Councillor Syed Zaman
Councillor Molly O'Neil
Councillor Hemant Rae Bhatia
Councillor Abdul Osman
Councillor Nigel Porter
Councillor Patrick Kitterick

5. DATES OF MEETINGS OF THE COMMITTEE 2026/27

Members will be asked to note the meeting dates of the committee for 2026/27 as follows:

8th July 2026
9th September 2026
2nd December 2026
11th February 2027
17th March 2027

6. TERMS OF REFERENCE

The Committee will be asked to note the Terms of Reference. [Appendix B](#)

7. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

8. QUESTIONS, REPRESENTATION AND STATEMENTS OF CASE

The Monitoring Officer to report on the receipt of any questions, representations and statements of case submitted in accordance with the Council's procedures.

The Monitoring Officer reported that four questions have been received:

1. Stephen Ashley to ask: Whilst we welcome the opportunity to bid for capital funding, we are disappointed that we are simultaneously required to compete for revenue funding at a significantly reduced level.

The Councils previous funding arrangements ended in April, leaving the Playgrounds operating in a period of uncertainty whilst awaiting the outcome of a competitive process, that even at its maximum level, provides only a portion of previous funding. During this period, organisations have been expected to continue to deliver essential services, retain experienced staff and reassure children and their families about their future.

The Council has previously explained that the reductions in support were driven by constraints of the local government funding settlement. Given that the funding from Central Government has since improved, what consideration has been given to providing greater revenue support during the transition period to help safeguard these services and reduce uncertainty for the children, families, staff and trustees, who rely upon them?

On behalf of Braunstone, Highfields, New Parks, St Andrews and Woodgate Adventure Playgrounds

2. Kevin Sherriff to ask: Could the committee explain the rationale for funding pop up playschemes, which have limited indoor/outdoor space and modest user capacity, through HAF and overlooking a full time, open access, children's adventure playground with experienced staff, extensive outdoor play provision, and a dedicated play building which attracts c120 children per day.

The adventure playground is a trusted community service and is especially reliant on voluntary funding (like HAF) to provide holiday playschemes. It has been supporting local children and families for over 50 years including a well-established service offering nutritious food to all users free of charge.

3. Kevin Sherriff to ask: Could colleagues also more clearly explain why HAP was asked and encouraged to apply for HAF funding by officers who recognised HAP's community standing, user reach and quality of service and at a time when HAF targets were reportedly not being sufficiently met.
4. Kevin Sherrif to ask: In the interests of transparency and more clearly understanding the funding criteria, decision making process and roles, is it possible to see the assessment criteria and scoring system used, including HAP's assessment and score and confirmation of the formal grant decision making process and those lead officers/members responsible for decision making.

9. CHAIR'S ANNOUNCEMENTS

The Chair is invited to make any announcements as they see fit.

10. PETITIONS

The Monitoring Officer to report on any petitions received.

11. TRACKING OF PETITIONS - MONITORING REPORT [Appendix C](#)

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current

outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

12. QUESTIONS FOR THE CITY MAYOR

The City Mayor will answer questions raised by members of the Overview Select Committee on issues not covered elsewhere on the agenda.

13. CRISIS AND RESILIENCE FUND [Appendix D](#)

The Director of Finance submits a report providing an overview of the Crisis and Resilience Fund (CRF) that replaces the Household Support Fund (HSF).

14. EXECUTIVE DECISION- REVENUE BUDGET MONITORING OUTTURN 2025/26 [Appendix E](#)

The Director of Finance submits the final report in the monitoring cycle for 2025/26 and reports performance against budget for the year.

15. EXECUTIVE DECISION - CAPITAL BUDGET MONITORING OUTTURN 2025/26 [Appendix F](#)

The Director of Finance submits a report presenting the position of the capital programme for 2025/26 as at the end of March 2026.

16. INCOME COLLECTION OUTTURN 2025/26 [Appendix G](#)

The Director of Finance submits a report detailing progress made in collecting debts raised by the Council during the year 2025-26, together with debts outstanding and brought forward from the previous year. It also sets out details of debts written off under delegated authority that have not been possible to collect at reasonable effort and expense.

17. REVIEW OF TREASURY MANAGEMENT ACTIVITIES 2025/26 [Appendix H](#)

The Director of Finance submits a report reviewing how the Council conducted its borrowing and investments during 2025/26.

18. SCRUTINY ANNUAL REPORT 2025-26 [Appendix I](#)

The City Barrister and Head of Standards submits a report providing a summary of the Scrutiny Annual Report 2025-26.

19. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

Appendix J

The current work programme for the Committee is attached. The Committee is asked to consider this and make comments and/or amendments as it considers necessary.

20. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
OVERVIEW SELECT COMMITTEE

Held: WEDNESDAY, 18 MARCH 2026 at 5:30 pm

P R E S E N T :

Councillor Joel (Chair)

Councillor Batool
Councillor Chauhan
Councillor Dave

Councillor Kitterick
Councillor March
Councillor O'Neill

Councillor Porter
Councillor Waddington
Councillor Zaman

Also present:

Sir Peter Soulsby - City Mayor
Councillor Pickering (Virtual)
Young People's Council Representative - Aaliya Bhayani

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211. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed those present. Apologies for absence were received from Cllr Osman and Cllr Bhatia. Cllr Chauhan attended as substitute.

212. DECLARATIONS OF INTEREST

Members were asked to disclose any pecuniary or other interests they may have in the business on the agenda. There were no declarations of interest made.

213. MINUTES OF THE PREVIOUS MEETING

Cllr Porter updated the Committee on the outcome of his Freedom of Information request in relation to the X Ltd case. It was stated that the required information had not been received and a complaint had been submitted to the Information Commissioner.

An update was provided on the call in of the executive decision relating to the Mr X case. The Council had recently announced that it had reversed its original decision and would pay the compensation.

AGREED:

- That the minutes of the previous meeting held on 2nd February 2026 be confirmed as a correct record.

214. CHAIR'S ANNOUNCEMENTS

The Chair informed the Committee that there would be a 15 minute break at 6.15pm to allow Members who were fasting to break their fast.

215. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Chair noted that members had been updated via email on progress on previous actions from the meeting on 2nd February. No queries were made in respect of progress on actions agreed at the previous meeting.

216. QUESTIONS, REPRESENTATION AND STATEMENTS OF CASE

The Monitoring Officer reported that no questions, representations and statements of case had been submitted in accordance with the Council's procedures.

217. PETITIONS

The Monitoring Officer reported that no petitions had been received.

218. TRACKING OF PETITIONS - MONITORING REPORT

The Monitoring Officer submitted a report which provided an update on the status of outstanding petitions against the Council's target of providing a formal response within three months of being referred to the Divisional Director. The following was noted:

Cllr Waddington stated that she had received a large number of petition proformas to sign off, with an increasing number relating to residents' parking zones across the city. It was noted that there were a significant number of areas awaiting consideration for parking schemes and that the process was staff intensive prior to completion.

The City Mayor explained that when the schemes were first introduced there had been resistance, however this had now changed significantly, with a growing number of residents requesting them. He had asked officers to provide an understanding of the timescales involved, how long residents were waiting, and whether additional resources were required. He confirmed that he would be supportive of additional resources if needed to meet demand on a cost neutral basis and would follow this up and update the Committee.

Cllr Dave explained that at the previous 3 meetings he had requested an update on the Oakland Avenue petition, as he was being contacted by residents in his ward and had been unable to provide them with an update.

Cllr Kitterick outlined the process he had experienced in his Ward with Resident Parking Schemes.

The Governance Officer explained that there had been updates to the monitoring sheet since publication. It was noted that Gopsall Street and residents' parking at Dixon Drive had both now been completed.

The process for engagement with ward councillors throughout the petition process was explained to the Committee. It was noted that ward councillors were consulted from the beginning of the process and that Governance Services advised the lead director to continue to update ward councillors throughout the process.

AGREED:

1. That the status of the outstanding petitions be noted, and to remove those petitions marked 'Petition Complete' Ref: from the report.
2. Officers to follow up on the Oakland Avenue petition and provide an update to Cllr Dave

219. QUESTIONS FOR THE CITY MAYOR

The Chair invited Members to raise questions for the City Mayor.

The Chair accepted questions to be asked to the City Mayor.

Cllr Waddington asked a question relating to capital allocations, particularly in relation to adventure playgrounds. It was noted that these projects were not quick or easy to deliver and sought an indication of when funding would be allocated and spent.

The City Mayor replied that:

- He had written to all adventure playgrounds requesting an update on their current position and future plans.
- Most were expected to provide a way forward by the following week.
- A template had been developed to assess the requests received, with further detailed consideration to follow.

The City Mayor replied that:

- He welcomed the support for the museum and recognised it as an important asset.
- Consideration was being given to how the museum could reflect modern interpretation and responsibilities.
- Whilst it would remain open, the adjusted hours reflected current usage levels.

Cllr Zaman added that:

- Officers had reviewed options for additional opening during school holidays.
- It would not be possible to extend opening for the Easter period, however additional days were being considered for half term, summer and autumn holidays.

Cllr Chauhan asked a question regarding the Local Plan and whether amendments could be made prior to consideration at Full Council, particularly in relation to housing figures.

The City Mayor replied that:

- He would not want to revisit earlier stages of the process at this point.
- The matter would be noted, however the process had reached a stage where changes could not be made.

Cllr Chauhan clarified that:

- The question had been raised previously during a presentation by Cllr Osman.
- Once approved and submitted to Full Council, amendments could not be made.

The Chair noted that this was not a decision within the remit of the City Mayor.

AGREED:

That the responses be noted, with any further responses to be provided outside of the meeting.

220. REVENUE BUDGET MONITORING APRIL DECEMBER 2025/26

The Director of Finance submitted a report which was the third in the monitoring cycle for 2025/26 and updated the forecasts presented to the Committee in September 2025. The overall forecast spend was £432.7m against the current approved budget of £436.5m, representing a net underspend of £3.7m. The report was taken as read.

Members were invited to ask questions and make comments.

- It was noted that the reported underspend of £3.7m was largely attributable to vacancies, with concerns raised that this masked underlying pressures in other departments.
- Concerns were raised regarding expenditure within Housing Services, particularly in relation to temporary accommodation and homelessness, and it was noted that investment had helped mitigate further projected increases.
- It was confirmed that vacancies continued to contribute to in year savings, although recruitment challenges remained and work was ongoing to reduce vacancy levels.

- It was noted that there had been a downturn in planning applications, and a report with further details on this would be shared with Members.
- Clarification was sought on the use of contingency budgets and recent budget adjustments across services.
- Concerns were raised that savings arising from vacancies, could impact service delivery across the Council.
- Concerns were raised regarding reductions in income from traffic enforcement and car parking, and the potential impact on city centre usage.
- Members sought clarification on how vacancy related savings would be reinvested into services, and which targets had been reduced following approval of the revenue budget.
- Clarification was sought on the allocation and use of the Household Support Fund, with a further report to be brought to a future meeting.

AGREED:

1. That the report be noted.
2. That details of annual savings be circulated to Members.
3. That a report on planning applications be shared with Members.
4. That further information be provided on cleansing services, parks and open spaces.
5. That reports detailing the rise in cost for looked after children be shared with Members.
6. For the City Mayor to look into additional funds of £0.7M to be used towards vaccination uptake.

221. THE CAPITAL BUDGET MONITORING APRIL-DECEMBER 2025/26

The Director of Finance submitted the third Capital Monitoring report in the monitoring cycle for 2025/26, which presented the position of the Capital Programme as of the end of December 2025. The total spend was £87.4m and progress on the delivery of major projects was provided. The report was taken as read.

Members discussed the report and the following points were raised:

- While there was no clear date expected for the start of the Leicester Railway Tender process, it was noted that several variables were being taken into consideration and discussions with stakeholders were productive and ongoing. It was emphasised that there had been no spend on the Railway project to date, and that contingency plans for alternative funding were available if later required.
- Members discussed the Leicester Market project in detail and raised concern regarding the additional costs incurred from delays to the project. It was noted that archaeologists had since left the site and that a meeting with stall vendors was due to discuss logistics, stall design and progress moving forward, with the hope to resume partial use of the new market space by Christmas 2026. It was further noted that temporary, portable stalls would be in use while more permanent structures were

being considered.

- Members queried the lack of progress surrounding the land south of Phoenix. The City Mayor noted that the work was in the hands of competent officers and would be happy to arrange a briefing with officers for all Members to ask questions and discuss progress to date.
- Members raised concern regarding the provisions detailed on page 79 of the report and requested further information and assurance on the progress made against areas listed for provisions. It was noted that the enquiry would be brought to the two relevant Scrutiny Commissions for further information, Culture and Neighbourhoods and Housing.
- It was noted that the budget set aside for Multi-use Game Areas would also be used to restoring current areas in disrepair.

AGREED:

7. That the report be noted.
8. That further information on the provisions listed on page 79 of the report be given to the Lead Director for the relevant service areas to update the applicable Scrutiny Commissions.

222. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

The work programme for the Committee was noted.

223. ANY OTHER URGENT BUSINESS

There being no other items of urgent business, the meeting closed at 7:26pm.

SCRUTINY COMMITTEES: TERMS OF REFERENCE

INTRODUCTION

Scrutiny Committees hold the Executive and partners to account by reviewing and scrutinising policy and practices. Scrutiny Committees will have regard to the Political Conventions and the Scrutiny Operating Protocols and Handbook in fulfilling their work.

The Overview Select Committee and each Scrutiny Commission will perform the role as set out in Article 8 of the Constitution in relation to the functions set out in its Terms of Reference.

Scrutiny Committees may:

- i. review and scrutinise the decisions made by and performance of the City Mayor, Executive, Committees and Council officers both in relation to individual decisions and over time.
- ii. develop policy, generate ideas, review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- iii. question the City Mayor, members of the Executive, committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to their initiatives or projects.
- iv. make recommendations to the City Mayor, Executive, committees and the Council arising from the outcome of the scrutiny process.
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent). •

Annual report: The Overview Select Committee will report annually to Full Council on its work and make recommendations for future work programmes and amended working methods if appropriate. Scrutiny Commissions / committees will report from time to time as appropriate to Council.

The Scrutiny Committees which have currently been established by the Council in accordance with Article 8 of the Constitution are:

- Overview Select Committee (OSC)
- Adult Social Care Scrutiny Commission
- Children, Young People and Education Scrutiny Commission (which also sits as the statutory Education Committee)

- Culture and Neighbourhoods Scrutiny Commission
- Economic Development, Transport and Climate Emergency Scrutiny Commission
- Housing Scrutiny Commission
- Public Health and Health Integration Scrutiny Commission

The key work areas covered by each Scrutiny Commission are to be found here <https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/overviewand-scrutiny>

SCRUTINY COMMITTEE: OVERVIEW SELECT COMMITTEE

The Overview Select Committee **will**:

- Scrutinise the work of the City Mayor and Deputy City Mayors and areas of the Council's work overseen by them.
- Consider cross cutting issues such as monitoring of petitions
- Consider cross-cutting issues which span across Executive portfolios.
- Manage the work of Scrutiny Commissions where the proposed work is considered to have impact on more than one portfolio.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Report annually to Council.
- Be responsible for overseeing the work of scrutiny and the commissions and to refer certain matters to particular commissions as appropriate.

SCRUTINY COMMISSIONS

Scrutiny Commissions **will**:

- Normally undertake overview of Executive work, reviewing items for Executive decision where it chooses.
- Engage in policy development within its remit.
- Normally be attended by the relevant Executive Member(s), who will be a standing invitee.
- Have their own work programme and may make recommendations to the Executive on work areas where appropriate.
- Consider requests by the Executive to carry forward items of work and report to the Executive as appropriate.
- Report on their work to Council from time to time as required.
- Be classed as specific Scrutiny Committees in terms of legislation but will refer cross cutting work to the OSC.

Tracking of Petitions – Monitoring Report

Overview Select Committee

Date of meeting: 8th July 2026

Lead officer: Jessica Skidmore

Useful information

- Ward(s) affected: All Wards – Corporate Issue
- Report author: Jessica Skidmore
- Author contact details: Jessica.Skidmore@leicester.gov.uk
- Report version number: 1

1. Purpose of the Report

To provide Members with an update on the current status of responses to petitions against the Council's target of providing a formal response within 3 months of being referred to the Divisional Director.

2. Recommendations

The Committee is asked to note the current status of outstanding petitions and to agree to remove those petitions marked 'Petition Process Complete' from the report.

3. Detailed report

The Committee is responsible for monitoring the progress and outcomes of petitions received within the Council. An Exception Report, showing those petitions currently outstanding or for consideration at the current Overview Select Committee meeting is attached.

The Exception Report contains comments on the current progress on each of the petitions. The following colour scheme approved by the Committee is used to highlight progress and the report has now been re-arranged to list the petitions in their colour groups for ease of reference:

- **Red** – denotes those petitions for which a pro-forma has not been completed within three months of being referred to the Divisional Director.
- **Petition Process Complete** - denotes petitions for which a response pro-forma has sent to the relevant Scrutiny Commission Chair for comment, subsequently endorsed by the Lead Executive Member and the Lead Petitioner and Ward Members informed of the response to the petition.
- **Green** – denotes petitions for which officers have proposed a recommendation in response to a petition, and a response pro-forma has been sent to the relevant Scrutiny Commission Chair for comment, before being endorsed by the Lead Executive Member.
- **Amber** – denotes petitions which are progressing within the prescribed timescales, or have provided clear reasoning for why the three-month deadline for completing the response pro-forma has elapsed.

In addition, all Divisional Directors have been asked to ensure that details of **all** petitions received direct into the Council (not just those formally accepted via a Council Meeting or

similar) are passed to the Monitoring Officer for logging and inclusion on this monitoring schedule.

6. Financial, legal, equalities, climate emergency and other implications

There are no legal, financial or other implications arising from this report.

7. Background Papers – Local Government Act 1972

The Council's current overall internal process for responding to petitions.

8. Summary of appendices:

Appendix 1 – Table of Current petitions.

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

10. Is this a "key decision"? If so, why?

No

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Lead Divisional Director	Current Position	Ward Councillors Consulted? (Y/N)	Current Status
05/09/2025	Cllr Sood	Neighbourhood Conditions in London Road, Victoria Avenue and Victoria Alley Area	(c)	15	Stoneygate	Sean Atterbury	Petition sent to lead Director. Officers have been chased multiple times for an update in November 2025, January 2026, April 2026 and June 2026 however we have yet to received an update on the current status of the petition.		RED
03/11/2025	Mr Feizal Mussa	Traffic calming measures on Lanesborough Road	(p)	69	Rushey Mead	Andrew L Smith	The pro-forma is due, ready for sign off and completion. Chased officers in January 2026 and received a March 2026 expected pro-forma. Since chased again in June 2026 and have yet to receive a response. A scheme to resolve the matter within the petition was taken through consultation with ward councillors and residents, including the petitioner, in January/February 2026. This will be implemented in Easter 2027. The transport service will provide a final petition response that details this consultation.		GREEN
07/01/2026	Cllr Singh Patel	Resident parking permits on Arbour Road	(c)	62	Rushey Mead	Andrew L Smith	The petition was presented at OSC on 2nd February 2026. Officers are researching and drafting the pro-forma		COMPLETE
19/02/2026	Hope Docherty	Clean Up (top half) Harrow Road	(p)	10	Westcotes	Sean Atterbury	The Petition has been sent to the Lead Director. Officers have been chased two times for an update on the status of the petition, to no response.		RED
08/04/2026	Sharon Matthews	Installation of Secure Fencing around the Tudor Close Carpark	(p)	9	Fosse	Andrew L Smith	The Petition has been sent to the Lead Director. Officers have been closely liaising with the lead petitioner to organise a site visit and inspection.		GREEN
20/04/2026	Cllr Singh Patel	Repair Road Surface on Oakland Avenue	(c)	106	Rushey Mead	Andrew L Smith	The petition has been sent to the Lead Director. Officers have been liaising with the lead petitioner to arrange a site visit and run through their concerns.		GREEN
09/06/2026	Emer Kirwan	Resident's Parking Scheme on Ashfield Road	(p)	29	Stoneygate	Andrew L Smith	The petition has been sent to the Lead Director.		GREEN

Crisis and Resilience Fund

Overview Select Committee

Decision to be taken by: N/A

Date of meeting: 8th July 2026

Lead director/officer: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Cory Laywood, Head of Revenues Benefits & Transactional Finance
- Author contact details: cory.laywood@leicester.gov.uk
- Report version number: 1

1. Summary

- 1.1. This report provides an overview of the Crisis and Resilience Fund (CRF) that replaces the Household Support Fund (HSF).
- 1.2. The CRF aims to provide a more stable, long-term approach to tackling poverty. While HSF provided short-term, reactive cost-of-living help, the CRF runs for three years (until March 2029) and focuses on immediate financial crisis support alongside building long-term financial resilience. The scheme replaces both HSF and Discretionary Housing Payments (DHPs).

2. Recommended actions/decision

- 2.1. The Overview Select Committee is recommended to note the report and make comments to the Director of Finance and the Executive as they wish.

3. Background

- 3.1. The CRF is longer term funding provided by DWP aimed at tackling poverty with an emphasis on creating resilience. Unlike the HSF which provided short-term, reactive cost-of-living help, the CRF runs for three years (until March 2029) and focuses on immediate financial crisis support alongside building long-term financial resilience. The scheme replaces both HSF and Discretionary Housing Payments (DHPs).
- 3.2. It is important to note that the funding profile is not linear and unspent funding from year one can be carried forward into subsequent years, helping to support the longer-term objective of improving household resilience and reducing repeat crisis demand.
- 3.3. The Crisis and Resilience Fund provides £25m of funding over three years. A breakdown of the allocation is set out below and as part of this funding, we are required to fund our DHP's, and this is capped.

Financial year	CRF allocation	Max spend on Housing Payments
2026/27	£8,307,194.63	£752,338
2027/28	£8,303,011.04	£752,338
2028/29	£8,346,900.38	£752,338
Total	£24,957,106.05	£2,257,014

Aim of the Funding

- 3.4.** The aim of the Crisis and Resilience Fund is to provide a longer-term local welfare support scheme over three years, from 1 April 2026 to 31 March 2029. This gives the council greater stability than previous short-term funding arrangements and allows time to develop a more planned and preventative approach.
- 3.5.** As the national scheme details were confirmed late to local authorities, the first phase of delivery will focus on ensuring residents can access support quickly and safely, while the council continues to develop the most effective use of the fund.
- 3.6.** Over the three-year period, the council will use local evidence, demand data and partner feedback to consider how best to support households in crisis and help residents become more financially resilient.

Plan for the Fund

- 3.7.** As with the Household Support Fund the Council is required to have an application process to support providing immediate crisis support. That is open all the time unlike the previous scheme.
- 3.8.** We have learnt from the previous scheme have created a single, simplified online application which allows households to apply for the following in one application:
- Crisis Payments
 - Housing Payments (previously DHPs)
 - Council Tax Discretionary Relief
- 3.9.** Through this route they will also be able to access Crisis payments between £100 and £250 with awards being delivered within 48 hours, from when the decision was made. This award will be delivered either by BACS or Post Office PayOut vouchers, redeemable for cash. Applications can also be made by friends and family as well as front-line staff and agencies such as Citizens Advice on their behalf.
- 3.10.** It is anticipated that £2.65m will be allocated to support crisis payments for the above.
- 3.11.** However, due to the limitations on the discretionary housing payments the Housing team have allocated £950k to support Council tenants with rent arrears. This will be integrated with the application route above in the next few months.
- 3.12.** This move to one application is part of continued to develop a sophisticated referral hub for all households seeking to access support or to ensure it is tailored support based on individual circumstances and reduces the number of applications and referrals. This will enable us to support households with:
- Maximising benefit entitlement
 - Be provided with budget management advice
 - Have referrals to suggested support agencies
 - Detailed demographic and where possible individual household data to inform further development of support offer

Non-Applications

- 3.13.** The remaining funding is based on building financial resilience for households for the longer term.
- 3.14.** The Social Welfare team have worked collaboratively with all departments across the Council to identify the best use of the funding in 2026/27 and how we ensure the three-year fund will have the most impact in the longer term.
- 3.15.** For 2026/27 it is proposed to use the fund as follows:
- Providing **Social Welfare Advice (£487k)** to enable a continuation of the work that Citizens Advice provides. Building on the service which they already provide, supporting around 5000 households with general advice in 2025/26.
 - **Housing-related Resilience & Community Coordination Projects (£2.1m)** these include 14 community-based projects to tackle the underlying causes of homelessness, such as the family's project through Help the Homeless. It will also support the formation of the Income Management Team's Tenancy Stability and Resilience Project, that will enable us to continue with the facilitation of affordable moves in the private sector for vulnerable households.
 - **Staffing & Administration (£400k) to enable us** to deliver the crisis application and support the delivery of the non-application funding.
- 3.16.** Just under £2m in the first year is currently unallocated, whilst we continue as an organisation to develop the use of this fund and look at new areas, improve the links with work done in areas such as Public Health and Adults Social Care with projects such as Leading Better Lives. All projects will be objectively evaluated with a focus on measurable outcomes, prevention, and resilience.

4. Financial, legal, equalities, climate emergency and other implications

4.1. Financial implications

There are no direct financial implications beyond those detailed within the body of the report.

Signed: Stuart McAvoy - Head of Finance

Date: 14th May 2026

4.2. Legal Implications

The Crisis and Resilience Fund (CRF) must be administered in accordance with the conditions attached to the grant funding provided by the Department for Work and Pensions (DWP), including any guidance issued in respect of eligibility, permitted expenditure and reporting requirements. Failure to comply with grant conditions may expose the Council to recovery of funding and/or audit challenge.

Decisions on individual awards under the scheme must be made in a manner that is lawful, rational and procedurally fair, having regard to public law principles. The Council must ensure that:

- * clear eligibility criteria and decision-making guidance are in place;
- * decisions are properly recorded; and
- * there is provision for review or challenge of decisions.

The integration of multiple discretionary schemes (including former Discretionary Housing Payments and Council Tax Discretionary Relief) within a single application process must ensure continued compliance with the specific statutory frameworks governing those schemes

Legal Services should be consulted on the development of detailed scheme criteria and governance arrangements to ensure ongoing compliance and to mitigate public law and audit risks.

Signed: City Barrister & Head of Standards

Date:18/05/2026

4.3. Equalities Implications

Under the Equality Act 2010, the Council has a Public Sector Equality Duty (PSED) which requires it to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not.

The report outlines Leicester City Council's new Crisis and Resilience Fund (CRF), a £25m three-year government pot replacing the short-term Household Support Fund. The (CRF) is specifically designed to support residents facing significant financial hardship. Evidence suggests that financial vulnerability disproportionately affects individuals within specific protected characteristic groups, including disabled people, certain ethnic minority groups, and women (particularly single parents). An Equality Impact Assessment has been carried out to ensure that equality considerations are embedded in the design and implementation of the fund. Applications can be made by frontline staff, agencies (e.g., Citizens Advice), friends, or family on behalf of households, ensuring accessibility for those without digital means.

Signed: Equalities Officer, Surinder Singh Ext 37 4148

Date: 14 May 2026

4.4. Climate Emergency Implications

There are no significant climate emergency implications associated with this report.

Signed: Phil Ball, Sustainability Officer, Ext 372246

Date: 15th May 2026

5. Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

5.1 None

6. Background information and other papers:

7. Summary of appendices:

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

9. Is this a “key decision”? No



Leicester
City Council



Funded by
UK Government

Crisis and Resilience Fund

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Overview Select Committee
8th July 2026

Cory Laywood, Head of Revenues
& Transactional Finance

Appendix D

A stable, long -term approach to address poverty

Before April 2026:

- **Household Support Fund (HSF)** - short-term, reactive cost-of-living help
- **Discretionary Housing Payments (DHP)** - housing costs for benefit households only

From April 2026:

- **Crisis and Resilience Fund (CRF)** - focus on low-income households' immediate financial crisis support alongside building long-term financial resilience
- Replaces both **HSF** and **DHP**
- **£25m** over three years (until March 2029)
- No more than **£750k** a year can be spent on Housing Payments

Our plan for the Fund: direct application support

- **One simple online application** for the full CRF offer.
- **Fast decision and payment**, with straightforward awards paid within **48 hours**.

↳ Typical awards between **£100 and £250**, depending on household need.

- Applicants can also be **signposted to wider support** to help build longer-term resilience.

Next steps: direct application support

The CRF application process will evolve into **a more intelligent referral hub**, using each resident's circumstances to identify the right support. This will include:

- **maximising benefit** entitlement
- **offering** budget and debt management advice
- **referring** resident to appropriate support agencies
- **capturing household and** demographic data to better understand resident needs

This approach will help provide **longer-term solutions**, **strengthen financial resilience**, and **reduce repeat crisis demand**.

Our plan for the Fund: Resilience Services

For 2026/27:

- **Social Welfare Advice** (£487k) to enable a continuation of the work that Citizens Advice LeicesterShire provide
- **Housing-related Resilience Services and Community Coordination Projects** (£2.1m) these include 14 community-based projects to tackle the underlying causes of homelessness and support the formation of the Income Management Team's **Tenancy Stability and Resilience Project**
- **Staffing & Administration** (£400k) to enable us to deliver the crisis application and support the delivery of the non-application funding

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Any questions?



Executive Decision- Revenue Budget Monitoring Outturn 2025/26

Overview Select Committee

Decision to be taken by: City Mayor

Date of decision: 8th July 2026

Lead director: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Claire Gavagan
- Author contact details: claire.gavagan@leicester.gov.uk
- Report version number: 1

1. Summary

- 1.1. This report is the final one in the monitoring cycle for 2025/26 and reports performance against budget for the year.
- 1.2. The final outturn is a £5.1m saving against the budget for the year (1% variance compared to the final budget). The amount saved has increased since period 9 and reflects vacancies across the organisation as well as work done to both reduce spending and constrain cost growth.
- 1.3. However, it is positive to note that we have remained in budget for 25/26, the Council continues to see pressures in the following areas and as part of the budget strategy set for 26/27 needs to continue to achieve savings constrain growth in areas such as social care and homelessness.
- 1.4. The Council continues to monitor the impact of inflationary pressures and global economic uncertainty, including the ongoing conflict in the Middle East. Further updates will be provided as any impacts on the 2026/27 budget become clearer.
- 1.5. The following areas continue to see pressures:
 - Homelessness required £4.5m of the contingency, this is a £0.9m increase from period 9. However, we must remember this cost was forecast to have been £20m higher if it had not been for the £45m investment in temporary accommodation.
 - We continue to see the cost to provide supported accommodation exceed the amount we can recover from the DWP.
 - Placement costs within children have a pressure of £2.1m, due to an increase in numbers and the complexity cases.
- 1.6. The overspends are being offset by:
 - Corporate services were holding savings as part of a planned approach to achieving their savings targets. Following the recent budget decision at Council, the division will be looking at how they reinvest back into services.
 - Adult Social care overachieved its income budget and continues to have difficulties in filling posts across the division, this is leading to most of their underspend. This is offset by a small overspend in package costs.

- An underspend in Children’s services related to staffing vacancies and SEND home to school transport linked to the retendering of the council’s dynamic purchasing system.

1.7. As previously reported, the BIFFA Leicester waste contract is a long-standing agreement that has been in place since 2003 and is valued at £405m over its lifetime. A protracted commercial dispute arose that was eventually settled with a payment to BIFFA of £10m after mediation, less than 2.5% of the contract value. There have been no disruptions to waste collections in Leicester during this period.

1.8. Appendix D sets out the impact of management actions taken to deliver savings against the targets established within the 2025/26 budget strategy. Whilst £9.7m of the £12.3m in-year savings target has been achieved to date, continued focus will be required to ensure outstanding targets of £4.9m are achieved by 2027/28.

1.9. The report includes proposed transfers of funding into reserves, as requested in Appendix B, with changes summarised in Appendix C. All earmarked reserves have been reviewed as part of this process, resulting in the release of £3.6m to support the Council’s future budget strategy.

1.10. The cumulative Dedicated Schools Grant (DSG) deficit has increased to £37.9m at 31 March 2026. Whilst the deficit remains a significant financial issue, the Government has confirmed within the 2026/27 settlement that it will fund 90% of the deficit accrued to 2025/26, significantly reducing the financial impact on the Council. This support has been reflected within the 2026/27 Budget Strategy and is expected to continue for a further two years, subject to approval of the Council’s SEND reform plan. The Government contribution is also forecast to reduce Council borrowing costs by £0.6m in 2026/27, increasing to £1.2m in 2027/28.

2. Recommended actions/decision

2.1. The Executive is recommended to:

- Note the outturn position detailed in the report
- Approve the following earmarked reserve changes:
 - a) transfer the amounts in Corporate Resources and Support, as detailed in Appendix B, para 2.2 to reserves.
 - b) transfer the amounts in City Development and Neighbourhoods, as detailed in Appendix B, paras 4.10, 5.4, 6.8, 7.3, 9.4 to reserves.
 - c) transfer the amounts in Adult Social Care as detailed in Appendix B, para 11.6.
 - d) transfer the amounts in Education and Children’s Services as detailed in Appendix B, para 12.5.
 - e) transfer the amounts to the Public Health as detailed in Appendix B, paras 13.3, 13.4.
 - f) transfer the amounts in Corporate Items as detailed in Appendix B, para 14.2.
 - g) transfer the amounts to support the Council’s future budget strategy as detailed in Appendix C, para 2.1.

- Approve the transfers between departmental budgets requested in Appendix B, and transfer the total underspend to the budget reserve
- Note the savings achieved to support the budget strategy in Appendix D.

2.2 The OSC is recommended to consider the overall position presented within this report and make any observations it sees fit.

3. Scrutiny / stakeholder engagement

N/A

4. Background and options with supporting evidence

- 4.1. The General Fund budget set for the financial year is £438.6m, before the use of managed reserves. Following savings identified since the budget was set, this has been updated to £436.5m.
- 4.2. Appendix A summarises the original budget, current budget and amount spent in 2025/26.
- 4.3. Appendix B provides more detailed commentary on the outturn position for each area of the Council's operations.
- 4.4. Appendix C summarises the latest forecasts for managed reserves.
- 4.5. Appendix D summarises the savings achieved to support the budget strategy.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

This report is solely concerned with financial issues.

Signed: Claire Gavagan – Assistant Director of Finance
Dated: 8 May 2026

5.2 Legal implications

There are no direct legal implications arising from the recommendations of this report.

Signed: Kevin Carter – Head of Law - Commercial, Property & Planning
Dated: 27 April 2026

5.3 Equalities implications

Under the Equality Act 2010, public authorities have statutory duties, including the Public Sector Equality Duty (PSED) which means that, in carrying out their functions they have to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

This report presents a financial forecast and performance against budget for the year and does not propose any policy or service delivery changes. However, several areas under financial pressure such as homelessness, adult social care, and SEND transport—serve residents who may share protected characteristics. These areas should continue to monitor any emerging equality impacts. Where future cost-saving or service proposals are developed, Equality Impact Assessments should be completed to ensure equality considerations inform decision-making.

Protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. There are no direct equality implications arising out of this budget monitoring report.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148

Dated: 24 April 2026

5.4 Climate Emergency implications

There are no climate emergency implications directly associated with this report, as it is a budget monitoring report.

However, where proposals are brought forward to make additional savings required, any climate emergency implications should be considered and addressed while proposals are being developed and should be identified in the appropriate decision reports at the time. The Sustainability service may be able to help departments with assessing implications as part of the evaluation of proposals ahead of report preparation.

Where any necessary capital funding can be identified or secured, the potential role of invest-to-save energy efficiency and renewable energy projects in helping to address revenue budget pressures while also reducing carbon emissions is also worth noting.

Signed: Phil Ball, Sustainability Officer, Ext 372246

Dated: 24 April 2026

5.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

6. Background information and other papers:

Report to Council on 19 February 2025 on the General Fund Revenue budget 2025/26.

Revenue Outturn Report presented to OSC on 09 July 2025

Revenue Budget Monitoring April – June 2025/26 presented to OSC on 24 September 2025

Revenue Budget Monitoring July – September 2025/26 presented to OSC 3 December 2025

Revenue Budget Monitoring October – December 2025/26 presented to OSC 18 March 2026

7. Summary of appendices:

Appendix A – Outturn (April 2025 -March 2026) Budget Monitoring Summary.

Appendix B – Divisional Narrative – Explanation of Variances.

Appendix C – Updated reserves position.

Appendix D - Sets out savings achieved to support the budget strategy.

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a “key decision”? If so, why?

No

Revenue Budget at Outturn, 2025-26

Table A

2025-2026	Original Budget £000's	Current Budget £000's	Outturn £000's	Variance £000's	Variance %
Financial Services	10,783.5	10,900.3	10,651.8	(248.5)	(2.3%)
Information Services	11,432.3	11,429.5	11,429.5	0.0	0.0%
Corporate Services	9,044.2	9,786.8	8,350.9	(1,435.9)	(14.7%)
Legal Services	6,094.8	6,529.7	6,188.1	(341.6)	(5.2%)
Corporate Resources & Support	37,354.8	38,646.3	36,620.3	(2,026.0)	(5.2%)
Planning, Development & Transportation	14,765.3	14,980.3	14,924.2	(56.1)	(0.4%)
Tourism Culture & Inward Investment	3,232.0	3,515.0	3,620.1	105.1	3.0%
Neighbourhood & Environmental Services	41,694.5	42,799.3	53,134.7	10,335.4	24.1%
Estates & Building Services	3,964.6	4,724.1	5,347.1	623.0	13.2%
Departmental Overheads	590.4	597.8	625.2	27.4	4.6%
Housing Services	20,533.3	25,308.9	25,292.1	(16.8)	(0.1%)
City Development & Neighbourhoods	84,780.1	91,925.4	102,943.4	11,018.0	12.0%
Adult Social Care & Safeguarding	209,673.2	209,814.1	206,545.3	(3,268.8)	(1.6%)
Adult Social Care & Commissioning	(30,713.4)	(30,511.6)	(32,745.8)	(2,234.2)	7.3%
Sub-Total Adult Social Care	178,959.8	179,302.5	173,799.5	(5,503.0)	(3.1%)
SEND and Education	27,403.6	28,527.6	26,291.7	(2,235.9)	(7.8%)
Children's Social Work and Early Help	93,180.1	91,354.9	90,507.9	(847.0)	(0.9%)
Sub-Total Education & Children's Services	120,583.7	119,882.5	116,799.7	(3,082.8)	(2.6%)
Total Social Care & Education	299,543.5	299,185.0	290,599.2	(8,585.8)	(2.9%)
Public Health	23,448.5	25,402.7	25,402.7	0.0	0.0%
Total Operational	445,126.9	455,159.4	455,565.6	406.2	0.1%
Corporate	7,161.2	1,417.4	1,613.8	196.4	13.9%
Capital Financing	6,719.0	6,719.0	5,833.1	(885.9)	(13.2%)
Contingencies Budgets	10,000.0	5,500.0	640.0	(4,860.0)	(88.4%)
Total Corporate & Capital Financing	23,880.2	13,636.4	8,086.8	(5,550.5)	(40.7%)
Public Health Grant	(30,402.3)	(32,331.0)	(32,331.1)	(0.0)	0.0%
TOTAL GENERAL FUND	438,604.8	436,464.8	431,321.4	(5,144.3)	(1.2%)

1.1 Changes since the original budget are summarised in the table below:

	Total General Fund £000's
Original budget	438,605
Savings approved - Outturn 2024/25	(1,140)
Savings approved - Period 6 2025/26	(1,000)
Latest budget	436,465

1.2 The original budgets split between employees, running costs and income are available at: [Budget summaries](#)

Divisional Narrative – Explanation of Variances

Corporate Resources and Support (Chief Operating Officer: Alison Greenhill)

Corporate Resources Department spent £36.6m, £2.0m less than the budget. The majority of this relates to staffing vacancies due to challenges in recruiting permanent staff and holding vacancies ahead of achieving savings that were originally planned and are now no longer required.

Finance (Director – Amy Oliver)

1.1. The Financial Services Division spent £10.7m, which is £0.2m under budget. The underspend relates to vacancies and additional income received during the year.

2. Corporate Services (Director - Andrew Shilliam)

2.1. Taken together, Corporate Services spent £19.8m which is £1.4m under budget, after the planned use of reserves in IT. The underspend was the result of staffing vacancies across the service. Work continues to try and fill vacancies for example HR has introduced new career graded posts to attract candidates.

2.2. This report requests that £0.4m is transferred to reserves, in respect of grant funding from the Pride in Place Programme for which expenditure will be incurred in future years.

3. Legal, Coronial and Registrars, Members and Governance Services (City Barrister – Kamal Adatia)

3.1. Taken together, these services spent £6.2m, which is £0.3m under budget. Members' and Governance Services underspent by £0.1m, resulting mainly from staffing vacancies in Governance Services. The remaining £0.2m underspend relates to vacancies within legal services resulting from difficulties in recruiting permanent qualified staff; the additional cost of agency staff being used to maintain service delivery is being funded from the staffing underspend.

3.2. Coronial and Registrar Services spent £0.8m in line with the budget.

City Development and Neighbourhoods (Strategic Director – Richard Sword)

The department spent £102.9m, representing an overspend of £11.0m after the use of £5.1m corporate provision towards homelessness costs and other pressures. The position for each division is as follows:

4. Planning, Development & Transportation (Director – Andrew Smith)

- 4.1. The division spent £14.9m, resulting in an underspend of £0.1m. This compares to a forecast break-even position at period 9.
- 4.2. Concessionary fares' reimbursement to bus operators was £0.4m under budget. This is a smaller underspend than previous years as passenger numbers continue to rise.
- 4.3. Supported bus services (including Park and Ride) underspent by £0.5m, largely due to the receipt of DfT bus grant which enables continued support for bus services and other bus-related measures.
- 4.4. The increased cost of maintenance of rising bollards resulted in an over-spend of £0.2m on the city centre Pedestrian Priority Zone.
- 4.5. The Planning Service overspent by £0.8m mostly due to a continuing shortfall of planning fee income. National development market conditions are weak and the relaxation of government policy on greenfield land is not expected to have the same benefits in constrained cities like Leicester.
- 4.6. City Highways generated additional income of £0.8m from increased works carried out by utilities companies. Highways repairs to footways and carriageways over-spent by £0.6m, which was largely offset by an underspend on street lighting energy of £0.5m.
- 4.7. Income generated through penalty charge notices for moving traffic offences under-achieved against budget by £0.4m, due to a reduction in contravention and cameras being out of action during road maintenance works.
- 4.8. Off-street car parking income was £0.2m below budget. As reported previously, this reflects tariff increases introduced part-way through the year, rather than the full year as anticipated in the budget.
- 4.9. The division has over-achieved on their planned savings of £0.3m, which is helping to offset the pressures above and also to offset a combination of smaller net overspends amounting to £0.2m.

4.10. This report requests that £1.0m of government grant income is transferred to reserves, to finance expenditure which will be incurred in future years. This is for Levelling up, Electric Vehicle infrastructure, Bus Services Improvement Programme (BSIP) and the Spatial Development Strategy.

5. Tourism, Culture & Inward Investment (Director – Peter Chandler)

5.1. The division spent £3.6m, resulting in an overspend of £0.1m, after the use of corporate contingency budgets of £0.6m.

5.2. A shortfall in income of £0.4m arose at the market, as stall holders pay reduced charges during the redevelopment works. There was an overspend of £0.2m within Adult Skills & Learning as the service transitions to manage costs within the annual grant. These pressures were covered by £0.6m of corporately held contingency budgets for risks and pressures emerging during the year.

5.3. A combination of smaller variances resulted in a modest £0.1m overspend.

5.4. This report requests that £0.4m of income from De Montfort Hall ticket sales designated for future restoration works is transferred to reserves, to finance expenditure which will be incurred in future years.

6. Neighbourhood & Environmental Services (Director – Sean Atterbury)

6.1. The division spent £53.1m, resulting in a £10.3m overspend.

6.2. Waste services underspent by £1.7m. This is an improvement from the £1.2m underspend forecast at period 9 and reflects a reduction in the level of bad debt provision required. As previously reported, a protracted commercial dispute arose that was eventually settled with a payment to BIFFA of £10m after Mediation, less than 2.5% of the contract value. There have been no disruptions to waste collections in Leicester during this period. This cost was funded by a transfer from the budget strategy reserve.

6.3. Regulatory services overspent by £0.5m, mainly due to an increase in building control costs.

6.4. Parks and Open Spaces overspent by £0.7m, due to the cost of additional tree works to manage the spread of ash die back, an income deficit on landscaping, additional grounds maintenance at parks, and essential maintenance at Gilroes crematorium and Western Park golf course.

- 6.5. Sports services have underspent by £0.2m. This reflects strong performance on increased leisure centre membership and swimming lessons as well as improved causal income resulting in increased revenues.
- 6.6. Neighbourhood services are underspent by £0.4m, a further improvement of £0.3m from forecast at period 9. This is due to ongoing staff vacancies and additional income from community room hire and public printing charges.
- 6.7. The budget for 2025/26 included the delivery of £3m of savings across the division. Whilst extensive work is underway, with consultations undertaken where appropriate, it is taking longer to achieve these than planned and as a result these were not achieved in full this year, creating a pressure of £1.3m. However, they were largely offset by underspends across the division noted above. The budget strategy for 2026/27 has re-profiled the savings and reduced the savings target for the division, to reflect the ongoing pressures within the area.
- 6.8. This report requests that £1.1m is transferred to reserves, to finance expenditure which will be incurred in future years. £0.9m of this relates to ringfenced licensing funds, £0.1m for committed ward funding to be spent in 2026/27, and £0.1m of government grants.

7. Estates & Building Services (Director - Matt Wallace)

- 7.1. The division spent £5.3m, resulting in a £0.6m overspend. This compares to a forecast break even reported at period 9.
- 7.2. The overspend has arisen on the Corporate Estate. Additional costs have been faced in year to assist with maintaining the lease income in future years.
- 7.3. This report requests that the £0.54m revenue surplus generated by the Haymarket Shopping Centre is transferred to reserves, in line with the approach adopted in previous years, to support capital maintenance and reinvestment in the centre.

8. Departmental Overheads

- 8.1. This area holds budgets for added years' pension costs and departmental salaries. Expenditure for the year was £0.6m and achieved a break-even position.

9. Housing General Fund (Director – Chris Burgin)

- 9.1. The division spent £25.3m, resulting in a break-even position after the use of £4.5m corporate provision to cover the continued growth in spend on

homelessness services. Without the additional £5.9m added to the departmental budget for 2025/26, the overspend would have been £10.4m.

- 9.2. The increased costs of provision for homeless households is a national issue. The growth in presentations of homelessness cases in the city continues to put significant demand on the service, whilst grant funding and housing benefit are insufficient to cover the rising costs of temporary accommodation.
- 9.3. The overspend would have been in the region of £20m had it not been for the £45m investment into temporary accommodation. This area is subject to frequent reviews, and the 2026/27 revenue budget includes further proposals to help manage this nationally recognised issue.
- 9.4. This report requests that £2.3m of Asylum grant income is transferred to reserves, to finance expenditure which will be incurred in future years.

10. Housing Revenue Account (Director – Chris Burgin)

- 10.1. The Housing Revenue Account (HRA) is a ring-fenced income and expenditure account relating to the management and maintenance of the Council's housing stock. The HRA underspent by £0.7m for the year, a positive improvement from the £0.2m overspend reported at period 9. This reflects the use of £2.2m of reserves which was approved in the period 3 report. Revenue is also used for capital spending, and this is reported separately within the capital outturn report.
- 10.2. Income from core rent and service charges exceeded the budget by £2m, arising from higher levels of affordable rents during the year. This offsets £0.2m of rental loss at the Bridlespur flats during their refurbishment.
- 10.3. The HRA incurs the cost of interest on its debt and receives income from interest on the cash balances which it holds. Interest payable by the HRA on its borrowing was below budget by £1m due to a reduction in short-term interest rates over the year as a whole, alongside lower levels of HRA debt. This more than offsets a £0.3m shortfall in investment interest due to the reduced rates generating less interest on the HRA's cash balances.
- 10.4. The repairs and maintenance service overspent by £3.6m. Vacant posts generated underspends of £0.7m, but this is more than offset by a £2.2m overspend on external contractors, materials and running costs. This relates to increased works as a result of legislation changes for electrical regulations and compliance with updates to Awaab's Law. A further £2.2m of expenditure is being funded from reserves, as approved at period 3. There have been continued disrepair claims and associated costs driven by law firms before the introduction of fixed recoverable costs, creating a pressure of £1.8m, much of which relates to legal representation and disrepair works being allocated to contractors.

10.5. Management and landlord services underspent by £1.2m, mainly attributable to staffing vacancies across various administrative and support teams. A further £0.3m underspend is the result of charges between the general fund and the HRA being slightly lower than the budget.

Adult Social Care (Strategic Director – Laurence Jones)

11. Adult Social Care (Service Directors – Ruth Lake & Kate Galoppi)

11.1. Adult social care spent £173.8m against a budget of £179.3m, £5.5m less than the budget, which is a variance of 3.1%. As previously reported the underspend of £5.5m can be mainly attributed to vacancies and securing additional income against package costs.

11.2. Approximately £1.7m of the underspend is as a result of vacancies throughout the year. There have been difficulties recruiting to social worker posts, as well as recruiting to commissioning teams. This position has improved since period 9, where the forecast vacancy underspend was £2.1m. The service continues to undertake recruitment campaigns to attract and retain staff.

11.3. The Adult Social Care Gross package cost budget has overspent by £3.6m or 1.5% (against a budget of £233.3m). The increased costs against budget reflect growth in numbers of people in receipt of a package of care. Throughout the year, 5,650 people were supported with a formal package of care against a budgeted position of 5,634. The higher numbers reflected people of a working age (i.e. up to the age of 65) who on average, generally cost more than the average cost to support an older person (aged 65+). Growth in need of people whose existing care and support needs have increased in the year. This is due to people having additional health conditions or a worsening in their existing health conditions.

11.4. Whilst the gross package costs have overspent as explained above, many of the increased costs have been met through additional income. For instance, people contributed more towards their costs of care than forecast. This resulted in higher income of £1.2m being received. However, more significantly, Adult Social Care have worked to increase the funding contributions received through NHS Continuing Healthcare (CHC) funding. The higher levels of income generated is due to a combination of more income directly attributable to associated increases in gross package costs and partly due to securing agreement of shared funding responsibilities through multi-disciplinary evaluation of people's care needs. Income from health received was £5.5m more than the budget set.

11.5. The remainder of the underspend £0.7m is as a result of additional income from health and local authority partners towards adult social care projects.

11.6. This report requests £0.18m of partnership income to be transferred to reserves to support expenditure on shared projects.

Education and Children's Services (Strategic Director – Laurence Jones)

12. Education and Children's Services (Service Directors – Damian Elcock and Sophie Maltby)

12.1. The department underspent by £3.1m, on a budget of £120m which equates to 2.6%. As reported throughout the year the underspend relate to vacancies across the department and reduced costs on transport despite increases in placement costs.

12.2. £3.7m of the underspend is due to staffing vacancies across the department where posts such as social workers and educational psychologists proved difficult to recruit. The department continues to promote Leicester as an employer of choice by highlighting professional support, career pathways, and employee benefits. Initiatives such as the international recruitment drive has led to an additional 20 social workers, and we expect to have all posts covered by April 2026.

12.3. There was an underspend on SEND home to school transport of £1.5m. This is attributable to the slippage in implementing a new system, which means the costs will follow in 26/27, this is following a change to the council's dynamic purchasing system which has resulted in a reduction in average taxi journey costs. The service continues a programme of reconfiguration, and the planned procurement of the new system will now take place in August 2026. However, rising fuel prices are expected to have an adverse impact next financial year.

12.4. Looked after children and other placement costs were £2.1m over the budget. This is due to an increase in numbers of 717 children experiencing a care episode through the year, compared to 643 last year and a small number of expensive complex cases. The council is aiming to build and run two new children's homes to provide better quality provision for children in Leicester at a more effective cost than independent providers. These are planned to be opened from 2027 and will be part funded by the Department of Education.

12.5. This report requests £0.9m be transferred to reserves to fund future expenditure including £0.4m of Family Hub grant, £0.2m of Domestic abuse grant and £0.1m of wraparound funding, £0.1m change programme and £0.1m Turnaround.

12.6. As a result of the factors above, the outturn position Education and Children's Services is an underspend of £3.1m.

- 12.7. The in-year high needs block deficit for 2025/26 is £18.9m. This represents the fact that the current funding levels within the Dedicated Schools Grant (DSG) is inadequate for the cohort of young people that are being supported. The number of new Education, Health and Care Plans (EHCPs) issued from March 2025 to now is 457 up from 317 last year. In the current year, the service has put in place a range of strategies to mitigate the cost impact of the growth in demand for and complexity of SEND support as part of the HNB Management Recovery Plan and Transformation Project. Leicester is also part of the DfE's SEND and alternative provision change programme, alongside Leicestershire and Rutland for the East Midlands.
- 12.8. There is an underspend of £2.7m in the Early Years Block across all age groups. An underspend of £1.9m relates to a decline in 3-year-old universal claims from 207 in January 2026 compared to the previous year and the cohort of 2-year-old children receiving additional support reduced by 103 over the same period. An underspend of £1.8m is because providers have claimed for lower numbers of hours based on attendance. The funding provided by the Department of Education is on the basis that children will claim the maximum number of hours, but this is not the case. The DfE have reduced the 2025/26 allocation paid by £1m to reflect actual hours of childcare last year as per the January 2025 census.
- 12.9. There are small underspends totalling £0.5m within the schools' block and central services block. Including this, the in-year DSG deficit is therefore £15.7m. The brought forward DSG deficit from last year stood at £22.2m so will increase to £37.9m at the end of 2025/26.
- 12.10. Government have announced that 90% of the deficit accrued to the end of 2025/26 will be funded through the High Needs Stability Grant. However, this will be subject to a SEND reform plan being submitted and approved by the Department of Education. Details of this plan and confirmation about 2026/27 and 2027/28 funding were published in the White Paper earlier this year. From 2028/29, SEND spending is expected to be covered by Government and not from local authority funds.

Public Health (Director – Rob Howard)

13. Public Health

- 13.1. The Public Health service underspent by £1m in 25/26.
- 13.2. The underspend is attributable to a combination of factors. £0.2m relates to one-off additional income received within the Sexual Health service. A further £0.4m as a result of the delayed commissioning of new services, which took longer than anticipated to implement. The remaining £0.4m reflects staffing vacancies where recruitment was delayed during the year.

13.3. It is proposed that this one-off underspend be transferred to a designated Public Health Grant reserve at year-end to support future Public Health service priorities.

13.4. The Public Health department are also requesting to transfer £0.9m of partnership funds into reserves for spend in future years. This includes £0.5m to support mental wellbeing and £0.4m to support suicide prevention projects.

Corporate Items & Reserves

14. Corporate Items

14.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges, contingencies and levies. This budget has underspent by £5.5m, which is mainly due to contingencies that were not required in year.

14.2. As previously reported, we continue to see a net shortfall on housing benefit subsidy of £4.1m. This largely relates to supported accommodation where rents can be significantly higher than the maximum amount of subsidy paid by the government. This report also requests the transfer of £1m into reserves, to be used for repayments of subsidy relating to prior years, that cannot yet be finalised because of delays in the claim audit process.

14.3. The budget for capital financing represents the cost of interest and debt repayment for capital spend, less the interest received on balances held by the Council. During 2025/26, the Council's cash flow position improved and, as a result, it has been able to push back further borrowing into 2026/27. This has further reduced the amount of interest paid in 2025/26, resulting in an overall underspend of £0.9m.

14.4. Other variances within corporate budgets remain similar to those previously reported and include:

- The council has allocated £0.75m to fund discretionary (hardship) relief for council taxpayers outside the main CTSS. This support was funded from government grant received via the household support fund, so this budget was not required;
- The pay award was higher than the budgeted provision, with an additional cost of £0.7m;
- The budget included £1.5m for additional costs arising from new national policies for waste collection and disposal, the Council saw no significant additional costs during the year.
- Additional funding of £0.7m relating to national insurance costs and £0.3m for the Extended Producer Responsibility scheme for waste packaging, in excess of the amounts included in the budget, as full

details of funding were not available when the budget was set in February 2025;

- Various additional provisions not required and miscellaneous income have also contributed to the underspend.

14.5 Contingencies are held corporately to manage any unexpected cost pressures in the year. After funding the additional costs of services to homeless households (see paragraph 9.2) and other pressures, £4.9m of contingency budgets have not been required.

Reserves Position

1.1. When the 2025/26 budget was set, an estimated £164m was available to support the budget strategy. In the 2024/25 outturn reported to committee in July, additional savings and reserves transfers had increased the amount available to £194m. The table below shows the money available in the budget strategy following the changes approved at council in February 2026 and recommended in this report:

	£m	£m
Resources available 1 April 2025		194.0
Required for 2025/26 budget:		
As set (February 2025)	(30.1)	
Savings identified	2.1	
Budget 2026/27 adjustments	<u>(103.4)</u>	
		(131.4)
Transfers from earmarked reserves		3.6
Underspend as forecast in this report		5.1
Balance to support 2026/27 & future budgets		<u>71.3</u>

1.2. The reserves balance is a key element of the budget strategy agreed at Council in February 2026. Members are asked to note that this projection is highly volatile, and the forecast of reserves is even more volatile than assumptions about income and expenditure due to the multiplicative effect (e.g. if there are additional pressures in homelessness and social care amounting to £15m per year, then reserves would fall by £45m over the medium term).

2. Earmarked Reserves

2.1 All earmarked reserves are periodically reviewed to ensure they are still required for their original purposes. A further review has been undertaken at outturn, which has identified an additional £3.6m to support the budget strategy (reflected in the tables at para. 1 above). This includes:

- £0.5m from Education and Children’s services reserves;
- £1.3m from Adult Social Care reserve balances;
- £0.5m from Health & Wellbeing reserves;
- £1.3m from the welfare reserve, which was held to continue welfare support schemes as the previous Household Support Grant was time-limited. As we now have certainty on funding through the Crisis and Resilience grant for at least the next three years.

This report seeks approval to transfer these amounts to the budget strategy reserve.

2.2 It is also proposed to move £0.8m from the technology development fund to the capital fund, for implementation costs of a new financial management system.

2.3 The table below shows the reserve balances as at the 31st March 2026, assuming the transfers detailed in this report are approved.

Description of Reserve(s)	Balance at 31 st March 2025 £m	Total in Year Transfers £m	Transfers Between Reserves £m	Balance at 1 st April 2026 £m
Departmental ring-fenced resources	12.1	4.3	(1.0)	15.4
Partnership funding	10.0	0.1	(1.3)	8.7
Public Health		1.1	-	1.1
Total Ring-Fenced Resources	22.1	5.5	(2.3)	25.5
Insurance Fund	2.2	(0.3)	-	1.9
Severance Fund	4.7	-	-	4.7
Workforce development	4.0	(0.2)	-	3.8
Service transformation fund	6.0	(0.3)	-	5.7
DSG deficit offset	-	4.5	-	4.5
Local government reorganisation	-	14.0	-	14.0
Adventure playgrounds	-	2.0	-	2.0
Building Schools for the Future	6.1	-	-	6.1
Welfare Reserve	1.3	-	(1.3)	-
Total Corporate Resources	24.4	19.7	(1.3)	42.7
Cost of technology	8.0	(0.4)	(0.8)	6.8
Elections fund	1.4	-	-	1.4
Leicester & Leicestershire Business and Skills Partnership	-	3.7	-	3.7
Housing Benefit subsidy repayments	-	1.0	-	1.0
Ward Committees	0.1	-	-	0.1
Waste re-procurement strategy	8.4	0.8	-	9.2
Total other reserves	17.9	5.1	(0.8)	22.2
TOTAL (non-schools)	64.3	30.3	(4.4)	90.2

2.4 **Ring-fenced reserves** represent amounts held by the Council but for which we have obligations to other partners or organisations. They include:

- **NHS Joint Working Projects:** the government has provided funding for joint working between adult social care & the NHS.
- Other amounts represent unspent grants or where there are other obligations associated with the receipt of funds. This includes the public health grant underspend from section 13 of this report.

2.5 Corporate reserves are those held for purposes applicable to the organisation as a whole and not any specific service and are administered corporately.

- **Insurance Fund:** to meet the cost of self-insured insurance claims; needs to be sufficient for this purpose and is periodically reviewed by actuaries.
- **Severance Fund:** to facilitate ongoing savings by meeting the redundancy and other termination costs arising from budget cuts.
- **Workforce Development:** for investment in the workforce, including trainees and apprentices.
- **Service Transformation Fund:** to fund projects which redesign services enabling them to function effectively at reduced cost.
- **DSG deficit offset:** set up in the 2026/27 budget report to ensure funding is available for the 10% of the DSG deficit not met from government support.
- **Local government reorganisation:** set up in the 2026/27 budget report to provide funding for the transitional costs associated with LGR.
- **Adventure playgrounds:** Support for play associations to make the transition to sustainable funding models
- **Building Schools for the Future:** to manage costs over the remaining life of the Building Schools for the Future scheme and lifecycle maintenance costs of the redeveloped schools.

2.6 The Council also holds a capital fund reserve (not shown in the table above). This originates from revenue funding but, as set out in the budget strategy, is intended to fund capital spending and therefore minimise borrowing (and therefore future revenue costs from borrowing).

2.7 The remaining reserves are held for specific purposes and include:

- **Cost of Technology:** Required for ongoing investment in ICT systems and development work.
- **Elections:** to fund local and mayoral elections.
- **Leicester & Leicestershire Business and Skills Partnership:** held to drive economic growth across Leicester and Leicestershire
- **Housing Benefit subsidy repayments:** Provision for potential subsidy repayments to the Department for Work and Pensions, once delayed audit processes have concluded.
- **Waste re-procurement strategy:** to support the current tender process relating to waste services.

2.8 As previously reported, and discussed elsewhere in this report, there is also a significant negative earmarked reserve relating to DSG overspends. Currently there is a “statutory override” requiring us to retain a negative balance and not charge it to the general fund. The government have now confirmed they will fund 90% of the deficit to date, following the approval of a SEND reform plan.

Savings Identified

- 1.1 The budget strategy approved last year required achievement of savings totalling £23m by 2027/28. Progress against these savings targets has been regularly monitored and reported in these quarterly budget monitoring reports.
- 1.2 Since the original target was set, it became clear that some targets were not realistically achievable. The figures for the Budget Strategy reflects a reduced target of £19.5m by 2027/28
- 1.3 The table below shows the savings achieved from the approved savings targets.

	Target (full year) £m	Achieved to date £m
Estates & Building Services	2.0	1.1
Housing	1.0	0.9
Neighbourhoods & Environmental Services	6.7	2.8
Planning, Development and Transportation	4.0	4.0
Tourism, Culture & Inward Investment	2.3	2.3
Children's Services	1.0	1.0
Corporate Services	0.9	0.9
Financial Services	0.4	0.4
Adult Social Care	1.2	1.2
TOTAL	19.5	14.6

The Council has achieved £14.6 million of the total £19.5m savings target by 2027/28.

Executive Decision Capital Budget Monitoring Outturn 2025/26

Overview Select Committee

Decision to be taken by: City Mayor

Decision to be taken on: 8th July 2026

Lead director: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Claire Gavagan
- Author contact details: claire.gavagan@leicester.gov.uk
- Report version number: 1

1. Summary

- 1.1 The purpose of this report is to present the position of the capital programme for 2025/26 as at the end of March 2026.
- 1.2 This is the fourth capital monitoring report of the financial year, presenting the outturn position to this committee.
- 1.3 As reported in the previous year's monitoring reports, progressing capital projects continues to be difficult. New pressures in schemes, where possible, will be managed within project contingencies and revised scope of works while maintaining the desired project outcomes. When this is not possible it is reported in the monitoring report and decisions are taken as required.
- 1.4 The Council continues to monitor the impact of inflationary pressures and global economic uncertainty, including the ongoing conflict in the Middle East, on the delivery of its capital programme. Further updates will be provided as any impacts become clearer.

2. Recommended actions/decision

- 2.1 The Executive is
 - Recommended to note the following:
 - Total spend of £133.2m for the year.
 - The progress in delivery of major projects, as shown at Appendix A.
 - The progress on spending against work programmes, as shown at Appendix B, and approve the carry-forward of resources into 2026/27 for schemes where spend has slipped (£28m).
 - The provisions that remain unspent as shown at Appendix C and approve these to be carried forward (£2.5m).

- That across a number of schemes, £540k has been saved following completion of schemes below budget. Of this, £185k will go back to corporate resources and will be available for future capital programmes.
- The prudential indicators presented in Appendix F.
- The Director of Finance has used their delegation as per the budget strategy 2026/27, to make the most prudent capital financing decisions to support the approach of reducing future borrowing costs to support the budget strategy.
- Approve the following additions to the programme:
 - £595k for the purchase of laptops, to be funded from the cost of technology reserve, see Appendix A, CRS, para 2.1.
 - £250k for essential building maintenance at the Record Office for Leicestershire, Leicester and Rutland (ROLLR), financed by prudential borrowing, see Appendix A, TCII, para 2.1.
 - £541k to the Corporate Estate work programme, to be financed from earmarked reserves set aside to support capital maintenance and reinvestment in the Haymarket Shopping Centre, see Appendix B, para 3.14.
 - £224k to the Council Housing Insulation work programme, financed from HRA reserves, see Appendix B, para 3.24.

The OSC is recommended to consider the overall position presented within this report and make any observations it sees fit.

3. Scrutiny / stakeholder engagement

N/A

4. Background

4.1 The 2025/26 Capital programme was initially approved by Council on 19 February 2025. It has subsequently been amended (including through the 2024/25 outturn report). The 2026/27 Capital Programme has not yet been incorporated.

The capital programme is split in the following way:

- (a) Schemes classified as '**immediate starts**', which require no further approval to commence; and
- (b) A number of separate '**policy provisions**' which are not released until specific proposals have been approved by the Executive.

4.2 Immediate Starts are further split into:

- (a) **Projects**, which are discrete, individual schemes such as a road scheme or a new building. Monitoring of projects focusses on delivery of projects on time and the achievement of milestones. Consequently, financial slippage is not in itself an issue on these projects;
- (b) **Work Programmes**, which consist of minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion;
- (c) **Provisions**, which are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem;
- (d) **Schemes which are substantially complete**. These schemes are the tail end of previous years' capital programmes, usually consisting of small amounts of money brought forward from earlier years.

4.3 A summary of the total approved 2025/26 capital programme budget and the spend as at the end of March, is shown below:

	2025/26 Budget £'000	2025/26 Spend £'000
Projects	92,948	27,127
Work Programmes	92,675	64,744
Provisions	2,454	0
Schemes Substantially Complete	46,258	41,360
Total Immediate Starts	234,336	133,231
Policy Provisions	15,187	0
Total Capital Programme	249,522	133,231

4.4 A summary of the total approved 2025/26 capital programme budget and the resources that are funding them is shown below:

	£000s					
	Projects	Work Programmes	Provisions	Substantially Complete	Policy Provisions	Total
HRA - Budget	1,633	40,767	835	1,324	750	45,309
GF - Budget	91,315	51,910	1,619	44,932	14,437	204,213
Total	92,948	92,677	2,454	46,256	15,187	249,522
Ringfenced - HRA	-	2,461	-	650	750	3,861
Unringfenced - HRA	1,633	38,306	835	674	-	41,448
Total HRA	1,633	40,767	835	1,324	750	45,309
Ringfenced - GF	38,272	4,842	-	4,910	10	48,034
Unringfenced - GF	53,043	47,068	1,619	40,022	14,427	156,179
Total GF	91,315	51,910	1,619	44,932	14,437	204,213

4.5 The following changes have occurred to the capital programme since period 9 2025/26. These movements are included in the table at 4.3 above:

	Budget £000
Decisions since P9 2025/26	
Council Housing – Various (2026/27 HRA Budget)	1,338
Regeneration at Midland St/Southampton St	300
<u>Decisions in the Period 9 Monitoring</u>	
Leicester Urban Natural Flood Management	621
Savings Declared	(372)
Directors Decisions	
Theatre Maintenance	214
Public Realm Works	167
School Capital Maintenance 26/27	163
Other	197
Net Movements	2,628

4.6 The following appendices to this report show progress on each type of scheme:

- Appendix A – Projects
- Appendix B – Work Programmes
- Appendix C – Provisions
- Appendix D – Projects Substantially Complete

- Appendix E – Policy Provisions
- Appendix F – Prudential Indicators

4.7 This report only monitors policy provisions to the extent that spending approval has been given, at which point they will be classified as projects, work programmes or provisions.

4.8 Capital Receipts

4.8.1 As part of the budget strategy set for 2025/26 there was a requirement to generate £60m of asset sales that could be used if a capitalisation directive was required. The Council has a significant programme to generate these capital receipts. To the end of the fourth quarter of 2025/26, the Council has realised £9.9m of General Fund capital receipts.

4.8.2 Over the same period “Right to Buy” receipts from sales of council housing have amounted to £25.3m. The number of sales has continued to increase throughout the year. The Council is still working through the influx of applications which resulted from changes to the Right to Buy scheme in November 2024. Applications have since dropped by around 40% compared to historic levels, which is a smaller reduction than anticipated, although many applications will not result in a sale of the property. The Council has seen high levels of completed sales in 2025/26 and this is expected to continue throughout 2026/27. The changes to scheme eligibility will likely reduce sales thereafter as the number of applications reduces further and people opt to discontinue the process when the reduced level of discount becomes apparent. Government announcements in April 2026 indicate further reforms, including extending the period before which a tenant becomes eligible as well as the discount rules which will further reduce applications and sales in the long-term.

4.9 Prudential Indicators

This report also presents prudential indicators, in accordance with the CIPFA code.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

This report deals entirely with financial matters, the implications of which are contained within the report.

Signed: Claire Gavagan – Assistant Director of Finance

Dated: 8 May 2026

5.2 Legal implications

There are no adverse legal implications arising in respect of this report. The monitoring of capital expenditure is required in order to comply with the provisions of the Local Government Act 2003 which this report seeks to do.

Signed: Kevin Carter, Head of Law - Commercial, Property & Planning

Dated: 8 May 2026

5.3 Equalities implications

Under the Equality Act 2010, public authorities have statutory duties, including the Public Sector Equality Duty (PSED) which means that, in carrying out their functions they have to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

People from across all protected characteristics should benefit from the improved public good arising from the capital programme. The purpose of this report is to present the position of the capital programme for 2025/26 as at the end of March 2026.

At this time, there are no further equality implications as these will have already been identified for the proposals agreed and submitted.

There may be future projects, arising from the report and its recommendations, which would benefit from further consideration of the equalities implications and possibly a full equality impact assessment in certain circumstances. Whether an Equalities Impact Assessment is required will be dependent upon how work develops and whether the changes are likely to have a disproportionate impact on any protected group; this is usually the case where there are significant changes or a reduction in provision.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148

Dated: 5 May 2026

5.4 Climate Emergency implications

Following the council's declaration of a climate emergency and ambition to reach net zero carbon emissions for the council and the city, the council has a key role to play in addressing carbon emissions relating to the delivery of its services. This includes through its delivery of capital projects, as projects involving buildings and infrastructure often present significant opportunities for achieving carbon savings or climate adaptations and are an area where the council has a high level of control.

It is important that the climate implications and opportunities of all projects and work programmes are considered on a project-by-project basis, both during the development phase and when decisions are made.

Signed: Phil Ball

Dated: 6 May 2026

5.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

6. Background information and other papers:

- General Fund Capital Programme 2025/26 and HRA Budget (including Capital Programme) approved by Council on 19 February 2025.
- Capital Outturn 2024/25 presented at OSC on 9 July 2025.
- 2025/26 Capital Monitoring P3 Report presented to OSC on 24 September 2025.
- 2025/26 Capital Monitoring P6 Report presented to OSC on 3 December 2025.
- 2025/26 Capital Monitoring P9 Report presented to OSC on 26 March 2026.

7. Summary of appendices:

- Appendix A – Projects
- Appendix B – Work Programmes
- Appendix C – Provisions
- Appendix D – Projects Substantially Complete
- Appendix E – Policy Provisions
- Appendix F – Prudential Indicators

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No.

9. Is this a “key decision”? If so, why?

No.

PROJECTS

1. Summary

- 1.1 As stated in the cover report, the focus of monitoring projects is physical delivery, i.e. whether they are being delivered on time, on budget and to the original specification. This appendix summarises progress on projects. Project summaries provided by departments/divisions are shown in the remainder of this Appendix.

Department / Division	Remaining Budget £000	2025/26 Spend £000	Forecast (Under) / Overspend £000
Corporate Resources	1,000	185	0
Adult Social Care	0	0	0
Planning, Development & Transportation	46,816	16,115	0
Tourism, Culture & Inward Investment	16,334	5,660	1,900
Neighbourhood & Environmental Services	8,568	1,813	0
Estates & Building Services	4,780	323	0
Housing General Fund	3,794	82	0
Children's Services	10,023	2,853	0
Housing Revenue Account	1,633	96	0
Total	92,948	27,127	1,900

- 1.2 A list of the individual projects is shown in the table below. This also summarises the progress of each project. Attention is drawn to expected completion dates and any project issues that have arisen.
- 1.3 A colour-coded rating of progress of each project has been determined, based on whether the project is progressing to the latest approved delivery and cost plan as expected, and whether it is still expected to complete within budget.
- 1.4 The ratings used are:
- (a) **Green** Successful delivery of the project on time, within budget, to specification and in line with original objectives seems very likely. There are no major issues that appear to threaten delivery significantly.
 - (b) **Amber** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears probable. However, some risks exist, and close attention will be required to ensure these risks

do not materialise into major issues threatening delivery. Alternatively, a project is classed as amber if some insubstantial slippage or minor overspend is probable.

- (c) **Red** Successful delivery of the project to be on time, within budget, specification and in line with original objectives appears to be unachievable. The project is expected to require redefining, significant additional time or additional budget.
- (d) **Blue** The project is substantially complete.
- (e) **Purple** The project is on hold, for reasons which have nothing to do with management of the capital programme. Examples include reconsideration of whether the project is still needed as originally proposed, or withdrawal of a funder.

2. Summary of Individual Projects

Dept/ Division	Project	Remaining Budget (£000)	2025/26 Spend (£000)	Forecast O/(U)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating @ P12
CRS	Finance System Replacement	1,000	185	0	Apr-27	Apr-27	Green	Green
CDN (PDT)	Local Transport Schemes	14,177	6,274	0	Mar-24	Dec-27	Green	Green
CDN (PDT)	LCC Bus Improvements	8,493	7,997	0	Apr-27	Apr-26	Green	Blue
CDN (PDT)	Waterside Strategic Regeneration Area	2,371	427	0	Mar-23	Mar-27	Amber	Green
CDN (PDT)	Leicester Railway Station - Levelling up	14,230	444	0	Mar-24	TBC	Red	Red
CDN (PDT)	Leicester Urban Natural Flood Management	681	160	0	Mar-27	Mar-27	Green	Green
CDN (PDT)	Heritage Development Trust	134	17	0	Mar-25	Jun-27	Amber	Green
CDN (PDT)	Restoring the Soar	562	201	0	Jul-26	Dec-26	Green	Amber
CDN (PDT)	Strategic Sites	4,934	388	0	Mar-28	Mar-28	Green	Green
CDN (PDT)	Connecting St Margarets	798	207	0	Mar-26	Jul-27	Amber	Amber
CDN (PDT)	3 Darker Street	136	0	0	Jun-26	Jun-26	N/A	Green
CDN (PDT)	Regeneration at Midland St/Southampton St	300	0	0	May-28	May-28	N/A	Green
CDN (TCI)	Leicester Market Redevelopment	7,725	2,997	1,900	Dec-21	Dec-26	Green	Amber
CDN (TCI)	12-20 Cank St Link	2,594	174	0	Jan-25	Mar-27	Green	Amber
CDN (TCI)	Leicester Museum and Art Gallery Phase	5,037	2,214	0	Mar-22	Mar-27	Green	Amber
CDN (TCI)	King Richard III Café	551	0	0	Feb-27	Feb-27	Green	Green
CDN (TCI)	Workspace Fit-Out Project	427	275	0	Jun-26	Aug-26	Green	Green
Total		64,150	21,960	1,900				

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Dept/ Division	Project	Remaining Budget (£000)	2025/26 Spend (£000)	Forecast O/(U)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating @ P12
CDN (NES)	Library Self Access Rollout	473	63	0	Sep-24	Dec-26	Purple	Green
CDN (NES)	Neighbourhood Services Transformation	2,000	0	0	Mar-27	Mar-28	Purple	Green
CDN (NES)	Multi Use Games Areas (MUGAs)	4,844	1,543	0	Mar-25	Mar-27	Amber	Green
CDN (NES)	Pest & Dogs Depot Relocations	48	0	0	Mar-25	Jun-26	Amber	Green
CDN (NES)	Leisure Centre Improvements	1,072	161	0	Dec-25	TBC	Purple	Purple
CDN (NES)	Green Libraries Project	130	46	0	Mar-25	Sep-26	Amber	Amber
CDN (EBS)	Estate Shops	266	52	0	Mar-22	Dec-26	Green	Green
CDN (EBS)	St Nicholas Wall	362	14	0	Sep-24	Oct-27	Amber	Amber
CDN (EBS)	Boston Road	1,431	217	0	Jul-25	Sep-26	Green	Green
CDN (EBS)	Gilroes Cemetery	719	40	0	Sep-25	Jul-26	Amber	Green
CDN (EBS)	Energy Smart Initiatives	2,002	0	0	Jun-26	Dec-26	Green	Amber
CDN (HGF)	Leycroft Road Depot	3,794	82	0	Dec-26	Jan-28	Green	Amber
SCE (ECS)	Additional SEND Places (including Pupil Referral Units)	6,272	2,076	0	Jan-24	TBC	Purple	Purple
SCE (ECS)	S106 School Places (Slater/ Wolsey House)	847	7	0	Sep-26	Apr-27	Green	Amber
SCE (ECS)	Pindar Nursery	825	11	0	Mar-23	TBC	Purple	Purple
SCE (ECS)	Education System Re-tender	1,486	524	0	Mar-26	Mar-27	Green	Green
SCE (ECS)	Early Years - Two Year Olds	593	235	0	Mar-26	Mar-27	Amber	Green
Total (excluding HRA)		91,315	27,031	1,900				
CDN (HRA)	St Matthews Residential Property Concrete Works	1,633	96	0	Mar-24	Mar-27	Green	Amber
Total HRA		1,633	96	0				
Total (including HRA)		92,948	27,127	1,900				

Capital Programme Project Monitoring 2025/26 Outturn

Corporate Resources

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Finance System Replacement	1,000	0	Apr-27	Apr-27	G
Total	1,000	0			

2. Projects Commentary (for **all** projects rated Amber, Red or Purple)

1.1. This report recommends the addition of £595k to the capital programme for laptops to support hybrid working. This will be funded from the cost of technology earmarked reserve.

Capital Programme Project Monitoring 2025/26 Outturn

Planning, Development & Transportation

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Local Transport Schemes	14,177	0	Mar-24	Dec-27	G
LCC Bus Improvements	8,493	0	Apr-27	Apr-26	B
Waterside Strategic Regeneration Area	2,371	0	Mar-23	Mar-27	G
Leicester Railway Station - Levelling up	14,230	0	Mar-24	TBC	R
Leicester Urban Natural Flood Management	681	0	Mar-27	Mar-27	G
Heritage Development Trust	134	0	Mar-25	Jun-27	G
Restoring the Soar	562	0	Jul-26	Dec-26	A
Strategic Sites	4,934	0	Mar-28	Mar-28	G
Connecting St Margarets	798	0	Mar-26	Jul-27	A
3 Darker Street	136	0	Jun-26	Jun-26	G
Regeneration at Midland St/Southampton St	300	0	May-28	May-28	G
Total	46,816	0			

2. Projects Commentary (for **all** projects rated Amber, Red or Purple)

2.1. LCC Bus Improvements – Funding was distributed by April 2026 with the new electric buses expected to enter service from April 2027, supporting the transition to a zero-emission network.

2.2. Leicester Railway Station – Levelling Up - The project has been delayed beyond its original completion date, with procurement now expected to commence in Summer 2026. This is a very large and complex scheme and an updated forecast completion date will be provided once more information is known. The scheme is also expected to require additional funding

and although an exact amount is not yet finalised, the Council is working with external partners to secure potential funding.

2.3. Restoring the Soar - The project timetable has been extended to December 2026 following agreement with the National Lottery Heritage Fund to allow the project team to develop a more comprehensive programme.

2.4. Connecting St Margarets – The Department for Transport has confirmed its intention to progress the scheme, with design work scheduled to be completed by July 2027. A decision will be sought in due course to add the Department for Transport funding to the capital programme to enable delivery of the scheme.

Capital Programme Project Monitoring 2025/26 Outturn

Tourism, Culture and Inward Investment

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Leicester Market Redevelopment	7,725	1,900	Dec-21	Dec 26	A
12-20 Cank St Link	2,594	0	Jan-25	Mar-27	A
Leicester Museum and Art Gallery	5,037	0	Mar-22	Mar-27	A
King Richard III Café	551	0	Feb-27	Feb-27	G
Workspace Fit-Out Project	427	0	Jun-26	Aug-26	G
Total	16,334	1,900			

2. Projects Commentary (for **all** projects rated Amber, Red or Purple)

2.1. This report recommends the addition of £250k for the Council's contribution to essential maintenance at the Record Office for Leicestershire, Leicester and Rutland (ROLLR). This will be funded by prudential borrowing.

2.2. **Leicester Market Redevelopment** – Significant archaeological fundings have resulted in an extended delivery programme and additional costs associated with the markets public realm scheme. Resulting in a forecast overspend of £1.9m, for which additional funding will be requested in a separate decision report.

2.3. **12-20 Cank St Link** – Delivery of the scheme has been delayed due to unforeseen ground conditions and structural building issues. These unforeseen issues are being assessed and the projected completion date is provisionally March 2027.

2.4. Leicester Museum and Art Gallery – The completion date reflects the inclusion of Phase 5 works, representing an approved scope increase of £411k funded by the National Lottery Heritage Fund. The revised programme reflects this additional scope rather than any delay to delivery, with the project progressing in line with the expanded scheme.

Capital Programme Project Monitoring 2025/26 Outturn

Neighbourhood and Environmental Services

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Library Self Access Rollout	473	0	Sep-24	Dec-26	G
Neighbourhood Services Transformation	2,000	0	Mar-27	Mar-28	G
Multi Use Games Areas (MUGAs)	4,844	0	Mar-25	Mar-27	G
Pest & Dogs Depot Relocations	48	0	Mar-25	Jun-26	G
Leisure Centre Improvements	1,072	0	Dec-25	TBC	P
Green Libraries Project	130	0	Mar-25	Sep-26	A
Total	8,568	0			

2. Projects Commentary (for all projects rated Amber, Red or Purple).

2.1. Leisure Centres Improvements – This scheme is paused while the leisure centre review is undertaken.

2.2. Green Libraries Project – Whilst building heating management systems have been successfully upgraded, increased IT security requirements have been identified for remote controls. Completion has been delayed to enable a revised solution, extending the completion date to September 2026.

Capital Programme Project Monitoring 2025/26 Outturn
Estates and Building Services

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Estate Shops	266	0	Mar-22	Dec-26	G
St Nicholas Wall	362	0	Sep-24	Oct-27	A
Boston Road	1,431	0	Jul-25	Sep-26	G
Gilroes Cemetery	719	0	Sep-25	Jul-26	G
Energy Smart Initiatives	2,002	0	Jun-26	Dec-26	A
Total	4,780	0			

2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

2.1. St Nicholas Wall – The works have required consent from the relevant statutory bodies and have taken significantly longer than expected which have resulted in a delay to forecast the completion.

2.2. Energy Smart Initiatives - The project has been delayed due to higher than anticipated costs, requiring a review of the scheme's scope. As a result, the completion date has been extended to December 2026.

Capital Programme Project Monitoring 2025/26 Outturn

Housing General Fund

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Leycroft Road Depot	3,794	0	Dec-26	Jan-28	A
Total	3,794	0			

2. Projects Commentary (for all projects rated Amber, Red or Purple)

- 2.1. **Leycroft Road Depot** – Delays to project delivery have primarily arisen from contractor delays in completion of structural surveys and the associated design for the refurbishment works.

Capital Programme Project Monitoring 2025/26 Outturn

Children's Services

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Additional SEND Places (including Primary Pupil Referral Unit)	6,272	0	Jan-24	TBC	P
S106 School Places (Slater/ Wolsey House)	847	0	Sep-26	Apr-27	A
Pindar Nursery	825	0	Mar-23	TBC	P
Education System Re-tender	1,486	0	Mar-26	Mar-27	G
Early Years - Two Year Olds	593	0	Mar-26	Mar-27	G
Total	10,023	0			

2. Projects Commentary (for **all** projects rated Amber, Red or Purple).

2.1. Additional SEND Places (including Primary Pupil Referral Unit) – This scheme remains on hold whilst the total number of SEND places required in the city is confirmed alongside the context of national SEND reforms.

2.2. S106 School Places (Slater/ Wolsey House) – Programme delays have arisen from ongoing design development at Wolsey House, while works at Slater remain scheduled for completion in August 2026 as previously reported.

2.3. Pindar Nursery – This scheme remains on hold whilst the requirements for the refurbished building is reviewed.

Capital Programme Project Monitoring 2025/26 Outturn

Housing (HRA)

1. Projects Summary

Project Name	Remaining Budget (£000)	Over / (Under) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
St Matthews Residential Property Concrete Works	1,633	0	Mar-24	Mar-27	A
Total	1,633	0			

2. Projects Commentary (for all projects rated Amber, Red or Purple).

2.1. **St Matthews Residential Property Concrete Works** – This project has been delayed due to the prioritisation of staffing resource towards other key works at the St Matthews Centre.

WORK PROGRAMMES**1. Summary**

- 1.1 As stated in the cover report, work programmes are minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion.

Department / Division	Approved to spend in 25/26 £000	2025/26 Spend £000	Slippage £000	Over/(under) Spend £000
City Development & Neighbourhoods	1,786	184	1,602	0
Planning, Development & Transportation	13,037	8,746	4,292	0
Tourism, Culture & Inward Investment	1,112	570	542	0
Neighbourhood & Environmental Services	966	295	671	0
Estates & Building Services	6,206	3,073	3,098	(35)
Housing General Fund	11,435	3,559	7,755	(121)
Children's Services	17,117	8,852	8,265	0
Adult Social Care	250	61	189	0
Total (excluding HRA)	51,909	25,340	26,414	(156)
Housing Revenue Account	40,766	39,404	1,587	224
Total (including HRA)	92,675	64,744	28,001	68

2. Summary of Individual Work Programmes

Work Programme	Dept/ Division	Approved £000	2025/26 Spend £000	Slippage £000	Over/ (under) Spend £000
Feasibility Studies	CDN	1,786	184	1,602	0
Transport Improvement Works	CDN (PDT)	4,764	2,698	2,066	0
Bus Engine Retrofitting	CDN (PDT)	376	0	376	0
Highways Maintenance	CDN (PDT)	5,965	5,027	938	0
Flood Strategy	CDN (PDT)	412	412	0	0
Festival Decorations	CDN (PDT)	55	50	5	0
Local Environmental Works	CDN (PDT)	400	369	31	0
Architectural & Feature Lighting (Grant)	CDN (PDT)	30	0	30	0
Front Wall Enveloping	CDN (PDT)	582	28	554	0
Secure Cycle Parking (TCF Funded)	CDN (PDT)	338	56	282	0
Street Nameplates City Branding Programme	CDN (PDT)	24	24	0	0
Historic Building Grant Fund	CDN (PDT)	91	82	9	0
Heritage Interpretation Panels	CDN (TCI)	370	256	114	0
Local Shopping Centres Reopening & Improvement Programme Grants	CDN (TCI)	494	215	279	0
Community Asset Transfer	CDN (TCI)	150	0	150	0
Theatre Maintenance	CDN (TCI)	99	99	0	0
Grounds Maintenance Equipment	CDN (NES)	150	116	34	0
Evington Park Depot Staff Welfare Facilities	CDN (NES)	140	124	16	0
Street Cleaning Equipment	CDN (NES)	445	0	445	0
Public Toilet Automatic Locking	CDN (NES)	176	0	176	0
Trees and Woodland Stump Grinder	CDN (NES)	55	55	0	0
Corporate Estate	CDN (EBS)	2,283	576	1,707	0
Property & Operational Estate Capital Maintenance Programme	CDN (EBS)	3,438	2,047	1,391	0
Green Homes	CDN (EBS)	485	450	0	(35)
Private Sector Disabled Facilities Grant	CDN (HGF)	2,775	2,183	592	0
Repayable Home Repair Loans	CDN (HGF)	121	0	0	(121)
Vehicle Fleet Replacement Programme	CDN (HGF)	8,323	1,160	7,163	0
Action Homeless' Supported Living Scheme	CDN (HGF)	216	216	0	0
School Capital Maintenance (CCIP works)	SCE (ECS)	15,862	8,052	7,810	0
School Capital Maintenance (TMBs and other)	SCE (ECS)	800	800	0	0
Foster Care Capital Contribution Scheme	SCE (ECS)	395	0	395	0
High Needs Assistive Technology	SCE (ECS)	60	0	60	0
Extra Care Feasibility	ASC	250	61	189	0
Total (excluding HRA)		51,909	25,340	26,414	(156)

Work Programme	Dept/ Division	Approved £000	2025/26 Spend £000	Slippage £000	Over/ (under) Spend £000
Council Housing - New Kitchens and Bathrooms	CDN (HRA)	2,658	1,722	936	0
Council Housing - Boiler Replacements	CDN (HRA)	2,301	2,301	0	0
Council Housing - Rewiring	CDN (HRA)	1,618	1,618	0	0
Council Housing - Disabled Adaptations & Improvements	CDN (HRA)	1,436	1,436	0	0
Council Housing - Insulation Works	CDN (HRA)	200	424	0	224
Council Housing - External Property Works	CDN (HRA)	1,942	1,942	0	0
Council Housing - Fire and Safety Works	CDN (HRA)	839	839	0	0
Council Housing - Community & Environmental Works	CDN (HRA)	1,527	900	627	0
Affordable Housing - Acquisitions	CDN (HRA)	18,093	18,093	0	0
Public Realm Works	CDN (HRA)	432	408	24	0
New House Build Council Housing	CDN (HRA)	9,721	9,721	0	0
Total HRA		40,766	39,404	1,587	224
Total (including HRA)		92,675	64,744	28,001	68

3. Commentary on Specific Work Programmes

- 3.1 Explanatory commentary for work programmes not currently progressing as planned, or for which issues have been identified is provided below. For monitoring purposes this has been defined as any scheme where budgets have significantly changed, where spend is low or where material slippage is forecast.
- 3.2 **Feasibility Studies** – The feasibility programme includes multiple schemes, with budget expected to slip into next year due to a mix of factors, including contractor withdrawal and staffing gaps. There has also been a focus on in-year delivery, reducing feasibility activity this year.
- 3.3 **Transport Improvement Works** – All funds have been allocated and approved as part of the 2025/26 budget. The delivery of some projects will need to be over the summer months and hence some slippage into 2026/27 has occurred. Additional slippage since period 9 is due to design works taking longer than expected on larger schemes.
- 3.4 **Bus Engine Retrofitting** – Delivery of this programme is currently paused pending a ministerial decision to allow the reallocation of funding to alternative delivery objectives. As a result, no expenditure has been incurred in 2025/26 and the budget will slip into 2026/27.
- 3.5 **Highways Maintenance** – The resurfacing programme was delivered as planned. However, delays occurred elsewhere in the programme, arising from the requirement to procure contractors and the rephasing of signal improvement works into April, due to the need to coordinate with other planned works and reduce disruption on the highway network. Furthermore, footway works on Melton Road (Phases 1 and 2) and Narborough Road have now been completed as part of another scheme, releasing funding for additional road resurfacing in 2026/27.
- 3.6 **Architectural & Feature Lighting** - There are several projects in the pipeline, and we continue to work with third parties to progress these through to delivery.
- 3.7 **Front Wall Enveloping** - Staffing capacity constraints have impacted delivery in 2025/26. These have now been addressed, with the Welford Road scheme programmed for Summer 2026 and further schemes progressing through procurement.
- 3.8 **Secure Cycle Parking (TCF Funded)** – Some schemes were expected to be completed before the end of the financial year. However, there have been unexpected delays regarding access control and CCTV. These have now been resolved and delivery will be progressed in 2026/27.

- 3.9 **Heritage Interpretation Panels** – It is proposed this budget will be carried forward to support delivery of the extended programme in 2026/27 and 2027/28. This reflects the continuation of project delivery rather than a delay in current-year activity.
- 3.10 **Local Shopping Centres Reopening & Improvement Programme** – Slippage within this programme is primarily due to neighbourhood improvement works now being scheduled for delivery in May 2026. In addition, a small number of shopfront grant payments have not yet been processed, and as a result, expenditure will slip into 2026/27.
- 3.11 **Community Asset Transfer** – An extension to the UKSPF funding deadline has enabled delivery to continue into 2026/27, with the remaining budget expected to be spent by September 2026.
- 3.12 **Street Cleaning Equipment** – There have been delays in delivery of the equipment, which have extended manufacturing and lead-in times. As a result, completion is now expected in the next financial year.
- 3.13 **Public Toilet Automatic Locking** – Slippage within this programme is due to delays in the tender process, with works now scheduled to commence in April 2026.
- 3.14 **Corporate Estate** – Slippage within the Corporate Estate programme is due to dependencies on Hard FM project delivery and delays which have arisen from issues identified during surveys. As a result, elements of the programme will be delivered in 2026/27. The £1.7m slippage includes the Haymarket centre of £968k with the remainder relating to the wider Corporate Estate programme. This report also requests that £541k be added to this work programme for the ongoing capital maintenance of the Haymarket Shopping Centre, financed from the capital fund linked to the decision in the revenue report in this agenda pack.
- 3.15 **Property & Operational Estate Capital Maintenance Programme** – Supply issues have led to delays in progressing decarbonisation works, resulting in slippage. In addition, the prioritisation of urgent works at the Curve has reduced the capacity to procure and secure consents for other, weather-dependent schemes. As a result, these works will be reprogrammed for delivery in 2026/27.
- 3.16 **Private Sector Disabled Facilities Grant** – Additional grant was awarded to the Council at the end of 2024/25 and whilst efforts have been made to increase contractor capacity, this is taking longer than hoped. Whilst significant work has been undertaken to utilise this funding, cancellations of works by residents continues to be high, and this has contributed to a major part of the slippage.

- 3.17 **Repayable Home Repair Loans** – No expenditure has been incurred in 2025/26. Capacity has been prioritised towards delivery of Disabled Facilities Grants with no repayable home loans having been completed this year. Given the limited interest in this scheme, the budget will not be carried forward into 2026/27.
- 3.18 **Vehicle Fleet Replacement Programme** – In line with what was reported at Period 9, slippage within this programme is due to market-related factors impacting the procurement of vehicles, resulting in delays to delivery. As a result, the remaining budget will slip into 2026/27.
- 3.19 **School Capital Maintenance (CCIP works)** - Access constraints at schools have impacted delivery of larger schemes. In addition, delays to decarbonisation works have arisen as the programme has moved into a more complex phase. As a result, expenditure will slip into 2026/27.
- 3.20 **Foster Care Capital Contribution Scheme** –There have been delays in securing the necessary legal consents and planning approvals for schemes. Delivery will progress once approvals are in place, with expenditure slipping into 2026/27.
- 3.21 **High Needs Assistive Technology** – The scheme was introduced in the final month of the financial year (March 2026) and has not progressed sufficiently to incur significant expenditure in-year. As a result, £60k will be spent in 2026/27
- 3.22 **Extra Care Feasibility** – Slippage within this programme is due to delays in the procurement of consultants. Procurement has now been completed, and the budget is expected to be spent by Summer 2026.
- 3.23 **Council Housing - New Kitchens and Bathrooms** - There has been limited contractor capacity to upgrade kitchens and bathrooms during the year, and this has been prioritised towards acquisitions being used for temporary accommodation. A new contract is in place which will facilitate recovery during 2026/27.
- 3.24 **Council Housing – Insulation Works** - An overspend has arisen largely as a consequence of Awaab's Law, and the need to respond within prescribed timescales, which will be funded from HRA reserves and the decision is included as part of this report.
- 3.25 **Council Housing - Community & Environmental Works** - Procurement for the works required under the communal flat improvement project is under way; this work will take place in 2026/27 resulting in slippage of £200k. A further £180k slippage arises from the reallocation of budget underspends and minor delays to communal and environmental works. Slippage of

£250k relates to match funding for the installation of units as part of the Heat Network Efficiency Scheme (HNES) to improve district heating efficiency.

PROVISIONS**1. Summary**

1.1 As stated in the cover report, provisions are sums of money set aside in case they are needed.

1.2 The sums below are for the 2025/26 financial year.

Provision	Dept/ Division	Approved £000	2025/26 Spend £000	Remaining Budget £000
Aikman Avenue District Heating	CDN (EBS)	195	0	195
Aikman Avenue District Heating	CDN (HRA)	455	0	455
St Paul's Church	CDN (PDT)	400	0	400
District Heating Metering	CDN (HGF)	1,024	0	1,024
District Heating Metering	CDN (HRA)	380	0	380
Total		2,454	0	2,454

1.3 Since the previous monitoring report, there have been no transfers out of provisions.

PROJECTS SUBSTANTIALLY COMPLETE**1. Summary**

1.1 As at the end of the quarter three in 2025/26, the following schemes were nearing completion. The budgets are largely the unspent amounts from previous years' capital programmes, mainly as a result of slippage.

Project	Dept/ Division	Approved £000	2025/26 Spend £000	Over/(Under) Spend £000
City-wide Parkmap TRO review, signs and lines upgrades	CDN (PDT)	12	12	0
High Streets Heritage Action Zones	CDN (PDT)	206	59	(147)
Pioneer Park - Levelling Up	CDN (PDT)	867	487	0
Air Quality Action Plan	CDN (PDT)	1	0	(1)
St George's Churchyard	CDN (PDT)	180	109	(71)
Southgates Underpass Lighting	CDN (PDT)	55	58	3
Land South of Phoenix	CDN (PDT)	416	336	0
DEFRA Flood Grant Awards	CDN (PDT)	85	63	(22)
Gresham Business Workspace	CDN (TCI)	10	10	0
Pilot House - Levelling Up	CDN (TCI)	2,201	2,176	0
Climate Change Retail Scheme	CDN (TCI)	17	0	(17)
Jewry Wall Museum Improvements	CDN (TCI)	1,754	1,621	0
PV Panels at Evington Leisure Centre	CDN (NES)	91	0	(91)
Study Zones	CDN (NES)	56	43	(13)
St Margaret's Pastures Skate Park	CDN (NES)	295	289	(6)
Saffron Lane Athletics Stadium S106 Improvements	CDN (NES)	27	0	0
Franklyn Fields Public Open Space	CDN (NES)	58	58	0
Depot Relocation	CDN (NES)	149	167	18
SuDS in Schools	CDN (EBS)	136	122	(14)
Haymarket Theatre - Internal Completion Works	CDN (EBS)	19	14	(5)
Leycroft Road Energy Reduction Works	CDN (EBS)	88	0	0
Leisure Centre Air Handling Units	CDN (EBS)	14	0	(14)
The Curve Remedial Works	CDN (EBS)	1,613	1,573	0
Replacement Cladding Phoenix Square	CDN (EBS)	2,077	1,557	0
Expansion of Oaklands Special School	SCE (ECS)	154	159	4
Overdale Infant and Juniors School Expansion	SCE (ECS)	45	45	0
Family Hubs	SCE (ECS)	102	102	0
S106 Additional School Places	SCE (ECS)	366	113	0
Winstanley Contact Centre	SCE (ECS)	10	10	0
Expansion of Children's Homes	SCE (ECS)	940	890	0
Beaumont Leys School – Bulge Works - Café and Canopy	SCE (ECS)	110	101	(9)
St Johns/Glebelands Bulge Capacity	SCE (ECS)	640	603	0
Supported Living Access Works	ASC	62	63	1
Housing Acquisitions - SAP	CDN (HGF)	32,075	29,707	0
Bridlespur Way Refurbishment	CDN (HRA)	1,104	598	0
Dawn Centre Reconfiguration	CDN (HRA)	220	220	0
Total		46,258	41,360	(384)

POLICY PROVISIONS**1. Summary**

1.1. As at the end of 2025/26, the following policy provisions were still awaiting formal approval for allocation to specific schemes.

Department/ Division	Policy Provision	Amount £000
CDN (TCII)	Tourism & Culture	10
CDN (NES)	Library Investment	0
CDN (EBS)	Growing Spaces	301
CDN (Various)	Match Funding	3,000
CDN (Various)	People & Neighbourhoods	392
SCE (ECS)	New School Places	1,813
SCE (ASC)	Extra Care Schemes	5,686
Other	Black Lives Matter	435
All	Programme Contingency	2,800
Total (excluding HRA)		14,437
CDN (HRA)	Other HRA Schemes	750
Total HRA		750
Total (including HRA)		15,187

1.2. Since the previous monitoring report, there has been the following release of monies from Policy Provisions:

- £1m from the Library Investment policy provision for works on buildings to be utilised as multi-service centres.

Prudential Indicators

Summary

Under the requirements of the Prudential Code for Capital Finance in Local Authorities, the full Council sets prudential indicators for the authority at the beginning of each year as part of the Treasury Management Strategy and Capital Strategy. This appendix reports on compliance during the year.

1. Debt and the Authorised Limit and Operational Boundary

The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

	2025/26 Authorised Limit £m*	2025/26 Operational Boundary £m*	Debt at 31/03/26 £m	Complied?
Borrowing	650	550	242	Yes
PFI and Finance Leases	500	450	79	Yes
Total debt	1,150	1,000	321	

2. Maturity Structure of Borrowing

This indicator is set to control the Authority’s exposure to refinancing risk (i.e. not having to repay too much and then borrow again at the same time). The upper and lower limits on the maturity of all borrowing were:

	Upper Limit £m	Lower Limit £m	31/03/26 Actual £m	Complied?
Under 12 months	50	Nil	22	Yes
12 months and within 24 months	100	Nil	52	Yes
24 months and within 5 years	150	Nil	22	Yes
5 years and within 10 years	200	Nil	11	Yes
10 years and within 25 years	250	Nil	19	Yes
25 years and over	300	Nil	116	Yes

3. Short-term Treasury Management Investments

The Council is allowed to utilise a broad range of investment instruments but in practice things are kept straight forward concentrating on other Local Authorities & similar bodies, UK Registered Banks and Money Market Funds (MMF). As of 31 March 2026, the council held £82m in short-term investments including £62m in MMFs which allow the Council instant access for liquidity purposes.

4. Long-term Treasury Management Investments

The Council has a limit of £50m for long-term investments. The total sum of such investments held by the Council as of 31 March 2026 was £5m which includes £5m in property funds, the limit was therefore complied with.

5. Gross Debt and the Capital Finance Requirement (CFR)

The underlying need to borrow for capital purposes is called the Capital Financing Requirement (CFR).

Statutory guidance is that debt should remain below the capital finance requirement, except in the short term. The authority has complied and expects to continue to comply with this requirement.

As reported in the Three-Year Capital Programme 2026/27 report, the authority will fund £90m of previously approved capital expenditure from reserves instead of borrowing, and therefore reduce the ongoing revenue borrowing costs incurred.

The Director of Finance has used their delegation as per the budget strategy 2026/27, to make the most prudent capital financing decisions to support the approach of reducing future borrowing costs to support the budget strategy.

6. Liability Benchmark

The Liability Benchmark forecasts the underlying need to borrow for capital purposes over the next 50 years, to make sure it remains within the CFR. Our forecasts suggest we will comply with this requirement.

Income Collection Outturn 2025/26

Overview Select Committee

Date of Meeting: 8th July 2026

Lead director: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Claire Gavagan, Assistant Director of Finance
- Author contact details: claire.gavagan@leicester.gov.uk
- Report version number: V1

1. Summary

This report details progress made in collecting debts raised by the Council during the year 2025-26, together with debts outstanding and brought forward from the previous year. It also sets out details of debts written off under delegated authority that have not been possible to collect at reasonable effort and expense.

This is a routine report made to members twice each year.

Income collection performance across most areas remains relatively stable, although the potential impact of wider cost-of-living pressures amid global economic uncertainty, including the ongoing conflict in the Middle East continues to be monitored. As yet, there is insufficient evidence to determine any impact on our income collection.

Figures included in this report need to be seen in the context of the total amount of income collected by the Council each year: in 2025/26 the total amount raised from the areas covered in this report was £557m. Whilst some debt is difficult to collect, and some people find it difficult to pay, ultimately, we collect nearly all the money due to us.

2. Recommended actions/decision

2.1 The OSC is recommended to:

- Consider the overall position presented within this report and make any observations.

3. Scrutiny / stakeholder engagement

N/A

4. Background and options with supporting evidence

Appendix A provides a summary of all debt.

Appendix B provides more detailed information and narrative for each main category of debt

Appendix C provides a summary of all the write-offs during the period.

Appendix D provides a summary of Write Offs Over £5k for 2025/26

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

The report details the Council's performance in collecting debts and amounts which have had to be written off.

Signed: Claire Gavagan, Assistant Director of Finance

Dated: 08.05.26

5.2 Legal implications

There are no specific legal implications arising from this report, which is for information purposes.

Signed: Kevin Carter– Head of Law - Commercial, Property & Planning

Dated: 08 May 2026

5.3 Equalities implications

This report details progress made in collecting debts raised by the Council during the year 2025-26. The Council must make every effort to collect its due debts. The Council aims to collect debt in a fair, proportionate and respectful manner.

Communications with residents are designed to prompt timely payment from residents who can pay, and early engagement from those who may have difficulties in making payments.

Copies of the Council's debt policy is available on the website
<https://www.leicester.gov.uk/your-council/how-we-work/debt-enforcement/if-you-are-struggling-to-pay>

Recovery action needs to strike a fair balance between sensitivity to debtors who are struggling to pay and the interests of the public as a whole (the income expected is part of our budget).

Effective communications are central to maximising income collection. Timely and accessible communications will help customers make the required payments. It is important to provide information clearly and transparently to debtors on what/how to pay, what to do if they can't pay and what actions we may take; assist them in understanding the situation, their options and what is required of them as individuals before further recovery progression.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148

Dated: 6 May 2026

5.5 Climate Emergency implications

None

5.6 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

No other implications are noted as this is an income collection report, and therefore no policy changes are proposed.

6. Background information and other papers:

Finance Procedure Rules

Debt Policy

7. Summary of appendices:

Appendix A provides a summary of all debt.

Appendix B provides more detailed information and narrative for each main category of debt

Appendix C provides a summary of all the write-offs during the period.

Appendix D provides a summary of Write Offs Over £5k for 2025/26

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a “key decision”? If so, why?

No

Summary of all Debt

Income Type	Debts brought forward @ 1/4/2025 £m	Debt raised £m	Collected £m	Written off £m	Debts outstanding @ 31/03/2026 £m
Business Rates (including Costs)	14.89	114.60	(111.84)	(3.18)	14.47
Council Tax (including Costs)	38.42	203.82	(195.22)	(2.48)	44.54
Housing Benefit Overpayments	6.68	2.29	(2.62)	(0.35)	6.00
Council House Rents	3.86	96.65	(96.24)	(0.14)	4.13
On and Off-Street Car Parking fines	3.98	7.12	(4.01)	(1.75)	5.34
Moving Traffic Enforcement	0.95	1.66	(1.18)	(0.31)	1.12
Other Income	29.90	131.04	(126.58)	(0.65)	33.71
Totals	98.68	557.18	(537.69)	(8.86)	109.32

1. Business Rates

1.1 Headline Figures for period under review including costs

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
14.89	114.60	(111.84)	(3.18)	14.47

1.2 Background and comparator information

Background Information

Business Rates are a national tax paid by just over 12,600 businesses in Leicester.

Comparator Information

The collection rate remains stable, as shown below for the last two years.

- Collection to 31st March 2025 – 95.36%
- Collection to 31st March 2026 – 95.38%

It should be noted that unpaid debt on 31st March continues to be collected in the following year. The average long term collection rate is 97.8%.

Unpaid debt on 31st March continues to be collected in the following year. To 31st March 2026, previous years arrears have reduced by £6.2m to £8.7m.

As previously reported, collection has been impacted by the receivership and subsequent liquidation of Highcross Shopping Centre Ltd in September 2025. This resulted in a total amount of debt written off for the year of £3.2m. A significant provision was already included in the 2024/25 outturn position for the arrears in relation to Highcross. This is a demonstration of how one business can impact on the performance of business rates collection.

Out of the benchmarking group of 10 authorities we ranked 6th in order of the highest in-year collection rate.

1.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	50	67
Deceased – No Assets	1	1
Insolvent / Bankrupt/ Liquidated	500	3,020
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	464	88
Totals	1,015	3,176

1.4 Volume/policy/statutory changes that have occurred during the period and their impact

Changes

From 1 April 2025 the discretionary retail, hospitality, and leisure business rates relief scheme allowed for 40% relief to eligible businesses, up to a limit of £110,000 per business. The relief previously was 75%. From April 2026, support to such businesses is mandatory through lower national multipliers (rate in the pound of rateable value)

From 1 April 2026 charges are based on the revaluation of the rateable value of all non-domestic properties. This will mean greater fluctuations in amounts payable between businesses. Furthermore, retail, hospitality and leisure businesses pay rates on a lower multiplier from 1 April 2026.

1.5 Summary of measures taken to recover debt

Debt recovery measures

Economic conditions continue to impact collection of business rates.

Our normal recovery process is:

- A reminder will be sent if an instalment is missed.
- If the instalment is paid within 7 days of the reminder, the right to pay by instalments is maintained; if a subsequent instalment is missed a final notice will be issued stating that the right to pay by instalments has been lost and the full charge has become payable.
- If the instalment is not paid within 7 days of the reminder, the full charge becomes payable.

If the full charge becomes payable and is not paid within 7 days, a summons will be issued, and a liability order sought at the Magistrates' Court. Costs become payable at this stage.

Our collection processes are continuously reviewed to improve in-year and arrears collection. As part of this, we are issuing a SMS message to businesses prior to issuing summonses and focussing recovery action on rate payers with high levels of arrears with the help of external solicitors.

We have also been working with enforcement agent services, with a view to use improved methods of collection, whilst assisting those businesses facing difficulties by promoting eligibility for reliefs and extended payment arrangements.

For customers struggling to pay we offer a call back service to discuss payment of the outstanding debt and any other support that may be available.

2. Council Tax

2.1 Headline Figures for period under review including costs

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
38.42	203.82	(195.22)	(2.48)	44.54

2.2 Background and comparator information

Background information

Council tax is a national tax, charged to over 145,600 properties in Leicester. The amount we collect includes sums charged by the fire authority and the police and crime commissioner.

The Council continues to work with households struggling to pay and would encourage anyone in this situation to contact us early.

Comparator information

The following shows the percentage debt collection in the year it is raised over the last two years:

- Collection to 31st March 2025 – 93.37%
- Collection to 31st March 2026 – 92.66%

It should be noted that unpaid debt on 31st March continues to be collected in the following year. The average long-term collection rate is 97.5%.

The increase in the amount due for collection has mainly arisen from the annual 5% increase in Council Tax, which has consequently increased the level of outstanding debt.

Whilst the general cost of living pressures remains, we continue to support residents through early engagement, flexible payment arrangements and discretionary reductions where possible. This helps to reduce further enforcement action.

It should be noted that unpaid debt on 31st March continues to be collected in the following year. To 31st March 2026, previous years arrears have reduced by £10.9m to £27.5m.

Within our benchmark group of 10 Authorities, we were 8th in order of the highest collection rate. This is due to the changes highlighted above.

2.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	3,304	1,168
Deceased – No Assets	421	122
Insolvent / Bankrupt/ Liquidated	2,918	847
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	6,310	338
Totals	12,953	2,475

2.4 Volume/policy/statutory changes that have occurred during the period and their impact

Changes

The changes to the working age council tax support scheme came into effect from 1st April 2025.

From 1st April 2025, the one-month 100% discount for empty unoccupied and unfurnished properties was removed. Also, dwellings that are occupied periodically (often referred to as second homes), became subject to a 100% premium.

However, regulations allow exceptions to these premiums if certain eligibility conditions are met.

These changes meant that the net collectable debt increased.

2.5 Summary of measures taken to recover debt

Debt recovery measures

As of 31st March 2026, council tax support has been awarded in respect of 22,321 claims, at a cost of £22.9m to the Council.

The council tax discretionary relief scheme also provides support to households experiencing extreme financial hardship. As of 31st March 2026, just over £0.8m was paid to eligible households to make their council tax payments affordable. This is funded by the Council.

The usual recovery process after a reminder instalment has been missed is:

- If the instalment is paid within 7 days of the reminder, the right to pay by instalments is maintained; if a further instalment is missed, another reminder can be issued; if a third instalment is missed, a final notice will be issued stating that the right to pay by instalments is lost and the full balance becomes payable.
- If the instalment is not paid within 7 days of the first /second reminder, the right to pay by instalments is lost and the full balance becomes payable.
- If the full balance becomes payable and is not paid within 7 days, a summons will be issued, and a liability order sought at the Magistrates Court.

For next year, the Government will be introducing mandatory 12 monthly instalments for new payers and all payers from 1 April 2028, instead of the current 10 months – although the customer can request 12 months at present. This means the default instalments will be 12 months instead of 10. Furthermore, the time before a person loses the right to pay by instalments will be extended to at least 63 days after the first missed payment, meaning enforcement will not begin until at least three payments have been missed.

Understanding the struggles households may be experiencing, we continue to encourage residents and ratepayers to contact the Council as soon as possible so that a suitable payment arrangement or any entitlement to discounts, exemptions and discretionary relief can be discussed.

3. Overpaid Housing Benefit

3.1 Headline Figures for period under review including costs

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
6.68	2.29	(2.62)	(0.35)	6.00

3.2 Background and comparator information

Background information

The main cause of housing benefit overpayments is, delays in recipients telling the Council of changes in their circumstances, resulting in too much benefit being paid. By its nature overpaid housing benefit is difficult to collect, however processes are in place to recover debt wherever possible.

Overall, housing benefit debt continues to reduce from £6.68m at 31/03/2025 to £6.0m at 31/03/2026.

This can be attributed to more claimants now moving onto Universal Credit and the Council achieving greater processing efficiencies, which enables increased officer time on quality assurance.

Comparator information

Debt outstanding at:

- 31/03/2020 £13.74m
- 31/03/2021 £11.02m
- 31/03/2022 £9.45m
- 31/03/2023 £8.66m
- 31/03/2024 £7.64m
- 31/03/2025 £6.68m
- 31/03/2026 £6.0m

3.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	7	8
Deceased – No Assets	12	20
Insolvent / Bankrupt/ Liquidated	52	125
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	437	194
Totals	508	347

3.4 Volume/policy/statutory changes that have occurred during the period and their impact

Changes

From April 2025 the maximum deduction from Universal Credit from overpayments, which can include Housing Benefit, reduced from 25% to 15%. This has slowed recovery from attachment to benefits and will continue to impact recovery of HB OP Housing Benefit Overpayment over time.

3.5 Summary of measures taken to recover debt

Debt recovery measures

Debt is collected by means of deduction from ongoing benefit payments if there is a current entitlement to housing benefit.

Legislation permits us to deduct overpayments from other state benefits. However, when people transfer to universal credit our ability to collect weakens as we are 19th on the priority of creditors list and a maximum of 3 deductions are allowed at one time.

If there is no current housing benefit entitlement, payment is requested from the customer in the first instance before an invoice is raised.

Where no benefits are in payment, but the debtor is in employment we seek to obtain a Direct Earnings Attachment.

The Council continues to work with those struggling to pay on a case-by-case basis, offering payment arrangements.

4. Housing Rent

4.1. Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
3.86	96.65	(96.24)	(0.14)	4.13

4.2 Background and comparator information

Background information

The authority currently collects rent from approximately 18,500 tenancies across the City. Approximately, 3,100 of our tenants (16%) are on full or partial Housing Benefit and 10,500 (56%) on Universal Credit. The debt raised & collected includes the element paid by Housing Benefit.

Comparator information

Rent arrears have increased £0.3m since March 2025. However, this represents a small proportion (0.3%) of the total debt raised for the year. The income collection team is facing significant challenges such as changes in benefits eligibility and inflationary pressures affecting household budgets. Taking this into account the Council continues to perform well in overall rent collection.

Rent arrears for former tenants for previous years are included in the debt bought forward.

4.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	0	0
Deceased – No Assets	0	0
Insolvent / Bankrupt/ Liquidated	0	0
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	173	139
Totals	173	139

4.4. Volume/policy/statutory changes that have occurred during the period and their impact

Changes

It is now over 9 years since the implementation of UC, and the roll out of the full UC commenced at the beginning of 2024. Under the latest plans, it is anticipated the managed migration of the final group of legacy benefit claimants will be completed by 2028/29.

Tenants in receipt of Housing Benefit can have it paid directly into their rent account. However, under UC money is paid directly to the claimant rather than the Council. Vulnerable tenants and those with a history of rent arrears or homelessness may be able to have their rent paid directly to the Council, as landlord, by applying for an Alternative Payment Arrangement (APA).

The continuing expectation is that tenants should be paying their rent and abiding by all terms of their tenancy agreement to the best of their ability. Various support is available to assist tenants to pay their rent as normal.

4.5 Summary of measures taken to recover debt

Debt recovery measures

The Income Management Team are working with the Department for Work & Pensions (DWP) to minimise any impact of UC roll out. Tenants continue to be supported with income maximisation and claims for HB and UC, which can assist with rent payments. The team provide support to tenants and this year so far, have distributed £1.1m allocation of the Household Support Fund (HSF) to help secure tenants and those in temporary accommodation, who were in rent arrears and met the criteria.

Rent Management Advisors are supporting vulnerable tenants to claim and maintain UC and other welfare benefit streams, including disability related benefits.

5. Parking Fines (Penalty Charge Notice)

5.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
3.98	7.12	(4.01)	(1.75)	5.34

5.2 Background and comparator information

Background information

The Council issues penalty notices for both on-street and off-street parking charge evasion, as well as illegal parking. There are two nationally set rates based on the seriousness of the offence, details below.

- £25 or £35 if paid within 14 days.
- £50 or £70 if paid after 14 days.

When the penalty notices are written off, they are done so at the full rate plus any costs incurred.

Comparator information

The percentage of tickets issued during the year, paid at 31st March:

- 2024/2025 – 67%
- 2025/2026 – 65%

5.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	13,071	988
Deceased – No Assets	61	6
Insolvent / Bankrupt/ Liquidated	87	9
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	7,138	750
Totals	20,357	1,753

5.4 Volume/policy/statutory changes that have occurred during the period and their impact

Changes

Since the roll-out of new dropped-kerb enforcement restrictions and the launch of the Stoneygate and Woodgate residential zones, PCN issuance has climbed.

The Parking Enforcement team issued approximately 136,000 notices in 25/26, up from 121,000 the previous year. This volume was managed by a frontline staff of 59 Civil Enforcement Officers. However, debt recovery remains challenged by "no-trace" cases, where vehicles are registered without verified identification.

5.5. Summary of measures taken to recover debt

Usual Debt recovery measures

- Reminder letters
- Legal action
- Enforcement action (bailiffs)
- Staff training and general discussions and improvements

6. Moving Traffic Enforcement Fines

6.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
0.95	1.66	(1.18)	(0.31)	1.12

6.2 Background and comparator information

Background information

The Council issues penalty charge notices to motorists for driving in Bus Lanes/Gates or stopping at a Bus Stop Clearways (red routes) and Moving Traffic Offences for stopping in a box junction and school streets.

These are levied at £70, discounted to £35 if paid within 21 days.

When the penalty notices are written off, they are done so at the full rate plus any costs incurred.

Comparator information

The percentage of tickets issued during the year, paid at 31st March:

- 24/25 - 72%
- 25/26 - 68%

6.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	2,358	120
Deceased – No Assets	12	1
Insolvent / Bankrupt/ Liquidated	37	4
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	1,705	183
Totals	4,112	308

6.4 Volume/policy/statutory changes that have occurred during the period and their impact

Changes

In May 2025 and January 2026, we expanded our ANPR network on Evington Road with two new cameras to reduce congestion and improve bus reliability.

For reference, our new CCTV camera car went live on 1st April 2026 (financial year 26/27). It is now patrolling city-wide to enforce restrictions such as Red Routes on London Road, Abbey Lane, St Nicholas place and Highcross Street, school keep-clear zones, and bus stops.

While we expect an increase in PCNs, the primary goal of the camera car is to act as a deterrent and educate drivers on keeping our roads safe and clear.

6.5 Summary of measures taken to recover debt

Usual Debt recovery measures

- Reminder letters
- Legal action
- Enforcement action (bailiffs)

7. Other Income

7.1 **Headline Figures for period under review including costs***

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off/back £m	Uncollected debt c/f £m
29.90	131.04	(126.58)	(0.65)	33.71

7.2 **Background and comparator information**

Background information

Other Income' includes all income other than the sources described above. It covers a wide variety of income from various individuals and organisations. Examples include commercial property rent, adult social care costs relating to residential and non-residential care, and repairs and maintenance charges relating to Council property.

Unlike some other sources of debt, the total debt value can fluctuate based on the type and timing of income being collected. In particular, the debt as at 31 March includes invoices totalling £10m raised in March which had no realistic opportunity for recovery within the financial year. Therefore, when reviewing this type of debt, we continue to focus on aged debt as the main measure of performance rather than value.

Comparator information

Debt over 12 months old (aged debt) has increased in the past year:

- 31/03/2020 £3.48m
- 31/03/2021 £4.33m
- 31/03/2022 £4.48m
- 31/03/2023 £5.25m
- 31/03/2024 £5.05m
- 31/03/2025 £7.43m
- 31/03/2026 £11.15m

Aged debt has increased to £11.15m at 31 March 2026. Approximately half relates to Adult Social Care debt, where charges are secured against assets while individuals remain in care. The remaining increase reflects the progression of older, more complex cases through the recovery process, with a greater number of accounts reaching the stage where legal action is appropriate.

Whilst this has increased the reported aged debt balance, it also demonstrates that these cases are being actively managed and progressed through the appropriate recovery routes.

7.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	106	40
Deceased – No Assets	789	293
Insolvent / Bankrupt/ Liquidated	370	57
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write on	2,169	256
Totals	3,434	646

7.4 Volume/policy/statutory changes that have occurred during the period and their impact

During the year, there have been no significant statutory changes directly impacting recovery processes within this income stream. However, the operating environment continues to be shaped by ongoing cost of living pressures, which have increased the complexity and duration of some recovery cases.

In response, we have strengthened our recovery approach through:

- Increased use of targeted interventions for higher-risk or higher-value debt
- Greater alignment between internal teams and Legal Services for complex cases
- Introduction of external support to improve the timeliness and consistency of correspondence and follow-up actions

These changes are designed to ensure that recovery activity remains both effective and proportionate, balancing firm enforcement with appropriate support.

7.5 Summary of measures taken to recover debt

Debt recovery measures

We continue to apply a structured and consistent approach to debt recovery, while ensuring appropriate support is available for those experiencing financial hardship.

Process:

If an invoice remains unpaid after 14 days, we issue a first reminder, followed by a second after seven days. From there, we tailor our recovery approach to the nature of the debt, recognising that, for example, the sensitivities of Social Care debt require a different response to the more commercial focus applied to business debts. This targeted approach ensures we balance firm recovery with fairness and support for those in genuine hardship.

Where a case is suitable for county court enforcement, we issue a Letter of Claim. If payment is still not made after a judgment or recovery order, we may:

- Refer the case to enforcement agents
- Apply for a third-party debt order
- Arrange an attachment to earnings
- Seek a charging order

Cases not suitable for court action are referred directly to enforcement agents, with debtors encouraged to engage early with our support offers to avoid escalation.. Where appropriate, and depending on the circumstances, more complex or high-value debts are referred to Legal Services for further action to secure recovery.

Over the past year, we have strengthened our approach through earlier intervention, closer working between services (particularly ASC) and the introduction of external support to improve the timeliness and consistency of recovery activity. This ensures we are focusing resource where it has the greatest impact, particularly on older and more complex cases.

Summary of all Write Offs

The table below provides detail on the reasons why debt is written off during the year.

Income Type	Unable to trace* £000	Deceased - no assets £000	Insolvent/ Bankrupt/ Liquidated £000	Irrecoverable at reasonable effort and expense £000	Total Write offs at 31/03/2026 £000	Total Write offs at 31/03/2025 £000**
Business Rates (including Costs)	67	1	3,020	88	3,176	2,149
Council Tax (including Costs)	1,168	122	847	338	2,475	3,275
Housing Benefit Overpayments	8	20	125	194	347	341
Council House Rents	0	0	0	139	139	56
On and Off-Street Car Parking fines	988	6	9	750	1,753	1,282
Moving Traffic Enforcement	120	1	4	183	308	493
Other Income	40	293	57	256	646	1,182
Totals	2,391	443	4,062	1,948	8,844	8,778

* In practice, a debtor's whereabouts become unknown when contact details are no longer valid and all standard tracing steps fail to identify a current address or point of contact, typically due to relocation without notification or data falsely provided.

** For comparison purposes total write offs for the last financial year (2024/25) have been included.

Write Offs Over £5k for 2025/26

Income Type	No. of Write Offs	Value £000
Business Rates (including Costs)	46	3,840
Council Tax (including Costs)	53	680
Housing Benefit Overpayments	5	42
Council House Rents	5	29
On and Off-Street Car Parking fines	0	0
Bus Lane Enforcement	0	0
Other Income	28	359
Totals	137	4,950

- The value of Business Rates write-offs over £5k exceeds the total amount ultimately written off because these figures represent amounts approved for write-off. However, recovery action on these debts continues where appropriate, meaning the actual amount written off is lower. In addition, subsequent write-ons have further reduced the net value of write-offs.

Financial procedure rules require me to itemise any individual write-offs in excess of £100,000:

- £2,824,514.43 of Non Domestic (business) Rates owed by Highcross Shopping Centre Ltd and written off following their liquidation.

Review of Treasury Management Activities 2025/26

Overview Select Committee

Date of meeting: 8 July 2026

Lead director: Amy Oliver, Director of Finance

Useful information

- Ward(s) affected: All
- Report author: Adam Wuni – Head of Finance Strategy
- Author contact details: adam.wuni@leicester.gov.uk
- Report version number: 1

1. Summary

- 1.1. This report reviews how the Council conducted its borrowing and investments during 2025/26.
- 1.2. The year started with interest rates at a base rate of 4.5% and there was an expectation that they would move down during 2025/26 as inflation came under control. December 2025 saw the third rate cut of the financial year bringing bank rate to 3.75%. This fall in interest rates will have impacted the Council's return on its investments.
- 1.3. Inflation fluctuated during 2025/26 but overall went up starting at 2.6% in March 2025 (on the CPI measure of inflation) rising to a peak of 3.8% between July and September before falling again to 3.0% in February 2026. Throughout the year it remained above the Bank of England target of 2%. It rose slightly in March 2026 and is expected to rise further during the early part of 2026/27 principally due to geopolitical pressures most notably from the war in the Middle East.
- 1.4. During 2025/26 the Council increased its actual borrowing after many years of using internal borrowing as part of its capital financing. This new borrowing totalled £110m from the Public Loans Works Board (PWLb).

2. Recommended actions/decision

- 2.1. Members of the Overview Select Committee are recommended to note this report and make comments to the Director of Finance and the Executive as they wish.

3. Scrutiny / stakeholder engagement

- 3.1. N/A

4. Background and options with supporting evidence

- 4.1. Treasury management is the process by which our borrowing is managed, and our cash balances are invested. Whilst there are links to the budget approved annually by Council, the sums in this report do not themselves form part of the budget. Cash balances reported here cannot be used to finance expenditure. Rather, measures approved by Council such as drawing on managed reserves to help

support the budget and incurring capital spending funded by prudential borrowing translate to a planned and approved call on cash balances.

- 4.2. The Council incurred long term loan debt to finance both past and current capital expenditure. However, it has taken the opportunity to rationalise debt by repaying the Lender Option Borrower Option (LOBO) style loans and moving to a mix of short, medium and long-term loans from the Public Loan Works Board. During 2025/26 the Council has increased its level of borrowing to secure its liquidity and to fund capital expenditure.
- 4.3. The Council needs cash balances to meet day to day expenditure (e.g. to pay wages when they are due) and some is set aside to repay back borrowing.
- 4.4. The report commences with an overview of treasury management, including loans and investments at key dates. It then reviews the credit worthiness of investments and implementation of our strategy, provides outcomes on key performance measures, and concludes by reviewing compliance against limits set by the Council.
- 4.5. Reports reviewing treasury management activities are submitted twice a year. The previous report was presented to Overview Select Committee on 3 December 2025.

Overview of Treasury Management

Main elements of Treasury Management

- 4.6. There are two main elements to treasury management. The first is managing the Council borrowing, which is used to finance past capital expenditure. The majority of capital schemes have historically been supported by capital grants, with only limited recent use of prudential borrowing. These typically include schemes that are self-financing, along with contributions towards the acquisition and construction of new council housing within the Housing Revenue Account (HRA). The 2025/26 budget process included proposals to borrow for a greater proportion of our capital expenditure, as reserves previously earmarked for capital projects were expected to be needed to support the revenue budget. However limited improvements in the financial position have allowed this to be reversed in the 2026/27 budget, reducing our borrowing costs going forward.
- 4.7. Without a change in approach, and after more than 15 years without long-term borrowing, the Council's cash balances would have fallen below the £25 million minimum level by the end of 2024/25; this was avoided by utilising government borrowing facilities to support the capital programme, including major investment in new council housing. The Council's cash/cash equivalent balances at the end of 2025/26 was £62m.
- 4.8. Historic debt can at times be restructured to achieve savings (for example, by repaying one loan and replacing it with another), and this is kept under active review at the Council. However, any such action must take account of Government rules, which can make early repayment of PWLB borrowing

expensive. Therefore, any repayments would likely be as part of an overall longer-term debt refinancing and rescheduling exercise after considering the prevailing interest rates and a full cost benefit analysis. As long-term interest rates remain unattractive and the Council continues to increase its debt levels, this option has not been pursued this year.

4.9. The revenue budget approved by the Council for each financial year includes provision for the interest payable on this borrowing. It also includes a provision for repaying the borrowing over a number of years (typically over the economic life of the assets acquired). As noted above, the actual loans have generally not been repaid, hence the funding set aside annually for repayment has help to maintain the cash balances.

4.10. The second element of treasury management is cash management which involves managing the Council's investments to ensure the optimum amount of money is in the bank account on a day-to-day basis so that there is enough money in the account to cover the payments made on the day but no more (cash held in the bank account earns lower interest).

4.11. During 2025/26 the level of the Council's cash investments (although fluctuating during the year) have remained reasonably consistent, but as noted above this is not of itself "spare cash". There are a number of key reasons for the level of cash:

- a) As explained above, whilst the Government no longer supports capital spending with borrowing allocations, we are still required to provide money in the revenue budget each year to repay debt on past capital spending.
- b) We have working balances arising from our day-to-day business (e.g. council tax received before we pay wages and suppliers and capital grants received in advance of the associated capital spending).
- c) We have reserves as shown in the annual budget report and the annual outturn report, which are essentially held in cash (or to underwrite 'internal borrowing' for new capital spending) until we need to spend them.

Treasury Management Policy and Monitoring

4.12. The activities to which this report relates are governed by the Treasury Strategy for 2025/26 approved by the Council on 19 February 2025. This established a plan for borrowing and investment. The Treasury Strategy is formulated taking into account the Council's anticipated borrowing requirements, its expected cash balances, the outlook for interest rates and the credit worthiness of the banks with whom the Council might invest its cash balances.

4.13. Treasury activity is reviewed and reported to the committee twice annually, and this is the second and final report for 2025/26.

Loans and Investments at Key Dates

- 4.14. Table 1 shows the loans (money borrowed by the Council) and investments (money invested by the Council) as at 30 September 2025 and at 31 March 2026. The rates shown are the averages paid and received during 2025/26.
- 4.15. The borrowing strategy that the Council began to implement in the first half of the year continued through the second half. Gross debt increased during the second half of the year by £45m.
- 4.16. Although historically the Council has used banks as well as PWLB for its long-term borrowing the bank loans have now been repaid leaving the PWLB as its only current source of borrowing.
- 4.17. Investments in the second half of the year have decreased by £18m, from £110m at 30 September 2025 to £92m at 31 March 2026. This partly reflects the typical year-end pattern, as grant income is utilised and receipts from Council Tax and Business Rates reduce. In addition, both the General Fund and HRA capital programmes start to accelerate in the second half of the year requiring the Council undertake further borrowing.
- 4.18. Since 2019/20, we have invested in the short to medium term with other local authorities, rather than banks which have less protection for institutional investors. At the end of the 2025/26 financial year, the Council had no exposure to banks except to Barclays who function as the Council's bankers. We may potentially in the future look to increase our deposits with banks if they meet the criteria laid down by the Council TMSS and if rates are attractive.
- 4.19. The Council has continued to make use of money market funds which comprise a basket of short-dated loans to financial institutions. The funds used are considered low risk and are supported by strong credit ratings. We also use them because they are liquid (we can get money back when we need it). We have never lost any money in investing in these funds, but the downside of their safety is that returns are generally lower than some less secure alternatives.

Table 1- Loans & Investments

	Position at 30/09/2025 Principal £M	Position at 31/03/2026 Principal £M	Average Rate at 31 March 2026	Average Rate in 2025/26
Long Term Fixed Rate Loans				
Public Works Loan Board (PWLB)	169	220	4.2%	4.2%
Short Term (less than 6 months) Loans				
Public Works Loan Board (PWLB) Loans due in <12 months	5	22	4.3%	4.3%
Local Authority Loans	23	0	4.4%	NIL
Gross Debt	197	242	4.3%	4.2%
Treasury Investments				
Other Local Authorities	30	25		
Money Market Funds	75	62		
Property Funds	5	5		
Total Treasury Investments	110	92	4.2%	4.0%
NET INVESTMENTS/(DEBT)	(87)	(150)		

4.20. The investments include £5.0m in a property unit trust. These are unit trusts which invest in property, as opposed to more traditional unit trusts that invest in shares. With this type of investment capital value can go both up or down and in recent years the value of these investments has been variable. The funds are held with the Threadneedle Property fund, with a valuation of £4.3m which is also £0.7m lower than the original purchase price of £5m. The dividends received in the year totalled £210k (a return of 4.2% on the original capital investment).

4.21. The Treasury Strategy permits additional investments in property funds up to a total value of £30m, but no further such investments have been made during the 2025/26. We do not expect to make any new property investments for the near future. Table 2 below shows the overall position of the property funds since purchase in 2018.

Table 2 – Position of Property Fund

	Threadneedle Street
	£
Initial Investment 2018	5.00
Valuation at 31 March 2026	4.30
Unrealised gain/(Loss)	(0.70)
Interest on Investment	1.60
Overall Return on Investment	0.90

4.22. The Council's (Non-Treasury) Investment Strategy also allows the spending of capital or making of loans to a third party which are intended to (at least partly) achieve a return. A summary of outstanding loans made under the Investment Strategy is shown in table 3 below.

Loans	Total loans outstanding At 31/03/2026 £m	Percentage Return 2025/26
Ethically Sourced Products Ltd	0.9	4%
Leicester Hockey Club CIC	0.4	5%
Leicester Community Sports Arena Ltd	1.4	5%
The Chapter of Leicester Cathedral	0.8	5%
Total Loans	3.5	4.8%

Table 3 - Loans under the Investment Strategy

4.23. Ethically Sourced Products Ltd loan was due for repayment in 2025/26, we are currently working with them to resolve by early 2026/27.

4.24. As previously reported, Leicester Community Sports Arena Ltd is currently in arrears in relation to the repayment of their loan.

4.25. Leicester Hockey Club C.I.C. loan has also fallen into arrears and have a repayment plan in place and are now back on repayment schedule.

4.26. Leicestershire Cricket Club repaid their £2m loan from us at the beginning of September 2025

5. Detailed report

Economic Outlook, Interest Rates and Creditworthiness

- 5.1. As with 2024/25, UK inflation has proved challenging throughout 2025/26. Having started the financial year at 3.5%, the CPI measure of inflation peaked at 3.8% from July to September, before dipping to 3% in January before increasing to 3.3% in March, the recent upward pressure caused by war in the Middle East may see inflation breach 4.5% later this year.
- 5.2. Also due to the continued lack of progress in ending the Russian invasion of Ukraine and the potentially negative implications for global growth as a consequence of the implementation of US tariff policies, Bank Rate reductions now look limited for the remainder of 2026. Bank Rate currently stands at 3.75%.
- 5.3. In addition, borrowing has becoming more expensive in 2025/26. Gilt yields, to which PWLB borrowing rates are tied, have risen materially in March 2026, more than reversing the falls earlier in the financial year. Additionally, the public finances have remained under pressure.
- 5.4. In the wider economy the loosening in the labour market continues to bear down on wage growth. The 3 month year on year growth rate of average earnings including bonuses slowed from 4.2% in December to 3.9% in January. Meanwhile, excluding bonuses, private earnings growth continued to fall from 3.4% to 3.3%.
- 5.5. It was not surprising that the Bank of England left the Bank Rate unchanged at its March meeting, at 3.75% by a vote of 9-0, but suggesting rates may need to rise if inflation picks up markedly. The vote could best be described as moderately hawkish. The MPC stated it “stands ready to act as necessary” and “is alert to the increased risk of domestic inflationary pressures through second-round effects in wage and price-setting”. Even so, there is a strong possibility the committee is likely to put equal weight on higher inflation and weaker growth, particularly the poor macroeconomic backdrop prior to the energy shock, keeping interest rates at 3.75% this year.
- 5.6. The banking crisis of 2008 saw robust measures put in place to protect depositors and make them less likely to fail. The measures for dealing with a failing bank see investors who are not protected by the Financial Services Compensation scheme (which includes the Council) who have lent or deposited money, taking significant losses before there is any taxpayer support (“bail in”). The Council therefore has put in place strict criteria for banks eligible to be invested in which limits investments to UK registered banks.
- 5.7. The position is continually under review. One factor is that other regulatory developments are continuing to require or push banks towards greater financial robustness. Banks are now required to “ring fence” bank deposits from other riskier activities and this has remained the cornerstone of UK financial regulation although smart reforms have been brought in recently to make it more flexible.

5.8. The Council has an indirect exposure to banks (including non-UK banks) through its investment in money market funds. Money market funds are like “unit trusts” but rather than investing in company shares these funds make interest bearing investments such as bank deposits. When we open such funds, they are vetted to ensure that they have strong investment and risk management processes, and we receive advice from our treasury advisor. During 2025/26 the Council has received borrowing and investing guidance from its treasury advisors MUFG (formerly Link Asset Services)

Implementation of Borrowing & Investment Strategy

5.9. For 2025/26 the Council implemented a strategy of moving away from using cash balances to underpin the capital programme instead moving back to borrowing as interest rates fell during the year. This strategy has been adhered to and although borrowing rates have been under pressure from geopolitical events outside of the control of the UK, rates have come down from the starting point at the beginning of the year.

5.10. Total investment income during 2025/26 was £4.5m. This is slightly lower than the £4.7m budget, and considerably lower than the £6.4m return in 2024/25 principally due to the gradual lowering of investment rates and the bank of England reduced base rate.

Key Performance Measures

5.11. The most important performance measures are the rate of interest on the Council’s borrowings, the timing of borrowing decisions, the timing of decisions to prematurely repay debt, the return on investments and the full repayment of the principal amounts invested.

5.12. The average rate of interest on all investments for English Unitary Authorities at 31 March 2026 is 4.23% whilst the Council’s own rate was lower at 4.15%. This is mainly explained by differences on income from longer term investments, as the Council has had a few medium-term deposits with other local authorities which were made before the unexpectedly fast rise in interest rates and thus didn’t benefit from those high rate rises.

5.13. The Council has no higher-risk investments in unsecured bank deposits and has fewer longer dated strategic funds invested in more variable assets such as property and equities than many other authorities; and has a lower risk portfolio with a far smaller exposure to failed bank bail-in than most. Whilst this quite deliberately lowers our risk of capital losses, it also impacts our relative returns.

5.14. Members will be aware that some authorities have found themselves in major difficulties because they invested too much in riskier assets in anticipation of higher returns; and have since seen significant financial losses and in some cases Government intervention.

5.15. Higher investment returns are always available if higher risk is accepted. Risk can take the form of credit risk (money due is not paid) or market risk (the value of investments fall). However, the trade-off between risk and reward was considered when investment strategies were set for 2025/26 and in the current economic climate continues to be a most important consideration.

5.16. In practice, there is no such thing as a representative “average” authority. The benchmarking data reflects a division between the authorities that use longer term and more risky assets (about half of all authorities) and those adopting a more cautious approach. We fall much nearer to the cautious side of the two as we have only a small proportion of longer-term assets.

Other Prudential Indicators

1.1. Debt and the Authorised Limit and Operational Boundary, is set out in the table below:

	Debt at 31/3/26 £m	2025/26 Authorised Limit £m	2025/26 Operational Boundary £m	Complied? Yes/No
Borrowing	242	650	550	yes
PFI and Finance Leases	79	500	450	yes
Total debt	321	1,150	1,000	

1.2. The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

1.3. The operational boundary is a management tool for in-year monitoring and it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

1.4. However, as reported in the Three-Year Capital Programme 2026/27 report, the Authority's strategy is to reduce borrowing. To support this, £90 million of previously approved capital expenditure will be financed from reserves rather than through borrowing, thereby reducing the ongoing revenue costs associated with borrowing

Maturity Structure of Borrowing

- 1.5. This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity of all borrowing were:

	Upper Limit £m	Lower Limit £m	31/3/26 Actual £m	Complied?
Under 12 months	50	nil	22	yes
12 months and within 24 months	100	nil	52	yes
24 months and within 5 years	150	nil	22	yes
5 years and within 10 years	200	nil	10	yes
10 years and within 25 years	250	nil	19	Yes
25 years and over	350	nil	116	Yes

*Note that these figures exclude PFI and finance leases, and amounts owed to Leicestershire County Council. The figures held as under 12 months include money borrowed short term from Local Authorities.

Long-term Treasury Management Investments

- 1.6. The Council has a limit of £170 million for investments in all types of long-term investments such as property funds, long dated bond funds and equities. The total sum of such investments held by the Council as of 31st March 2026 was £30m of which £5 was held in property funds. The Council will monitor opportunities for long term investments in order to respond agilely when such opportunities arise.

Gross Debt and the Capital Finance Requirement

- 1.7. Statutory guidance is that debt should remain below the capital finance requirement, except in the short term. The authority has complied and expects to continue to comply with this requirement. The total debt including PFI and finance leases was £321 million whereas our capital finance requirement is £657 million.

Liability Benchmark

- 1.8. The Treasury Management Strategy is required to include the Liability Benchmark. This compares the underlying need to borrow for capital purposes with the external loans profile over the next 50 years, for existing and approved future expenditure.
- 1.9. The underlying need to borrow for capital purposes is called the Capital Financing Requirement (CFR). The CFR falls over time as loans are gradually repaid and rises with new borrowing. The historic Housing

Revenue Account debt does not have to be repaid and will therefore remain in the CFR.

- 1.10. After revenue and other balances have been considered, the liability benchmark (the underlying need to borrow for all purposes), is less than the CFR which is the maximum amount that can be borrowed except for very short term cashflow requirements.
- 1.11. In terms of risks, the Council is exposed to rising interest rates increasing the cost of future borrowing, but this is offset by an exposure to falling interest rates, which would reduce the return received on investments. The Council is also exposed to credit risk on its investments, that is the risk that loans or investments are not repaid although the great majority of its treasury balances are in low-risk investments.
- 1.12. Statutory guidance is that debt should remain below the capital finance requirement, except in the short term. The authority has complied and expects to continue to comply with this requirement.

Use of Treasury Advisors

- 5.17. MUFG advises the Council, they advise on all aspects of treasury management, but their focus is on providing advice on the following matters:
- the creditworthiness of banks
 - the most cost-effective ways of borrowing
 - appropriate responses to Government initiatives
 - technical and accounting matters.

Compliance with the Council's Treasury Strategy

- 5.18. As required by the statutory borrowing framework, the Council is required to set a number of prudential limits and indicators. These limits are set annually and can be found within the budget and Treasury Strategy.
- 5.19. For the operational implementation of the Council's Treasury Management strategy, the most important limits and indicators that need to be monitored throughout the year are:
- The authorised limit – the maximum amount of borrowing that the Council permits itself to have outstanding at any one time.
 - The operational limit – a lower limit to trigger management action if borrowing is higher than expected.
 - The maximum proportion of debt that is fixed rate.
 - The maximum proportion of debt that is variable rate.
 - Limits on the proportion of debt maturing in a number of specified time bands.
 - Limits on sums to be invested for more than 364 days.

These limits have been complied with.

5.20. Further details on the Prudential Indicators can be found in Appendix F to the Capital Budget Monitoring Outturn April-March 2025/26 report found elsewhere on your agenda.

6. Financial, legal, equalities, climate emergency and other implications

6.1 Financial implications

This report is solely concerned with financial issues.

Signed: Claire Gavagan – Assistant Director of Finance

Date: 8 May 2026

6.2 Legal implications

There are no legal issues from this report.

Signed: Kevin Carter, Head of Law - Commercial, Property and Planning

Date: 8 May 2026

6.3 Equalities implications

This report reviews how the Council conducted its borrowing and investments during 2025/26 and monitors compliance with the treasury management strategy. It has no direct equality impacts.

Signed: Surinder Singh, Equalities Officer, ext. 37 4148

Dated 5 May 2026

6.4 Climate Emergency implications

There are limited climate emergency implications directly associated with this report. However, in general, the Council should consider opportunities to ensure that its investments are not contributing to negative climate and environmental impacts, as relevant and appropriate.

Signed: Phil Ball, Sustainability Officer, ext. 37 2246

Dated 6 May 2026

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

None

7. Background information and other papers:

Treasury Policy 2025/26 approved at Council 19 February 2025

Treasury Management Strategy 2025/26 approved at Council 19 February 2025

Investment Strategy 2025/26 approved at Council 19 February 2025

Mid- Year Review of Treasury Management Activities 2025/26 OSC 3 December 2025

8. Summary of appendices:

None

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

10. Is this a “key decision”? If so, why?

No

Scrutiny Annual Report 2025-26

Date of meeting:

Overview Select Committee: 8th July 2026

Council: 17th September 2026

Lead Director:

Kamal Adatia

City Barrister and Head of Standards

Useful information

■ Ward(s) affected: All

■ Report authors: Ed Brown, Katie Jordan - Senior Governance Officers, Julie Bryant – Governance Officer

■ Author contact details: edmund.brown@leicester.gov.uk, katie.jordan@leicester.gov.uk, Julie.bryant@leicester.gov.uk

1. Summary

- 1.1. This report provides a summary of the Scrutiny Annual Report 2025-26.
- 1.2. The Chair of the Overview Select Committee has developed a report that details the activity performed by the City Council's scrutiny bodies during 2025/26. The report also references ongoing and proposed scrutiny activity.

2. Recommended actions/decision

- 2.1 Full Council is asked to note the report and endorse the work of scrutiny during 2025-26.

3. Scrutiny / stakeholder engagement

- 3.1 The report details a summary of work and outcomes from scrutiny across OSC and the six scrutiny commissions during 2025-26.
- 3.2 Although it is a decision of Full Council to approve the Scrutiny Annual Report, given that it covers the work and operation of scrutiny, it is appropriate for it to be subject to consideration by the Overview Select Commission ahead of its submission to Full Council.

4. Background and options with supporting evidence

- 4.1 The main report begins with an introduction by Councillor Ashiedu Joel, Chair of the Overview and Select Committee for 2025/26.
- 4.2 It then provides general detail of the scrutiny structure, format and operation during the previous year.
- 4.3 The report includes a separate section for each of the seven scrutiny bodies during 2025-26, setting out the key achievements and highlights for each committee/commission and also refers to some of the ongoing and proposed work.
- 4.4 The report is designed to serve as a summary of activity. Full detail of the activity of each scrutiny body can be found via <https://bit.ly/3P7AOEh>

5. Detailed report

The full 'Scrutiny Annual Report 2025-2026' is included on the subsequent pages.

6. Financial, legal, equalities, climate emergency and other implications

6.1 Financial implications

There are no direct financial implications arising from this report.

Stuart McAvoy - Head of Finance
24th June 2026

6.2 Legal implications

There are no direct legal implications arising.

Kevin Carter, Head of Law – Commercial, Property & Planning
22 June 2026

6.3 Equalities implications

This report is a summary of scrutiny activity and does not in itself introduce any new equalities impacts. However, the scrutiny work described during 2025-26 covered a range of council services that affect people with protected characteristics, including children and young people, older people, disabled people, carers, tenants and people experiencing homelessness.

Scrutiny provides an important opportunity to consider whether services are fair, accessible and responsive to the needs of different communities. The work outlined in the report included consideration of issues such as SEND transport, adult social care, housing, transport affordability and service accessibility, with the aim of improving outcomes and reducing inequality.

As the report is retrospective, there are no direct equalities implications arising from the recommendation to note and endorse it.

Equalities Officer, Surinder Singh, Ext 37 4148

Dated 15 June 2026

6.4 Climate Emergency implications

Scrutiny contributes positively to the council's response to the climate emergency by monitoring decisions that also have the potential to influence emissions, air quality, and resilience. Consideration of sustainable growth, low-carbon travel, and green job creation, while helping to ensure that climate impacts are consistently recognised and reflected in

decision-making, and performance monitoring is an important component in efforts to reduce the council's own and city-wide emissions.

Phil Ball, Sustainability Officer, Ext 372246
16th June 2026

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

N/A

7. Background information and other papers:

None

8. Summary of appendices:

Scrutiny Annual Report 2025/26

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

10. Is this a “key decision”? If so, why?

No



Leicester City Council
Scrutiny
Annual Report
2025-2026

Foreword

It has been my privilege to serve as Chair of the Overview Select Committee for the municipal year 2025/26. This report provides an overview of the extensive work undertaken by the Overview Select Committee and the Scrutiny Commissions.



Throughout the year, scrutiny has examined a wide range of issues affecting the city and its residents. This has included the consideration of proposed decisions, the development of policy, performance monitoring, and the review of emerging challenges and opportunities. This year particularly, alongside the formal meetings, scrutiny undertook a number of task groups, briefings, site visits and other informal scrutiny activities to enable members to explore issues in greater detail and gather evidence from a variety of sources. Having this deeper understanding was important to us to efficiently scrutinise the information we were receiving.

The Overview Select Committee and Scrutiny Commissions have undertaken a substantial programme of work during the year, resulting in a range of recommendations designed to improve outcomes for residents and strengthen the delivery of public services. I am grateful to the City Mayor and members of the Executive for their constructive engagement with the scrutiny process and for the positive manner in which recommendations have been considered. I would also like to thank officers across the Council whose expertise, commitment and support have enabled members to examine issues thoroughly and make informed contributions.

Scrutiny has continued to benefit from strong engagement with a range of partners, particularly across the health sector, where collaboration and openness have supported meaningful examination of issues affecting local communities. The continued participation of young people within several scrutiny bodies has also been particularly valuable, helping to ensure that the perspectives and experiences of younger residents are reflected in discussions and decision-making.

One of the strengths of scrutiny is its ability to undertake detailed investigations into complex issues. During 2025/26, this included focused work on Community Asset Transfer, Adventure Playgrounds, Council Tax Support and the Tenant Scrutiny Panel, among other areas. This work has enabled members to consider evidence in greater depth and provide constructive challenge where appropriate.

As local government continues to face increasing financial pressures, changing demands and a rapidly evolving policy landscape, the role of scrutiny remains as important as ever. Looking ahead to 2026/27, I am confident that scrutiny will continue to develop and adapt, providing robust challenge, supporting improvement, and helping to ensure that the voices of Leicester's residents remain at the centre of decision-making. I look forward to continuing a strong a scrutiny year ahead.

Councillor Ashiedu Joel – Chair of the Overview Select Committee

Introduction

What is Scrutiny?

The Centre for Public Scrutiny defines scrutiny as “the activity by one elected or appointed organisation or office examining and monitoring all or part of the activity of a public sector body with the aim of improving the quality of public services. A public sector body is one that carries out public functions or spends public money. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.” As such, it is important that scrutiny is an essential part of ensuring that the Council and its partners remain effective and accountable.

Leicester City Council’s Scrutiny Structure

For the 2025/26 municipal year, the Council continued with the model of an Overview Select Committee and was supported by six scrutiny commissions covering all facets of the council’s business.

Overview Select Committee



Report Structure

This annual report covers the period between May 2025 to May 2026 and summarises some of the key activity and areas of influence by scrutiny throughout the year.

The report provides detail of the work of the Overview Select Commission, and each of the six City Council scrutiny commissions. The annual report does not intend to draw out a large quantity of detail or highlight each recommendation and instead sets out some of the key achievements by the scrutiny bodies, examining areas of influence and work undertaken as part of focussed reviews or task and finish work. Full detail of each scrutiny meeting can be found by accessing relevant agendas, and minutes via leicester.gov.uk.

The report also does not intend to provide full detail of what is covered by each of the scrutiny bodies. Detail of the configuration of scrutiny at Leicester City Council can be accessed via our [scrutiny webpages](#).

By its very nature, scrutiny examines some work over a more considerable period of time, and this report also points to those strands of work that will continue or may emerge throughout 2025/26. This is reflected as part of the commission summary pages throughout the report.

Overview of Scrutiny 2025/26

In total, there were 50 public meetings across the eight scrutiny bodies (including JHSC). This was supplemented by further work performed by members in the form of separate scrutiny task group meetings or additional briefing sessions on topics of significance.

All meetings took place in person at the City Council's committee rooms at City Hall, though a hybrid set-up was initiated to allow some non-voting participants to join remotely. Meetings were comprised of eight elected members that were politically balanced, with some commissions being supplemented by co-opted members or standing invitees. The Chairs of the scrutiny bodies throughout 2025/26 were as follows:

Overview Select Committee – Cllr Ashiedu Joel

Adult Social Care – Cllr Melissa March

Children, Young People and Education – Cllr Misbah Batool

Culture and Neighbourhood Services – Cllr Syed Zaman

Economic Development, Transport & Climate Emergency – Cllr Sue Waddington

Housing – Cllr Molly O'Neill

Public Health & Health Integration & LLR Joint Health – Cllr Karen Pickering



The commissions and committees continued to examine key strategic priorities and emerging issues. As in previous years, a significant proportion of scrutiny related to the consideration of executive decisions prior to them being taken, including scrutiny of the annual budget-setting process. This enables scrutiny to challenge, support and influence the City Council's decision-making processes and remains a primary function of the scrutiny process. Scrutiny also seeks to examine issues that emerge throughout the year which have significant implications for the people of Leicester.

Many of the scrutiny bodies also undertook an extensive programme of work in addition to that carried out through formal scrutiny meetings. Several focused task group reviews were initiated throughout 2025/26, alongside informal scrutiny activities such as site visits and briefings. It is commonplace for proposals for this work to originate at formal meetings, often where it is apparent that the level of scrutiny required is extensive and necessitates a more detailed process of evidence gathering.

Examples of this work include the Overview Select Committee's examination of Council Tax Support and Adventure Playgrounds, the Culture and Neighbourhood Services Scrutiny Commission's work on Community Asset Transfer, and the Housing Scrutiny Commission's work on the Tenant Scrutiny Panel. Upon completion of informal reviews and task group work, the relevant decision-maker submits a report to the appropriate commission detailing their response to the scrutiny recommendations.

Scrutiny continues to gather the majority of its evidence from City Council service departments, although this has always been supplemented by input from external organisations and stakeholders. During 2025/26, scrutiny sought evidence from a wide range of partners, particularly across the health sector and through engagement with housing tenant representatives. In addition, the process of strengthening the voice of young people within scrutiny continued to develop during 2025/26, with youth representatives regularly participating in the work of the Overview Select Committee, Children, Young People and Education Scrutiny Commission, and Public Health and Health Integration Scrutiny Commission.

During the next municipal year, there are ambitions to expand public and stakeholder engagement as part of the scrutiny process, particularly when undertaking more in-depth investigations and inquiries. Scrutiny Chairs will also consider a broader range of methodologies when carrying out informal scrutiny activities.

The following pages document some of the key achievements and highlights of each of Leicester's seven scrutiny bodies, drawing upon areas of significance during the past year and highlighting some of the priorities for taking scrutiny forward during 2026/27.

Overview Select Committee

The Overview Select Committee is the City Council's overarching scrutiny body. The committee primarily scrutinises the work overseen by the City Mayor, the council's strategic priorities and cross-cutting issues including equalities, property and the Council's finances. The Committee also engages with leaders and decision makers from key partner organisations across the city.



The key Overview Select Committee scrutiny developments during 2025/26 included:

Directly Questioning the City Mayor – Members of the committee and Young People's Council (YPC) Representatives continued to raise questions directly to the City Mayor via a dedicated agenda item. Examples of questions raised included issues raised by the YPC representatives on transport access and affordability and engagement with the YPC, and questions raised by members surrounding proposals for Local Government Reorganisation (LGR), issues surrounding the local plan and the future of adventure playgrounds.

Budget Monitoring Scrutiny – OSC examined the revenue and capital finances on a quarterly basis, seeking clarity on numerous issues and requesting further information on a series of matters of significance.

Budget Setting Process– The Committee examined the full set of budget proposals relating to the Draft Revenue Budget, Capital Programme and HRA Budget for 2026/27 before it was formally approved by Full Council. The Committee also considered comments via minute extracts which were discussed across all scrutiny commissions.

Treasury Management/Investment Activity – The Committee scrutinised the Treasury Management and Investment strategies, including the monitoring throughout the year.

Corporate Estate Annual Report – The Committee considered the Corporate Estate Annual Report for the 2024/25 Financial Year. Further information was requested, including more detail on Minimum Energy Efficiency Standards, Business Support Case Studies and a Customer Satisfaction.

Local Government Reorganisation – A special meeting was held for the Committee to consider the progress of the Council's Local Government Reorganisation (LGR) submission, for consideration of the OSC Commission. Noting this was an evolving process, a presentation was given by the City Mayor.

Domestic Abuse and Sexual Violence in Leicester – A report came to the Committee updating them on local domestic abuse need, the types of service currently available locally, the approach in Leicester and plans to continue to better meet local need.

Adventure Playgrounds – A Task Group was undertaken during which Play Associations met with Councillors and considered potential support that could be available to them. The recommendations from the task group on adventure playgrounds were brought to the Commission and an Executive Response was subsequently presented.

Council Tax Support Scheme – A Task Group was undertaken to better allow Councillors to understand the effects of the new scheme and to consider alternatives and potential changes to the proposed scheme. The recommendations from the task group on the Council Tax Support Scheme were brought to the Commission and an Executive Response was subsequently presented.

Workforce and Resourcing – The Committee were presented with broad outline of the workforce challenges that Local Authorities, including Leicester Face. The item had come to OSC following previous discussion at scrutiny. The report provided context, offered a deeper dive into the challenges of recruiting to social care, and explained changes to People Services.

Asset Sales – The Committee were updated on Asset Sales as an important element to the Councils financial strategy.

Possible Overview Select Committee plans for 2026/27 include:

Findings of Healthy Workplace Survey – Following the consideration of the item on Workforce and Resourcing, it was requested that the findings of Healthy Workplace Survey be considered by the Committee once the timeframe was known.

Budget and in year budget updates – OSC will continue to receive budget updates during the year.

Crisis and Resilience Fund – following the announcement of the Crisis and Resilience Fund, OSC asked for a report setting out the Councils plans to use this funding to support households in Leicester.



Adult Social Care Scrutiny Commission

This Commission focuses on matters relating to the delivery of statutory adult social care functions, such as care services to allow independence in own homes, care services for those that require care away from home and policies that underpin a broad range of social care issues.

The key Adult Social Care scrutiny developments during 2025/26 included:

Care Quality Commission (CQC) Inspection – At the November Scrutiny meeting, members were updated on the CQC inspection and received the action plan that had been developed. It was noted that the Local Authority rating had been ‘Requires improvement’, but Leicester’s scoring was approaching the ‘Good’ rating and in line with most regional outcomes.

The ASC Scrutiny Commission members made a number of recommendations at the meeting which included extending Scrutiny work with Partners in Care and Health and for an additional metric to be added under governance.

Reablement Provider Service Inspection – The Commission received a verbal update on the five domains inspected. It was noted that four of these had received a rating of ‘Outstanding’ and one had been rated ‘Good’.

The Commission recognised this as being a good report and requested that the item return to Scrutiny once the report was published.

Care Arrangement Fee – The Commission reviewed the rationale for the proposed Care Arrangement Fee and the feedback gathered during the public consultation. Members highlighted the impact of daily living expenses and the need to understand the real impact on people’s lives and financial stability. A recommendation emerged to broaden considerations to include Self-Funders.

Annual Report 24/25 ASC Complaints and Commendations – The Commission considered a report of the Annual Report for 2024/25 produced in relation to Adult Social Care’s (ASC) statutory, corporate, Local Government & Social Care Ombudsman complaints and commendations.

It was noted that around half of the complaints related to care received whilst experiences with staff and communication made up the remainder.

Following member discussion, it was agreed that further scrutiny would come to look into AI analysis of complaints data

Integrated Crisis Response Service – The Commission scrutinised a report on the Care Quality Commission’s inspection outcome for the Leicester City Council Integrated Crisis Response Service (ICRS). Each of the five domains assessed had received a rating of ‘Outstanding’.

The commission commended the team for their work and recognised the service for flexibility in responding to care needs, and for the culture of promoting staff welfare.

Support for Carers – The Commission reviewed a report providing an update on Carer’s work in the city and to setting out key priorities over the next 9 months.

In discussion, members had noted problematical definitions of being a ‘Carer’. It was agreed that the Carer’s Strategy would come back to Scrutiny, including a reflection on the diversity of carers.

Care home rating – During the November Scrutiny meeting, a brief update was provided to members featuring a ‘Good News Story.’ The Five Rivers Living Care Home had a previous Care Quality Commission (CQC) rating of ‘Inadequate’ but had now received the second highest rating from inspectors with all service areas being rated ‘Good’.

Autism and Neurodiversity Delivery Plan Update April 2026 – The Commission scrutinised the progress of the delivery plan for Neurodiversity and Autism. During discussion it was recognised that partnership work between officers and councillors could potentially broaden the scope of support. The benefits of engaging with wider community groups was recognised.

Employment Rights Bill – The Commission considered a report providing an update on new legislation which represented one of the most significant changes to employment protections in recent years. Major employment law changes would include eligibility for statutory sick pay, amendments to bereavement entitlement and increased liability for redundancy consultation.

It was noted that changes could have a noticeable impact on the Adult Social Care Sector with a likely increase in workforce pressures.

The Commission were advised that the new Fair Works agency would strengthen enforcement activity and they requested that a follow-up return to Scrutiny on the Fair Pay Agreement.

Possible Adult Social Care Scrutiny plans for 2026/27 include:

Diverse by Design – This was added to the Forward Plan as part Scrutiny recommendations and will include caseloads for Social Workers.

Dementia - To come back with lived experience Case Studies as per Scrutiny meeting actions.

Young Carers/Carers – to include the Carer’s Strategy.

Modern day Slavery - Following up from April Scrutiny meeting on Employment Rights.

Leading better lives - Information to be provided on early intervention for working age adults requiring care packages in order to reduce demand and ensure that ASC remained financially sustainable.

Culture and Neighbourhood Services Scrutiny Commission



The Culture and Neighbourhood Services Scrutiny Commission is responsible for examining many of the everyday services that people access within their own communities, including the provision of libraries, community centres, environmental and enforcement services. This Commission also holds responsibility for looking at museums, festivals & events, sports services as well as the voluntary and community sector support and issues relating to community safety and community cohesion.

The key scrutiny developments during 2025/26 included:

Public Space Protection Orders – At various points in the year, the Commission were updated on Public Space Protection Orders (PSPO). Both the first PSPO, in the city centre, and the development PSPO2 encompassing outer-city areas. The aim of these PSPOs was to curtail Anti-Social Behaviour within those areas. The Commission scrutinised those plans and requested further information surrounding funding, and powers to tackle pavement-cycling.

Waste Engagement Findings – The Commission considered the Household Waste Collections Engagement Survey including the approach to the engagement survey, the key lines of enquiry in the form of its objectives and scope. Following the consideration at the meeting of the Commission, a further informal session was held looking at the options available to the Council.

Community Asset Transfer – In considering the amended Community Asset Transfer (CAT) Policy, the Commission requested that a task group be set up to look at the matter in more detail. The task group has commenced and has met with a group who have undergone CAT to gain a better idea of how the process works.

Fly Tipping – The Commission were updated on fly-tipping in Leicester. The Commission made suggestions, including putting stickers/posters up where fly tips have taken place, indicating what the consequence was to the fly tipper, and sharing details of Love Clean Streets with members so they can disseminate to constituents.

Assessment and Recommendations for Libraries and Community Centres – A special meeting considered a report providing an update on the findings of the recent public consultation (April 2025 – June 2025) and to provide commission members with an update on the future recommended delivery model for Libraries and Community Centres. A number of questions were taken from members of the public on the issue and responses were given by the Assistant City Mayor - Health, Culture, Libraries and Community Centres and the Head of Neighbourhood Services. The Chair proposed an amendment to the Assessment & Recommendations Report for Libraries and Community Centres which can be found in the meeting minutes.

Leisure Centre Needs Assessment – The Commission looked at primary and secondary research in relation to active Leicester Leisure Centre Offer. The scope included public

opinion, membership and usage numbers and engagement in activity. This research would inform the next five-year plan and outlined how Active Leicester would continue to respond effectively to both commercial pressures and wider social challenges.

De Montfort Hall and Haymarket Theatre – The Commission were updated on operational and financial progress at De Montfort Hall and the Haymarket Theatre, which were being managed as an integrated service.

Arts, Museums and Heritage – The Commission were updated on issues relating to Arts, Museums and Heritage, including the Business case for the new café at the King Richard III Visitor Centre and Heritage Places Funding and the National Lottery Heritage Fund.

Bereavement Services Update – The Commission considered an update on matters related to the council's Bereavement Services. It was noted that there was a duty to maintain municipal cemetery and buildings for perpetuity. Even when they were full.

Place Expansion Scheme – An update was brought on Leicester's involvement in Sport England's Place Expansion programme and set out details of a Full Award bid that had been submitted to Sport England on 27 March 2026. It was noted that in 2017 Sport England had selected 10 areas across the country for a pilot scheme, looking at how to address physical inactivity. A second phase was introduced in 80 areas, including Leicester. It was requested that information on disadvantaged neighbourhoods to be circulated with officer guidance, and for a letter to be sent to the Secretary of State for Housing, Communities and Local Government regarding allocation of MSOA funding.

Possible Culture & Neighbourhood Services Scrutiny plans for 2026/27 include:

Community safety – This will include outcomes of PSPO 2 and an overview of CCTV

Pride in Place – The Commission will be updated on both the Pride in Place Programme and Pride in Place Impact Fund

Waste Services Update – The Commission will be informed about developments surrounding waste services for the City.

Community and Libraries Needs Assessment – The Commission will look at the implementation of the Community and Libraries Needs Assessment following the consideration of the public consultation recommendations in November 2026.

LMAG Capital Project – The Commission will be informed on works to Leicester museum and Art gallery, as well as museum engagement.

Engagement of Community Organisations - Report was requested on how community organisations could be engaged to help the Council run services.

Festivals and Events – including BUSK Leicester pilot – Report and F&E Grants Programme – Awards – The Commission will be updated on progress of funding awards for Festivals and events and on Festivals and Events that have taken place.

Children, Young People and Education Scrutiny Commission

The Children, Young People and Education Scrutiny Commission is responsible for examining children's social care, education & attainment and support provision for children and young people and families. Diocesan, trade union and school governor representatives work with elected Members on this Commission.



Key scrutiny developments during 2025/26 included:

High Needs Block Task Group - The final report of the High Needs Block Task Group was presented to the Commission. Feedback was provided and amendments were made accordingly. Following this, the Chair presented the report to the City Mayor and his Executive, with the Executive response scheduled for consideration at the first meeting of the municipal year.

Post 16 SEND Home-to-School Transport – The Commission undertook extensive scrutiny of proposed changes to the Post-16 SEND Transport policy following a five-member call-in. Members raised concerns regarding financial hardship, access to education, travel training, appeals processes and the potential impact on vulnerable young people and families. Following constructive discussions and assurances from officers regarding a holistic and person centred approach, the call-in was withdrawn with recommendations made to strengthen guidance and monitoring arrangements. Further scrutiny continued throughout the year as Members monitored the implementation of the policy, individual transport decisions, appeals and support for families. Subsequent updates highlighted improved engagement with families, continued individualised assessments and no increase in NEET figures.

Schools White Paper and SEND Reform – The Commission reviewed the implications of the Government's Schools White Paper and proposed SEND reforms for Leicester. Members examined plans to strengthen inclusion within mainstream schools, expand local SEND provision and improve early intervention and partnership working across education, health and social care. Discussion focused on workforce development, consistency of inclusive practice across schools, sufficiency of SEND places and the co-production of Leicester's local SEND reform plan. The Commission requested further updates on the implementation of the reforms, local delivery plans and the impact on children and young people across the city.

Families First Partnership Programme – The Commission reviewed progress on the Families First Partnership Programme and the South Leicester pilot aimed at strengthening early help, prevention and multi-agency working for families. Members examined plans to integrate services, improve partnership working and develop a more joined up approach across social care, schools, health and community services. Discussion focused on accessibility of Family Hubs, workforce development, co-production with young people and families, and the importance of reducing bureaucracy to enable more direct support for families. The Commission requested further updates on the outcomes of the pilot and the Young People's Survey as the programme expanded across the city.

Equality and Diversity Development– The Commission reviewed the department's Equality, Diversity and Inclusion improvement ambitions for 2026/27, including plans to strengthen inclusive decision making, workforce development and representation across the service. Members discussed the importance of cultural change, psychological safety, open dialogue and challenging unconscious bias within the workforce. The Commission welcomed the development of an action plan and maturity matrix to measure progress and requested quarterly updates to monitor the department's progress and outcomes.

Fostering Service Annual Report– The Commission reviewed the annual performance and activity of the Fostering Service, including recruitment, placement stability, support for foster carers and safeguarding arrangements. Members examined the impact of the national shortage of foster carers, increasing complexity of need amongst looked after children and the importance of maintaining placements close to Leicester to support family and school continuity. The Commission welcomed positive feedback from Ofsted, strong placement stability figures and the development of enhanced support for carers and children with complex needs. Members also highlighted the importance of recognising and supporting foster carers through initiatives such as the Celebrating Success events.

Early Years Extended Entitlement– The Commission reviewed the expansion of early years provision, and the implementation of the Government’s extended childcare entitlement offer across Leicester. Members examined the challenges facing the sector, including workforce shortages, funding pressures, sufficiency of places and support for children with SEND. Discussion focused on ensuring families were aware of the support available, maintaining high quality provision across the city and supporting disadvantaged children to access early education. The Commission also highlighted the importance of effective communication and local promotion to improve awareness and uptake of the offer.

Edge of Care Strategy - The Commission reviewed the Edge of Care Strategy and examined the support available for children and families at risk of children entering care. Members welcomed the strong outcomes achieved through preventative and therapeutic interventions, including support helping children remain safely within their family networks and reducing reliance on high-cost placements. Discussion focused on long term sustainability, safeguarding, workforce capacity, cultural inclusion and how outcomes were monitored over time. The Commission also examined the importance of early intervention, family engagement and maintaining support networks to improve long term outcomes for children and young people.

Youth Justice Plan– The Commission reviewed the five-year Youth Justice Plan for 2025-2030, including strategic priorities, governance arrangements and performance measures for the Youth Justice Service. Members examined work to reduce first time entrants, reoffending and custody rates, alongside support for vulnerable children and young people at risk of exploitation. The Commission discussed the findings of the recent HMIP inspection, progress against the resulting improvement plan and the importance of partnership working, disproportionality monitoring and youth participation in shaping services. Members also highlighted the need for continued scrutiny of youth crime trends and preventative support across the city.

The Commission did a great amount of work this year and other key items were LSCP Annual Report, Social Care and Education Performance Dashboard, Children and Young People from Abroad Seeking Safety and SCE Priorities and Performance Reports.

Possible Children, Young People & Education Scrutiny plans for 2025/26 include:

White Paper and local SEND reform plan update– The commission will continue to monitor the updates as they are received.

Care Leavers Focussed Visit

Leicester Children’s Services – Self Evaluation

Children from Abroad Seeking Safety – Annual report

Youth Strategy - Including the Youth Survey.

Fostering Annual Report – To include Community Champions and Marketing Strategy

Economic Development, Transport and Climate Emergency Scrutiny Commission



This commission reviews a range of matters which include regeneration, public transport and cycling provision, adult learning and job provision and climate emergency policy.

The key scrutiny developments during 2025/26 included:

Workspaces – The Commission were given updates on progress surrounding workspaces, particularly Dock and Canopy and the organisations that made use of them.

Bus Services and Transport Affordability – The Commission looked at bus services in the City, both through the Bus Service Improvement Plan, and through a report on Transport Affordability, which had a particular focus on affordability for young people. Young People’s Council representatives were invited to the meeting where Transport Affordability was considered, and asked questions around fares for 16–18-year-olds and how to make the Hop! Service better meet the needs of young people.

Connecting Leicester – Local Transport Grant – The Commission scrutinised details of the government grants made available for transport improvements in the 25/26 financial year and to advise members of the commission of the projects and programmes these grants will allow us to deliver or support. The Commission made recommendations including requesting more information on Rally Park costings and the proposals for resurfacing Aylestone Road.

Cycling and Walking Improvement Plan and Cycle Lane Demarcation – An informal session considered the Cycling and Walking Improvement Plan. Members were informed that the approach would also involve direct sessions with ward councillors, direct sessions with key stakeholders and a wider public consultation using a map-based platform. Issues surrounding Cycle Lane Demarcation were also considered by the Commission.

Get LLR Working Plan – The Commission were updated on the Get Leicester, Leicestershire and Rutland (LLR) Working plan. The Commission requested that a future report be brought to the Committee summarising the relationship between initiatives aimed at reducing economic inactivity and trends in unemployment data, to enable the Committee to assess impact.

Leicester and Leicestershire Business Skills Partnership – Members considered a report to update the Commission on the development and delivery of the Business and Skills Partnership for Leicester and Leicestershire. Suggestions would be fed in to inform future recruitment of additional board members.

Market Place – The Commission were updated on progress on the Market Place development. They would be kept informed of further progress as it developed.

Worker Exploitation – The Executive Response to the recommendations of the Task Group on worker exploitation came to the Commission. The Commission was informed of ongoing national developments including the proposed Employment Rights Bill and the establishment of the Fair Work Agency expected to launch in 2026. The Task Force's emphasis on partnership working was acknowledged and identified the 'Get LLR Working' programme as a key partnership framework through which labour market exploitation issues could be addressed to raise awareness and support individuals into work. It was requested that the Commission be kept updated on progress on devolved funding and on Local Government Association initiatives on exploitation/modern slavery as they emerge.

ZEV Strategy – Members were updated through a report and a presentation on the council's Zero Emission Vehicle Strategy. It was suggested that research be conducted into the most efficient ways to generate electricity. This would be included in the strategy as an appendix.

Car Park Usage – The Commission considered parking fees and usage, including looking at the impact of increase to on street and off-street parking charges, and a verbal addendum on the closure of NCP car parks. Members requested to be kept informed regarding the NCP car parks.

Possible Economic Development, Transport & Climate Emergency plans for 2026/27 include:

Labour Market – Worker Exploitation – Information to be provided on devolved funding and on Local Government Association initiatives on exploitation/modern slavery as they emerge.

Get LLR Working – Further information to be brought summarising the relationship between initiatives aimed at reducing economic inactivity and trends in unemployment data, to enable the Commission to assess impact.

Local Transport Funding Progress – The Commission will be updated on progress on local transport funding.

Market place update – The Commission will be updated on progress surrounding the development of the market place.

Road Safety and Pedestrian Crossings – The Commission will consider issues surrounding road safety and pedestrian crossings.

Economic Strategy Overview – Update on work to develop an economic strategy



Housing Scrutiny Commission

The Housing Scrutiny Commission examines a wide range of issues relating to Housing and Homelessness. This covers council services as well as issues affecting private sector housing and housing associations.

Key housing scrutiny developments during 2025/26 included:

Housing Revenue Account (HRA) Budget 2026/27 Proposals (including Capital Programme)

– The Commission looked at pressures facing the HRA budget, particularly around new responsibilities around damp and mould, and also the continued loss of housing stock. Issues were raised by members of the Commission, including the affordability of increased rents, and issues around service charges.

Tenants' Scrutiny Panel – The Commission heard updates from members of the Tenants' Scrutiny Panel. This allowed a useful exchange in feedback between residents and the Council, which in turn allowed the Council to gain an insight into issues faced by tenants, and tenants to gain an insight into issues faced by the Council.

Fire Safety - The fire safety conditions within the Council's residential buildings were considered by the Commission. The Commission requested more information on the average wait time for the 452 low-level fire risk blocks.

PRS Strategy / Renters Reform Bill - Recent and upcoming developments aimed at the improvement of private rented sector stock within the city. The presentation covered the Renters' Rights Bill (RRB), the Supported Housing Act 2023 (regulations) (SHA) and the introduction of a refreshed Private Rented Sector (PRS) strategy.

District Service Performance 2025 – The Commission were given an overview of the Tenancy Management Service, the support it provides and its performance as a social housing landlord to Leicester City Council tenants. The Commission asked for details of the Community Safety ASB team and information on feedback regarding engagement with Community Engagement Officers and use of QR codes to be brought in a future report.

Homelessness Strategy – The Commission looked into homeless in the City for 2024/25 and progress in relation to Leicester's Homelessness & Rough Sleeping Strategy. This also included looking at temporary accommodation and considering the £45 Million put aside by the Council to help resolve the issue of Bed and Breakfast accommodation by helping to provide more suitable self-contained accommodation.

Who Gets Social Housing – The Commission scrutinised Housing Register and Lettings data, relating to Leicester City Council's Housing Register. The Commission looked particularly at the reasons people joined the register, and how the Banding system works. The Commission gave particular attention to the Easymove House Exchange Scheme and requested more information on the scheme.

House Building and Acquisition – The delivery of new council house building was scrutinised, along with the acquisition programme, and the Commission received updates on all sites in our current pipeline. Site visits were carried out on the schemes on Hospital Close and Saffron Velodrome.

Pop-up Housing Office – The Housing Pop-up office pilot across multiple sites was considered by the Commission. It was noted that positive feedback had been received from the Tenants' Scrutiny Panel. The Commission asked questions about costs and resources and about the location of the hubs.

Repairs and Maintenance, including Damp and Mould – The Commission were provided with an update on the current position of the Repairs and Maintenance performance, including responsive repairs, voids, and damp and mould, the team's performance throughout 2024-25 and projections for 2025-26. Issues surrounding Damp and Mould were looked at further with regards to the implementation of Awaab's law. Information would be shared with Members to support wider communication on damp and mould issues.

Possible Housing plans for 2026/27 include:

District Heating – An item will be brought on district heating, including information about investment.

Temporary Accommodation – The Commission will be updated on issues surrounding temporary accommodation.

Maintenance Charges – Information will be brought on maintenance charges, focussing on charges other than Cleaning Charges.

District Performance Report – Information brought on District Performance will include feedback regarding engagement with Community Engagement Officers and use of QR codes.

Mutual Exchange Swap Scheme – A report will be brought on the Mutual Exchange Swap Scheme, including the incentives and barriers.

Public Health and Health Integration Scrutiny Commission



This commission is responsible for examining the health services received by all Leicester residents, which includes the services provided by the local authority's public health team along with those delivered by the NHS and health sector partners. Co-Producers are standing invitees and have contributed to discussions throughout the year.

The key Public Health and Health Integration scrutiny developments during 2025/26 included:

Special Meeting on Winter Pressures – The Commission held a special meeting to scrutinise winter pressures across Leicester. Members questioned health partners on ambulance delays, escalation spaces, urgent treatment centre access, GP access and patient experiences across the system. Issues were also raised regarding the lack of up to date winter performance data provided to the Commission. Additional information and further updates were requested on emergency department performance, escalation processes and the wider impact of winter pressures on community services.

Deep Dive into Rheumatology – The Commission undertook a detailed review of Rheumatology Services at University Hospitals Leicester, focusing on rising demand, workforce pressures and patient access to treatment. Members challenged the Trust on referral to treatment performance, workforce capacity, delays in diagnosis and the long-term sustainability of the service in light of continued increases in referrals. While improvements in early inflammatory arthritis treatment and national recognition for service performance were welcomed, concerns remained around unmet demand, recruitment challenges and the wider impact on patient care. Members requested a further update in the new municipal year to continue monitoring progress and workforce planning.

LOROS – Members welcomed the reopening of additional inpatient beds at LOROS Hospice following additional NHS funding and recognised the positive impact this would have on end of life and palliative care across Leicester, Leicestershire and Rutland. The Commission raised concerns regarding hospice funding inequalities between Leicester, Leicestershire and Rutland and Northamptonshire, alongside the wider long-term sustainability of hospice provision. Members also continued to advocate for further investment and increased bed capacity at LOROS to meet growing demand across the system.

Health Protection – The Commission monitored rates of illnesses and vaccinations in the city. This included measles, whooping cough, covid, meningitis and TB. Further updates were requested to continue monitoring rates and emerging concerns within the city

Leicester Neighbourhood Approach - The Commission reviewed the development of Leicester's Neighbourhood Approach and examined how partners across Health, Social Care and the Voluntary Sector planned to deliver more preventative and community-based services. Members raised points regarding the configuration of neighbourhoods, the potential for health inequalities to be masked within larger and more diverse areas, and how equity and population need had informed the model. The Commission sought assurance that community level data, targeted engagement and neighbourhood steering groups would be used to identify local priorities and ensure resources reflected the needs of individual communities. Ongoing scrutiny of the

neighbourhood model, localised planning and community engagement arrangements was requested as part of the future work programme.

Cost of Living, Food Poverty and Fuel Poverty – The Commission reviewed the impact of poverty on health inequalities across Leicester, including fuel poverty, food insecurity and period poverty. Members welcomed work undertaken through the fuel poverty programme, the rollout of free menstrual products across community settings and progress towards auto enrolment for free school meals. The Commission also highlighted the importance of dignified and accessible support for residents experiencing hardship and encouraged further partnership working with local organisations and businesses to strengthen support available across the city.

For 2025-26 Leicester City Council were responsible for servicing the Leicester, Leicestershire and Rutland Joint Health scrutiny Committee, which included:

Joint LLR Health Scrutiny Committee – Members discussed items including NHS Transformation, Pilot Digital Project, Shared Care Record, Winter Pressures Across the LLR, System Health Equity, LLR Send and Inclusion Alliance and Speech and Language Therapy Services.

St Marys Birth Centre - The LLR Joint Health Committee undertook detailed scrutiny of the future of St Mary's Birth Centre, including workforce pressures, patient safety, accessibility, birth choice and the long-term sustainability of maternity provision across Leicester, Leicestershire and Rutland. Members raised significant concerns regarding travel times, equality of access, communication with families and the impact of the closure on local communities. The Committee also challenged the timeline for decision making the role of the 2021 consultation and the availability of alternative maternity provision at Leicester General Hospital. Following extensive discussion, the Committee formally recommended that the Integrated Care Board defer its decision to allow further consideration of maternity options, future provision and women's choice of care across the system. Following the subsequent decision by the ICB Board, the Committee requested ongoing scrutiny of maternity services, postnatal provision and birth choices to monitor the impact on women and families across Leicester, Leicestershire and Rutland.

Possible PHHI plans for 2026/27 include:

Prevention and Health Inequalities Programme – An update on the progress made in the programme and a focus on work being done to combat Bowel Cancer.

Vaccination uptake across Leicester – A report was requested to come to the commission in the new municipal year.

Leicester Neighbourhood Approach – The commission will continue to monitor the progress of localised plans.

Maternity Provision – The Commission requested further updates on the maternity provision across the LLR.

Mental Health – Further updates on improving the process for mental health referrals by GPs for Children and Young People and progression of the Suicide Strategy.

Speech and Language Therapy Service – It was requested the item returns to scrutiny with relevant stakeholders invited.

Contacting Scrutiny

For more information, please contact the Governance Services Team via **governance@leicester.gov.uk**.

Leicester City Council
City Hall

**Overview Select Committee
Work Programme 2026 – 2027**

Meeting Date	Item	Recommendations / Actions	Progress
8th July 2026	City Mayors Questions Crisis and Resilience Fund Revenue Outturn 2025/26 Capital Outturn 2025/26 Income Management 2025/26 Treasury management 2025/26 Scrutiny Annual Report Separate briefing on 6 th July: Council Tax Support Scheme Household Support Fund Notes from briefing to be included in the main minutes.		

Meeting Date	Item	Recommendations / Actions	Progress
9th September 2026	City Mayors Questions Young Peoples Council Briefing Revenue Monitoring Apr to June Capital Monitoring Apr to June Healthy Work Place Survey Customer Services Annual Performance 25/26 Customer Experience Strategy Healthy Workplace Survey		

Meeting Date	Item	Recommendations / Actions	Progress
2nd December 2026	City Mayors Questions Revenue Monitoring Apr to Sept Capital Monitoring Apr to Sept Treasury Mid-Year Report Income Management Mid-Year Report The Equality Strategy Councillor Enquires System		

Meeting Date	Item	Recommendations / Actions	Progress
1st February 2027	City Mayors Questions Revenue 27/28 Capital 27/28 HRA 28/28 Treasury and Investment Strategy 27/28		
17th March 2027	City Mayors Questions Revenue Monitoring Apr to Dec Capital Monitoring Apr to Dec Customer Strategy		

Forward Plan Items (suggested)

Topic	Detail	Proposed Date
Findings of Healthy Workplace Survey	AS	Autumn 2026
Income Collection		2026/27
Household Support Fund	An overview of the Household Support Fund	July 26
Customer Experience Strategy	AS	TBC
Railway Station update	All members briefing ALS	
Corporate Annual Estate Report		

