



Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: TUESDAY, 13 DECEMBER 2016

TIME: 5:30 pm

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

Members of the Committee

Councillor Singh (Chair)

Councillor Malik (Vice-Chair)

Councillors Bajaj, Cleaver, Cutkelvin, Dempster, Grant, Khote, Dr Moore, Newcombe and Porter

Youth Council Representatives

To be advised

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

For Monitoring Officer

Officer contacts:

Jerry Connolly (Scrutiny Policy Officer)

Julie Harget (Democratic Support Officer),

Tel: 0116 454 6357, e-mail: julie.harget@leicester.gov.uk

Leicester City Council, Granby Wing, 3rd Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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Further information

If you have any queries about any of the above or the business to be discussed, please contact:

Julie Harget, Democratic Support Officer on 0116 454 6357. Alternatively, email julie.harget@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE:

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1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. CHAIR'S ANNOUNCEMENTS

4. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Overview Select Committee held on 3 November 2016 been circulated and the Committee will be asked to confirm them as a correct record.

5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

6. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer to report on any questions, representations or statements of case received.

7. PETITIONS

The Monitoring Officer to report on any petitions received.

8. THE POLICE AND CRIME COMMISSIONER [Appendix A](#)

Lord Willy Bach, the Leicestershire Police and Crime Commissioner will be in attendance to provide feedback on the public consultation relating to the Police and Crime Plan. The plan is attached at Appendix A

9. TRACKING OF PETITIONS - MONITORING REPORT [Appendix B](#)

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.

10. 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.

11. REPORT OF THE FINANCE TASK GROUP [Appendix C](#)

The Committee will receive the report of the Finance Task Group which will consider the following Finance Reports:

- a) Revenue Monitoring Report Period 6, 2016-2017 (Appendix C1)
- b) Capital Monitoring Report Period 6, 2016-2017 (Appendix C2)
- c) Review of Treasury Management Activities 2016/17 (Appendix C3)
- d) Income Collection April 2016 – September 2016 (Appendix C4)

The meeting of the Finance Task Group will take place after the agenda has been published. Minutes of that meeting will be circulated as soon as they are available.

12. SCRUTINY COMMISSIONS' WORK PROGRAMMES

The Overview Select Committee will receive any updates relating to the work of the Scrutiny Commissions.

13. OVERVIEW SELECT COMMITTEE WORK PROGRAMME [Appendix D](#)

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

14. CORPORATE PLAN OF KEY DECISIONS

Appendix E

Members are asked to consider and comment on the Corporate Plan of Key Decisions.

15. ANY OTHER URGENT BUSINESS

THE POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	MONDAY 5 DECEMBER 2016 – 1:00 p.m.
Subject	DRAFT POLICE AND CRIME PLAN 2017-21
Author	ANGELA PERRY, HEAD OF GOVERNANCE AND ASSURANCE

Purpose of Report

1. The purpose of this report is to present the draft Police and Crime Plan 2017-2021 for Leicestershire in accordance with Sections 5 & 6 of the Police Reform and Social Responsibility Act 2011 (PRSRA).

Recommendation

2. The Panel considers the draft Police and Crime Plan 2017-21 and provides their views as part of the consultation on the Plan. Formal recommendations from the Panel will be sought at the February meeting when the final Plan is presented.

Background

3. Under the Police Reform and Social Responsibility Act 2011 (PRSRA) the responsibility for determining the contents of a strategic plan lies with the elected Police and Crime Commissioner (PCC). As an elected individual the PCC is empowered, on behalf of the public, with setting the strategic objectives and these must cover the whole of the period of their office through to the end of the financial year in which the next election takes place, hence the plan covers the period 1 April 2017 to 31 March 2021.
4. Section 7 of the PRSRA sets out the requirements of the Police and Crime Plan which must cover the following matters:-
 - (a) The elected local policing body's police and crime objectives
 - (b) The policing of the police area which the chief officer of police is to provide.
 - (c) The financial and other resources which the elected local policing body is to provide to the chief officer of police for the chief officer to exercise the functions of chief officer.
 - (d) The means by which the chief officer of police will report to the elected local policing body on the chief officer's provision of policing.
 - (e) The means by which the chief officer of police's performance in providing policing will be measured.
 - (f) The crime and disorder reduction grants which the elected local policing body is to make, and the conditions (if any) to which such grants are to be made.

5. Before issuing or varying a police and crime plan, the Commissioner must:-
 - (a) Prepare a draft of the plan or variation;
 - (b) Consult the relevant chief constable in preparing the draft plan or variation.
 - (c) Send the draft plan or variation to the police and crime panel.
 - (d) Have regard to any report or recommendation made by the panel in relation to the draft plan or variation.
 - (e) Give the panel a response to any such report or recommendations, and
 - (f) Publish any such response.
6. The new Police and Crime Plan must be issued within the financial year in which the 'ordinary election' is held in this case by the end of March 2017. The Commissioner has a duty to keep the Plan under review.
7. The draft Plan before members today provides the 'core' information on the Commissioner's aims. The final plan will include some additional sections i.e. sections on the Commissioner's Foreword, governance including holding the Chief Constable to account and information about Leicestershire Police. The final plan will be presented to the Panel at the February meeting where formal recommendations from the Panel will be taken into consideration, and responded to, by the Commissioner.

Consultation

8. In late August the Commissioner launched a consultation with stakeholders, partners and the public to ensure that his plan is reflective of the views of local people. A deadline of 30 September for feedback was given though it should be noted that the Commissioner will continue to keep the plan under review.
9. A full report on the consultation exercise can be found at APPENDIX 'A'. Two methodologies were utilised: a web-based survey that was promoted throughout the Force area and telephone survey based on stratified sample aimed to the representative of the local population.
10. The telephone survey was outsourced to a Market Research Agency, they were commissioned to do 1,000 surveys and 1,105 were actually completed. Over 6,000 invitations to complete the web-based survey were circulated to three target audiences:-
 - internal personnel (police officers and staff)
 - Members of the public directly
 - Stakeholders (Councillors, MP's etc).
11. The web-based survey generated a total of 1,769 external responses and another 152 were received from police officers and staff giving a total number of 3026 responses. This figure represents the highest number of public responses for a consultation of this type especially reassuring given that a total response of 600 would have been statistically valid.
12. As the Commissioner highlights in the Plan his views have been shaped by his own and public views pre and post election and since verified by the outcomes from the qualitative consultation.

The Draft Plan 2017-21

13. The Commissioner has, in line with the duties outlined above, prepared a draft Police and Crime Plan which covers 2017-2021 (APPENDIX 'B'). The Commissioner has engaged with the Chief Constable during preparation of the plan and has sought feedback on its contents.
14. In order to meet the publication deadlines for the Police and Crime Panel while taking feedback from the consultation into account, the draft Plan attached at Appendix 'A' is, of necessity, not as detailed as the final version will be. The document attached focuses on the Commissioner's priorities to be included in the Plan. The final version of the Plan will include all required sections and members' comments from the Panel meeting will be taken into consideration in the final version. The full Plan will be provided to members at their meeting in February 2017 when the Panel will provide its formal recommendations to which the Commissioner will respond and publish on his website.
15. It should be noted that the information within the value for money section of the Plan is based on information known at the time of writing. This of course is ahead of the Chancellor's Autumn Statement. The impact of the Statement will be taken into consideration and included in the final Plan.

Publication of the Plan

16. The Commissioner intends to publish the final Police and Crime Plan as a document on the PCC website and share it widely with partners, stakeholder and key agencies. The PCC does not intend to produce large numbers of hard copies of the Plan however a hard copy will be provided to members of the public on request.
17. A summary version of the final Plan will be printed in hard copy and available electronically for wider dissemination.

Implications

Financial:	Included in the appendix to the report.
Legal:	There is a legal requirement for the Police and Crime Commissioner to produce a Police and Crime Plan for the policing area.
Equality Impact Assessment:	An equality impact assessment will be undertaken on the final version of the Plan.
Risks and Impact:	None.
Link to Police and Crime Plan:	As contained within the report.

List of Appendices

APPENDIX 'A' – Results of the consultation exercise.
APPENDIX 'B' – Draft Police and Crime Plan

Persons to Contact

Angela Perry, Head of Governance and Assurance, Tel: 0116 2298982
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**POLICE AND CRIME PLAN PUBLIC CONSULTATION
Final Report**

Overview

Public consultation in regards to what should be included in the PCC's Police and Crime Plan for his full period in office was carried out during the month of September.

This was done using 2 methodologies; firstly, a web-based survey that was promoted throughout the Force area and secondly, some telephone based surveying based on a stratified sample aimed to be representative of the population.

Response

The telephone survey was out-sourced to a Market Research Agency, they were commissioned to do 1,100 surveys and 1,105 were actually completed.

The web-based survey was circulated in 3 ways:

- To internal personnel (Police Officers and Police Staff)
- To members of the public directly
- To stakeholders (Councillors, MPs etc.)

In total over 6,000 "direct invites" were sent out, these included to most City / County / Borough & District Councillors (excluding those where the Councils themselves have indicated that they do not want Councillors contacted directly). As well as other local politicians and key stakeholders.

All internal personnel (over 3,000) were invited to contribute via the posting of "news items" on the Police intranet.

Many of these "direct invitees" have then circulated the request further, for example the Vice Chancellor of one of the universities forwarded onwards to all the students at that university, at least one Councillor forwarded it onwards to all their ward contacts, and many of the Parish Councils circulated to residents as well as their Parish Councillors. In addition the PCC, Chief Constable and others utilised social media to invite responses.

The web-based survey generated a total of 1,769 external responses and another 152 were received from Police Officers and Staff.

Therefore a total of 3,026 responses have been received.

Demographics

Whilst representative (in respect of the percentage of respondents when compared with the population as a whole) in terms of Gender, the data received contains the following disproportionalities :

Age

Under representative of persons aged between 25 & 34 and 65 & over.

Over representative of persons aged between 45 & 64.

Ethnicity

Under-representative of persons of Asian ethnicity.

Under-representative of persons of Black ethnicity.

Over-representative of persons of White ethnicity.

Locational

Whilst the total sample size is sufficient to represent the whole Force area, the samples are not proportionate across all local authority boundaries, City residents are particularly over represented whereas those from some other areas are under-represented, the table below:

	Number of Resp.	Pop'n. %	Resp. %	C.I. %	Assessment
Blaby	161	9.2%	8.8%	+/- 1.3%	
Charnwood	211	16.3%	11.5%	+/- 1.5%	Under
Harborough	137	8.4%	7.5%	+/- 1.2%	
Hinckley & Bosworth	128	10.3%	7.0%	+/- 1.2%	Under
Leicester City	842	32.4%	46.1%	+/- 2.3%	Over
Melton	76	4.9%	4.2%	+/- 0.9%	
NW Leicestershire	92	9.2%	5.0%	+/- 1.0%	Under
Oadby & Wigston	97	5.5%	5.3%	+/- 1.0%	
Rutland	84	3.7%	4.6%	+/- 1.0%	Under
Not stated	1,198				
Leicestershire County Council area	902	63.9%	49.3%	+/- 2.3%	Under

Notwithstanding this, there are no differences in opinions between Local Authorities, merely that in some areas opinion is stronger or weaker than elsewhere.

Findings

The samples achieved in relation to all the surveys give responses that one can have 99% confidence are with +/- 2.5% of wh

at would have been achieved had every resident of the Force area (aged over 15) responded.

It should be noted that in many of the areas covered, respondents were asked to indicate their top preference from the options provided and some respondents indicated that more than one of the options was their "top" preference. Hence in some cases the totals shown in the tables add to greater than 100%.

In the tables showing the findings, the options are shown in the order that they were presented to persons participating in the consultation.

The survey includes questions on the following:

What Policing Priorities should be included in the Plan?

The table below shows the proportions of respondents (who expressed an opinion) who felt that the specified matters were either “Very” or “Fairly” Important for policing in the Leicestershire Force area.

Priorities	Very Important	Very or Fairly Important
Reducing and Preventing Crime	94.2%	99.7%
Ensuring that crimes such as Hate Crime, Domestic Violence, Sexual offences and Cyber Crime are reported to the Police	85.7%	97.7%
Ensure that neighbourhood policing teams continue to be supported	68.1%	97.2%
Making it easy for the public to report crime and ASB and to contact the Police and other agencies	71.1%	96.5%
Making sure the Police are visible to the public	65.4%	96.4%
Protecting the vulnerable from harm	72.1%	87.9%
Reducing offending and re-offending	67.9%	87.0%
Supporting victims of crime	58.9%	80.7%
Encouraging people to volunteer to assist in policing	32.7%	82.8%
Improving the public’s understanding of the role and work of the PCC	35.7%	78.1%

The two top priorities are identified by respondents as being the most important elements to include in the plan (with nine out of every ten respondents believing them to be important, similar to the levels of support in the web surveys) are:

- Reducing and preventing Crime
- Ensuring that crimes such as Hate Crime, Domestic Violence, Sexual offences and Cyber Crime are reported to the Police

It might be interesting to note that improving the reporting of “hidden” crimes is rated as more important by the public than Police visibility.

The following aspects were rated as statistically less important but nevertheless over 90% of respondents believed that they were of importance

- Making sure that the Police are visible to the public
- Ensuring that neighbourhood policing teams continue to be supported
- Making it easy for the public to report crime and ASB and to contact the police or other agencies

Over 80% of respondents felt that the following were of importance

- Protecting the vulnerable from harm
- Reducing offending and re-offending

Although it can be assumed that the latter refers primarily to re-offending since reducing “Offending” (Reducing and Preventing Crime) has already been identified as one of the aspects that is of most importance to the public.

Over 75% of respondents felt that Supporting Victims of Crime was of importance to the Police.

Whilst of some importance the remaining two aspects were only considered to be very important to around one in three people.

- Encourage people to volunteer to assist in policing (e.g. Special Constables, advisory or support enhancing roles)
- Improving the public's understanding of the role and work of the PCC

Reporting non emergency matters

The survey asked respondents how they believed matters not requiring phoning 999 should be reported. The table below shows those persons who considered the option to be the preferred or second preference, together with the average "score" of preference (respondents were asked to rank them from 1 (top preference) to 5 (least preferred)).

Preferences	1 st Preference	1 st or 2 nd Preference	Average "Score"
Report at a Police Station	19.4%	46.4%	2.9
To a Police non-emergency phone line	61.2%	86.7%	1.6
To another agency (eg a Council)	1.6%	7.7%	4.0
To a multi-agency phone line	7.1%	27.5%	3.2
On-line or via an App	13.5%	35.0%	3.2

The public expressed a clear preference that a Police non-emergency number should be the means by which non-emergency matters were reported. There was also some support for reporting to a Police Station and to some extent, primarily amongst those responding to the web-survey, for reporting on-line or via an App.

There was less evidence of any support for either to reporting to another agency such as a Council or to a multi-agency phone line.

Receiving information from the Police

Respondents were asked how they would like to receive general information about the Police (i.e. not information to victims about specific crimes).

The vast majority of respondents (around 90%) state that they do not feel that there is any requirement for the Police to provide any type of general information about policing.

Notwithstanding that, if information were to be provided, this was an area where there was a significant variance in opinion between those who responded to the web-survey and those from the telephone survey.

The preference amongst telephone respondents would be by leaflet followed by email. It is perhaps unsurprising that this differs from the web-survey in which there was a clear preference for provision of information through a website.

The preferences indicated by all respondents are shown in the table below.

Preferences	1 st Preference	1 st or 2 nd Preference
On a website	29.9%	49.8%
On a web chat	1.1%	3.5%
By SMS	8.8%	19.3%
By email	23.3%	43.4%
By leaflet	19.9%	36.6%
By social media	14.9%	28.8%
At a public meeting	7.4%	19.9%

Whilst there was at least some support for all of the options offered to respondents, it can be seen that there was virtually no support for the use of web chats.

Police visibility

Within the web survey there was a clear indication that the public's top preference to improve visibility was by seeing uniformed Police personnel on foot, however, telephone respondents were merely asked to indicate 3 options from 6 rather than ranking all their preferences.

Many respondents placed a number of options as being their "Top preference", hence the table below does not add up to 100%.

Preference	1st Preference	1st or 2nd Preference
Uniformed personnel on foot	70.0%	80.1%
Uniformed personnel on bicycles	28.1%	43.0%
Uniformed personnel in vehicles	48.1%	67.3%
Available in Police Stations	20.1%	30.9%
Available at other local community locations	14.2%	22.5%
On-line	7.3%	11.0%

Nevertheless, the clear top 2 options were to see uniformed Police personnel either on foot or in vehicles. The other 2 options, though selected by fewer respondents, were uniformed personnel on bicycles or available in Police Stations.

A minimal number of people suggested that seeing personnel in locations other than Police Stations and through an on-line Police presence are important forms of Police visibility.

Support to victims

Nearly two thirds of respondents (80% for web surveys) preferred that all victims support, from the provision of information about the case to any additional support needed to be provided in a "one stop shop" rather than the current arrangements (although the respondents were not specifically told that the alternative methodology presented in the survey was what the current arrangements were).

Furthermore, whilst 90% felt that the overall control and contact should fall to the Police and Police personnel, around two thirds felt that there could be collaborative delivery within this. This is virtually the same proportions as were seen within the web survey.

There is little evidence of any support for provision not involving police personnel, nor for victims to access updates for themselves on-line.

Respondents were asked who should provide on-going victim services. The table below shows the preferences:

Preference	%
By the (existing) Victim First service	13.8%
By Police personnel	19.0%
By Victim First working alongside Police personnel	38.9%
By another agency or organisation	2.7%
Collaboratively with other agencies	25.6%

It should be noted that whilst Victim First was specifically referred to within the consultation, no indication was given to respondents that this was the existing service, some may have been aware but there is a possibility that many were not.

Additional Funding through an increased Policing Precept

The level of support for the proposed increase in policing precept amongst telephone respondents is higher even than it was within the web survey (where around three quarters were supportive) with approximately nine out of every ten supporting the proposal.

The table below shows the responses by demographics to this question, the sampling confidence intervals (CI%) are shown to indicate whether or not there is any statistical evidence of the opinion of a demographic varying from the opinion of the population as a whole (**Red** indicates that there is statistical evidence that the support for an increase is weaker than total support, **Green** that support is stronger and **Amber** that support is in line with the overall average).

	% Support	CI %	Variance
Total Respondents	83.3%	+/- 1.8%	
- Telephone	89.0%	+/- 3.0%	More
- Web Survey (Public / Stakeholders)	80.0%	+/- 2.3%	
- Web Survey (Police Officers / Police Staff)	78.2%	+/- 8.0%	
Local Authority			
- Blaby	86.3%	+/- 5.3%	
- Charnwood	88.2%	+/- 4.4%	
- Harborough	84.7%	+/- 6.1%	
- Hinckley and Bosworth	85.9%	+/- 6.0%	
- Leicester	85.6%	+/- 2.4%	
- Melton	82.9%	+/- 8.5%	
- NW Leicestershire	91.2%	+/- 5.9%	More
- Oadby & Wigston	92.8%	+/- 5.2%	More
- Rutland	86.7%	+/- 7.3%	
- Leicestershire County Council	87.3%	+/- 2.2%	
Location			
- Rural	86.7%	+/- 1.8%	
- Urban	86.0%	+/- 3.3%	
Gender			
- Female	83.9%	+/- 1.9%	
- Male	83.7%	+/- 2.0%	
Age			
- 16 – 24	82.6%	+/- 3.7%	
- 25 – 34	84.1%	+/- 3.8%	
- 35 – 44	82.8%	+/- 3.4%	
- 45 – 54	82.4%	+/- 3.1%	
- 54 – 65	83.8%	+/- 3.1%	
- Over 65	85.8%	+/- 3.1%	

Ethnicity			
- Asian	75.7%	+/- 5.4%	Less
- Black	62.5%	+/- 19.8%	
- Other	75.0%	+/- 12.9%	
- White	85.6%	+/- 1.4%	
Ethnicity sub categoriies			
- BME	74.6%	+/- 4.8%	Less
- BME + White – Non British	75.6%	+/- 4.1%	Less
- White – British	86.0%	+/- 1.4%	
Disability			
- Disabled	79.1%	+/- 5.7%	
- Not Disabled	80.1%	+/- 1.9%	
Sexuality			
- Bi-Sexual	78.0%	+/- 12.8%	
- Gay or Lesbian	83.3%	+/- 9.5%	
- Heterosexual	82.0%	+/- 2.0%	

It should be noted that, whilst in many cases the numbers of responses in the categories are very small, in no separate demographic or location other than for Black – African ethnicity is there a possibility that a majority of respondents are opposed to an increase in the precept.

Additional questions

In addition to the specific questions about policing, respondents were asked whether they would be prepared to volunteer to assist in policing in Leicestershire in various ways. Also whether they would be prepared to participate in further consultation in relation to local policing matters.

All those persons indicating that they are prepared to volunteer have had their details passed to the Volunteers' Coordinator who will make contact with them.

All those persons who said that they would be prepared to take part in further consultation have been acknowledged, thanked and placed on a consultation database.

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APPENDIX 'B'

**DRAFT Police and Crime Plan 2017-2021
for Leicester, Leicestershire and Rutland**

**Aiming For
Visibly Better Policing**

Prepared by

Lord Willy Bach

Police and Crime Commissioner

1. THE ROLE OF THE POLICE & CRIME COMMISSIONER

I am required, by law, to hold the Chief Constable to account for the performance of Leicestershire Police and, where necessary, I will challenge, and work with, the Force to deliver change and make improvements.

As Commissioner, my main aim is to ensure that policing across the county and city is efficient, effective and meets your needs and expectations.

The Commissioner does not run the police force. Operational policing is the job of the Chief Constable. This means I do not get involved in operational decisions about arresting or seeking to prosecute alleged offenders.

My main duties include:

- Holding the Chief Constable to account
- Setting, reviewing and updating the Police and Crime Plan
- Setting the Force's budget and setting the Council Tax precept for policing
- Regularly engaging with communities and seeking to understand concerns and priorities
- Regularly engaging with victims of crime to understand concerns and priorities
- Appointing, and where necessary dismissing, the Chief Constable
- Commissioning the services of partner agencies to deliver a joined-up approach to tackling crime and delivering Community Safety services, including the distribution of grants and other funding from Central Government
- Commissioning services to support those people who have been a victim of crime
- Promoting and facilitating partnership working arrangements

2. INTRODUCTION

This is my first Police and Crime Plan, but of course this Plan is also owned by the diverse communities of Leicester, Leicestershire and Rutland.

As I developed my thoughts I drew on public feedback gained both during my election campaign and since taking over as Police and Crime Commissioner. I have also taken into account those views given to me through the consultation work we undertook earlier in the year. All of this has helped to shape this document which is, in effect, a blueprint for the strategic direction of policing and community safety over the coming years.

I have also taken into account 'where we are now' and what challenges the future might hold over the coming months and years. It is reassuring that we have a sound platform operationally and financially on which to build.

On 3rd November 2016 HMIC published the Police Efficiency Report 2016 (PEEL). This inspection considered how efficient the Police are at keeping people safe and reducing crime, with specific reference to how well forces understand their current and likely future demand; how well they use resources to manage current demand; and how well they are planning for demand in the future.

Leicestershire Police was classed as 'Good' across all areas assessed (there were just two forces graded as 'Outstanding', 33 as 'Good' and 8 as 'Requiring Improvement'). In terms of both the

number of 999 incidents per head of population and the number of crimes per head of population, Leicestershire is below the average for England and Wales.

The plan set by my predecessor focused on reducing offending and re-offending; supporting victims and witnesses; making communities and neighbourhoods safer and protecting the vulnerable. While these vital themes remain in my plan, under a new framework covering Visibility; Vulnerability; Victims and Value for Money, my focus and prioritisation is somewhat different. I wish to see more emphasis on crime prevention, on police visibility and accessibility; the development of more effective collaborative partnerships and a simplification of my commissioning framework.

The way in which I intend to allocate funds during the delivery of this Plan will recognise the value of Local Authorities and Community Safety Partnerships. Where possible, and where the level of Central Government funding enables me to do so, I will include longer-term funding arrangements. In addition, I will consider supporting collective and collaborative co-commissioned services where these prove beneficial. I will also provide grants to smaller organisations to help tackle specific areas of work and to address particular challenges.

I mentioned earlier my consultation. I have consulted with the public and key stakeholders to ensure my plans reflect the aspirations of the people of Leicester, Leicestershire and Rutland. Analysis of the population of the Force area showed that 600 responses were sufficient for findings to be statistically valid; I believed this to be too low and commissioned both a telephone survey and an internet based survey that generated a total of 3026 responses.

Reassuringly, 83% of the respondents were supportive of a 1.99% increase in the precept which will help me to pursue the objectives set out in my plan. Whilst this consultation was an important 'first step' I will develop a Communications and Engagement Strategy that will ensure that the plan will remain in tune with public opinion throughout my tenure.

Crime Prevention, Safer Communities and Community Cohesion

If we cut crime, we reduce the number of victims; we reduce the number of blighted lives who put a strain on resources across all public services and we reduce demand on police services.

But, in achieving these ambitions, we also see happier, inclusive, cohesive communities, who trust the police to help them, support them and keep them safe.

My background as a Barrister ensured that I witnessed the real impact of crime. The misery and destruction of drug and substance addiction; the desolation caused by burglary, the impact of domestic abuse on the victims and their families and those whose lives are damaged by the results of crime of all kinds.

Reducing rural crime, whether this is protecting our heritage or preventing crimes such as metal and lead theft, hare-coursing or burglary, is important to me. I am working with the Chief Constable and other partners to develop new initiatives to strengthen the work to tackle crimes carried out in a rural location. Offenders are thought to operate across force borders so it is essential that we collaborate with neighbouring forces to tackle the problem. I know how important it is that residents feel safe and secure, this is especially relevant in respect of our elderly community and other communities that are disproportionately affected by the fear of crime, which is why I intend to work to ensure the solutions we identify are fit for purpose.

Since my election, I have received representations from both sides of the hunting debate. My position is clear. The law must be obeyed, whether you like it or not, and I support the work of the force to ensure that this happens.

In Leicester, Leicestershire and Rutland we are lucky to live in an area of great diversity. I am aware that 'diversity' extends beyond ethnicity and covers the wide range of 'difference' that enriches our communities. Although the Police have the one of the highest number of ethnic minority police officers/police staff in the country, it is still not satisfactory either in terms of number or in terms of seniority. There is no easy solution to this problem but I am determined

that we need to do more in establishing even closer relations with all the communities that make up our force area. Great strides have been made, but this is so important an issue, we must go further. I hope to see considerable progress over the next few years, with a Police Force truly reflective of the community it serves across all areas of diversity and within all ranks across the organisation.

I want to see the police and partners working together to prevent crime ranging from anti-social behaviour to hate crime, with community groups and the police supporting joint initiatives involving more than one community.

Much has been achieved and we are fortunate to live in a multi-cultural society which embraces difference. However, there is more to do and I will work with community leaders and the Chief Constable to facilitate stronger, more robust relationships across all our communities.

3. PARTNERSHIPS

- 3.1. I believe that increasing the extent to which we work in partnership across the public and voluntary sector is critical to the success of my plan to provide the best possible public services across Leicester, Leicestershire and Rutland. Over many years there has been significant effort across Leicester, Leicestershire and Rutland leading to some highly effective and innovative partnerships making a real difference to people's lives. However, I believe much remains to be done to build upon and enhance partnership working, collaboration, and collective problem solving across the force area; not least in respect of information and data sharing. Section 17 of the Crime and Disorder Act 1998 imposes a duty on a range of public authorities to exercise their various functions with due regard to preventing crime and disorder. Whilst data protection and security is vital and plays an important role in maintaining confidence in public services, we must also be able appropriately 'use' that data to best serve the public. This will be vital to the success of my plan and will be at the heart of my work to prevent crime, protect the most vulnerable people and communities, while effectively supporting victims of crime.
- 3.2. The Police play a vital role, however, they alone cannot address the complex social factors that so often result in offending behaviour in isolation. Whilst I am realistic about my ability to tackle the social inequalities that so often impact on people, as Police and Crime Commissioner I want to draw partners together and provide the leadership that will make the most of an increasing disposition to work collectively and collaboratively. In support of this I will ensure that I am represented properly within the existing partnership structures and appropriate fora. This will ensure that I am both better informed about the work of partners and more able to support partnership working.
- 3.3. The term 'Partnership Working' usually refers to agreements to work together between organisations, public sector, voluntary organisations or private businesses. I believe that this is too narrow an interpretation and that there should be far more involvement of our 'grass roots' communities - whether that be a community in a specific location, communities with shared heritage, or communities that share an interest in a particular issue. I would like to see community involvement moving beyond consultation or engagement and involving active participation by well-informed and well-supported members of the public, by for example, joining us as a Special Constable or Police Volunteer.
- 3.4. As public servants we work best when we work together to provide services that are as far as possible tailored to the needs of individuals or communities. Whilst challenging in terms of how we organise ourselves, I believe that this is the best way of serving the public and the most effective way of getting best value from diminishing budgets. The challenges posed by significantly reduced resources as a result of the decreases in the grants the police receive from Central Government are compounded by the reductions experienced by other Public Sector partners.

3.5. I will aim to :-

- Enhance the network of partners with whom my Office and I engage to capture the views of more individuals and grass roots groups. This will enable me to hear a broader and more representative range of opinions.
- Prepare a plan to facilitate more opportunities for disengaged and disadvantaged groups/individuals to engage with the OPCC.
- Provide a commitment from myself and my office to work productively, openly and transparently with the City, Counties and District Authorities alongside the Community Safety Partnerships, Health Services and Fire and Rescue.
- Provide opportunities for all partners to be involved in shaping policing across Leicester, Leicestershire and Rutland.

4. VISIBILITY

- 4.1. It is vital that the composition of Leicestershire Police is representative of the communities it serves. I endorse Sir Robert Peel's guiding principle: "the police are the public and the public are the police". I further believe that the Police must remain visible and connected with the people they serve to maintain legitimacy and the trust of the public. It is clear both from the research I have undertaken, and from simply talking to members of the public across our area, that people want to actually 'see' Police officers and PCSOs. It is this that gives them security and provides the crucial connection between police and public that is at the heart of British Policing.
- 4.2. I do not think it would surprise anyone to hear that it is not always possible to satisfy people's worries in this area following cuts to our resources of 20% over the last five years. However, I will do everything in my power to ensure that at the end of my term of office that Police Officers, Police Community Support Officers and Police staff in Leicester, Leicestershire and Rutland will be at the same or higher levels than when I took office.
- 4.3. Whilst the visibility of patrolling officers and PCSOs is vital in building the bond with communities it is also important that access to police information, services and support is as easy as possible, whether that be Local Policing, Response and Resolution, Criminal Investigations or Specialist Departments. Therefore, to maintain public confidence, the police need to be able to communicate effectively with, and receive information from, the public in a variety of ways, including online and through social media. Improved accessibility will enable the public to report crime and incidents more easily; access other policing, crime prevention and community safety services themselves and to be able to check on the progress of an incident or crime at a time and in a way that is most convenient for them. Under my tenure I will support the extension of 'Self Service' options, but these will not replace the ability to be able to physically speak to a Police Officer or member of police staff if and when you want, or to see the police in your community. Increased visibility, as described above, is important to all of our communities, but especially for rural communities where, although crime rates may be relatively low, people can feel isolated and vulnerable.

4.4. I will aim to :-

- Maintain and where possible increase resources for local Neighbourhood Policing Teams.
- Develop new channels, via the internet and other technologies to information, enabling easy and timely access for as many people as possible.
- Ensure that there are new and innovative ways for the public to provide information relating to crime and public safety.

- Ensure that the views of public continue to be sought and reflected in the development of these new services.
- Work to develop a Visibility Plan that meets the needs of all communities.
- Focus on prevention to reduce the number of people having a need for Police services or entering the Criminal Justice System (CJS).

5. **VICTIMS**

- 5.1. One of my statutory responsibilities is to ensure that victims and witnesses of crime are properly supported. This work is partly funded through a grant I receive from the Ministry of Justice (MoJ). This funding delivers services that will help any victim of crime to cope and recover from their experience and to meet the requirements of the Victims' Code of Practice and European Union regulations. Unfortunately, this funding does not extend to those affected by Anti-Social Behaviour (ASB) which can have such a corrosive effect on individual lives and communities. Therefore I intend to put in place processes to ensure that victims of ASB have access to appropriate support services.
- 5.2. My office has worked in partnership with local authorities and other commissioning organisations across Leicester, Leicestershire and Rutland to design, fund and implement a range of services to meet the needs of victims. These services are subject to regular Performance Monitoring, determined through a contract management approach, which allows each commissioned service to have tailored set of quantitative and/or qualitative data performance measures. I will continue to ensure that the victim's voice is central to our appraisal of the success of these services.
- 5.3. Moving forwards, my intention is to develop and simplify the commissioning monitoring arrangements and to maintain enough flexibility within my Commissioning budget to ensure that I am able to respond to any emerging needs.
- 5.4. **I will aim to :-**
 - Prioritise a Victims Strategy to deliver further improved services, demonstrating my commitment to this area of work.
 - Review victims' services to ensure that victims receive the best possible service, through robust mechanisms, focused on the needs of the individual. In order to do this I will work more closely with victim groups and individuals to ensure I capture their experiences and understanding when commissioning services.
 - Ensure that support for victims is incorporated into our core business as an integral part of our delivery and not a stand-alone item.

6. **VULNERABILITY**

- 6.1. The term 'vulnerability' is a generic term to describe where an individual's circumstances and/or situation mean they are unable to protect themselves from harm. For the purposes of my Police and Crime Plan my focus will be on; Sexual Violence, Domestic Abuse (including coercion), Hate Crime, Child abuse (including CSE), Mental Health and Learning Disabilities, Human Trafficking, Modern Day Slavery and Missing from Home individuals (including those at risk of self-harm).
- 6.2. Domestic violence and abuse blights the lives of those affected whether they suffer the violence directly or are children growing up in homes where domestic violence is present. Research and the experience of those involved in this area indicate a significant level of under reporting of Domestic incidents. Working with the Chief Constable and other partners my challenge is to increase the level of confidence amongst victims that by

reporting such incidents they will receive the help and support they need. Whilst I am impressed by many of the existing arrangements I intend to build upon and strengthen these whilst at the same time exploring new opportunities in this area.

- 6.3. In relation to sexual violence the number of rape offences is disproportionately high, something which has increased over the last two years and which reflects the picture nationally. The Police and our partner agencies have worked hard to encourage those who have been victims of this most serious offence to have the confidence to come forward and report it, but I accept that this can be influenced by national events and media coverage. Approximately half of all reports of rape are reported within seven days of the offence (potentially allowing for the recovery of important forensic evidence), a further quarter is reported within one year and the rest are more historic. Whilst some, but not all, of the increase in reports of rape can be attributed to an increase in confidence, national research still indicates a significant level of under-reporting. We cannot be complacent in this area and notwithstanding the good work to date, much remains to be done and I am determined to both support and develop appropriate services to do deliver this.
- 6.4. Following the tragic rape and murder of Leicestershire teenager Kayleigh Haywood my predecessor and Leicestershire Police launched the CEASE campaign to encourage community awareness of Child Sexual Exploitation (CSE). However CSE is not the only threat to children. Leicestershire Police Child Abuse Investigation Unit dealt with 2,264 incidents last year and made 13,250 referrals to multi-agency partners sharing concerns about children following Police contact.
- 6.5. A portion of the funding resulting from the increase in the police precept implemented in 2016/17 enabled the Police to create a Child Sexual Exploitation hub which is co-located with the existing Children's Referral Desk and Adult Referral Desk to create a multi-agency Vulnerability Hub. Frontline officers with specialist expertise are available to identify signs of abuse and other underlying concerns, before passing the information to the Hub. This Hub is staffed by trained personnel who will recognise, understand and interpret the information given to them so that they can work with partner agencies to provide those affected with the help they require.
- 6.6. This allows a holistic approach to the support of survivors of CSE and other child abuse, while the integration provides survivors, who may experience other difficulties throughout their childhood, more joined up engagement with services as they enter adulthood.
- 6.7. On the other side of the coin, it is good news that fewer young people are now given custodial sentences or find themselves in custody for any length of time. However, the Police have a vital role to play in persuading people not to offend and re-offend.
- 6.8. I will support and encourage all the preventative measures taken in this field including visits to schools and colleges and the increasing use of social media. I will look for new ways for the police to act in this area.
- 6.9. As a criminal law barrister for many years I saw how often young lives can be ruined by knife crime; drugs; bad influences and a failure to rehabilitate. Modern policing has a special role to play in this vital area.
- 6.10. The number of young people who 'go missing', particularly those who are 'missing' time and again, risk the very real threat that they will be exploited in some way, sometimes for serious criminal purposes. A great deal of police time and resource goes into finding the children and the adults that 'go missing' under circumstances where they too are vulnerable. This is a problem that affects all of us and I will be working closely with partners to see whether we can be more innovative and collaborative in solving this.
- 6.11. The Police response to incidents involving those suffering from mental health problems remains a significant challenge both in terms of volume and complexity. Leicestershire Police has a role in supporting those in crisis, duties under the Mental Health Act, and in the provision of a good quality policing service to those in the community whose lives are

impacted by mental ill health; role of the Police and other partners is set out in the multi-agency Crisis Care Concordat. I do not believe that custody is an appropriate place for the mentally unwell and fully support the Police in actively adopting approaches to prevent that from happening across Leicester, Leicestershire and Rutland. Mental health is a community issue in which the Police service has a role. It is important that the Police work closely with mental health professionals and those with experience of mental illness to help shape and inform their practice. However, the Police are not mental health specialists and whilst supportive should never be considered a viable alternative to properly resourced and configured mental health services, delivered by those qualified to so do.

- 6.12. The Police are often the first point contact at times of crisis and integrated joint responses such as the Mental Health Triage Car have shown how a more integrated multi-agency response can provide a better service for the patient and reduce demand on the Police. I want to work towards preventing crises before they happen, by working with other professionals to improve the lives of those within our communities who are vulnerable as a result of mental ill health; this is particularly relevant regarding prevention and intervention associated with the risk of suicide.
- 6.13. Leicestershire Police has developed, alongside our partners, a local suicide prevention strategy and created a response to family members who are bereaved by suicide. This is laudable but my focus will be to work with health partners to tackle this issue which is often complex and influenced by factors over which the Police have little control.
- 6.14. **An integrated response to demand**
- 6.15. The idea of collective and integrated approaches to service delivery is well established but this tends to be based on referral. I believe that this approach can be adopted for a far wider range of public services and can be more immediate and responsive.
- 6.16. I believe that the Police 101 non-emergency telephone system, which is a well-established and well used service and brand, can be improved and potentially provide ease of access to a far wider range of public services, information and support. My vision is to see a multi-agency call handling and resolution facility built around the 101 service, where a member of the public can seek help and support across a wider range of public service functions.
- 6.17. This must be more than just a switchboard dealing with calls in much the same way as now but in a multi-agency arena; it must add additional value. I would anticipate that one of the key indicators of success will be the number of calls for service resolved at point or first contact.
- 6.18. The panel and other partners will of course be instrumental in developing my ideas around partnership working and I am particularly interested in what opportunities there may be to work collectively to improve and develop the 101 service.
- 6.19. **I will aim to:-**
 - Work closely with partners to offer an appropriate service to vulnerable members of society.
 - Continue and further develop work to encourage reporting and better understanding of 'hidden crime' with a view to this type of crime becoming less suppressed.
 - Provide a commitment to work with the Chief Constable to tackle knife crime.
 - Adopt a zero-tolerance approach to the supply of Class A drugs across Leicester, Leicestershire and Rutland.

- Work closely with health partners to ensure that the challenges of turning the Crisis Care Concordat into an operational reality are fully met.
- Develop and improve the 101 non-emergency contact systems to act as a gateway to better and wider ranging of public services.

7. VALUE FOR MONEY

- 7.1. Over the years, the austerity measures implemented by the Government have had a significant impact on both capital and revenue budgets and this directly affects the resources available today. My Plan is based on delivering within the funding available and I intend to tightly manage all resources at my disposal to ensure that local residents receive value from the money that is invested in Policing and other areas where I am responsible for commissioning services. This will include being open to potential opportunities to work with other organisations to reduce costs and maximise resources available for Policing, where it makes practical and fiscal sense to do so.
- 7.2. For 2016/17, the net budget requirement was set at £170.8m, an increase of 1.35% on the previous year. Almost two-thirds of the funding I receive comes from Central Government Funding, with the final third derived from local people through their Council Tax via their Police Precept. Given these allocations, any reductions in Central Government funding have a significant effect on the total budget I have at my disposal. Additionally, over £1.4m is provided in the form of a Grant from the Ministry of Justice to support my responsibilities in respect of supporting victims of crime under the Victims code.
- 7.3. Currently, over 95% of the funding I receive is passed to the Chief Constable to provide operational policing delivered either locally or through Regional collaborations. Details of my Budget, Precept and financial plans have and will continue to be published transparently on my website.
- 7.4. In 2016/17, my budget was allocated as follows:

	£m	%
Funding passed to the Chief Constable:		
- Operational Policing delivered by Leicestershire Police (net)	155.1	90.8%
- Operational Policing delivered through Regional collaboration	8.3	4.8%
Funding Retained by the Commissioner:		
- To Commission Services (net of grants and use of reserves)	3.1	1.8%
- To run the OPCC	1.0	0.6%
To support the Capital Programme	0.8	0.5%
To pay Debt Charges and Receive investment income	2.5	1.5%
Net Budget Requirement 2016/17	170.8	100%

- 7.5. In line with the views of the residents of Leicester, Leicestershire and Rutland during the consultation on the Plan, it is my intention to maximise the local Council Tax available during my time in office. Whilst this will not meet all the future savings anticipated, it will help to minimise the impact, protecting and where possible maintaining a sustainable Police Force in Leicestershire.
- 7.6. With further financial challenges likely, savings will still be required over the term of my Plan. I have tasked the Chief Constable with developing a Change Programme which includes a savings plan and which limits the impact of these savings on visible policing. The challenge is for the plan to not only meet the savings required but (subject to the impact of future financial settlements), where possible, also identify potential additional resources to reinvest into policing. Where additional investments in policing are made

these will be monitored closely to consider the Value for Money and impact on the residents of Leicester, Leicestershire and Rutland.

- 7.7. I intend to support the Force in this challenge by resourcing the Change Programme and working closely with the Chief Constable and his team to consider the wider implications on Leicester, Leicestershire and Rutland of any proposals and plans. One of the new members of the change team will sit within my office to ensure that I have all the information I need at the earliest possible moment.
- 7.8. **I will aim to:-**
- Be more responsive to reflect changes in demand to areas and projects as issues arise.
 - Provide support to groups/projects with better knowledge and reach i.e. hard to reach and engage areas.
 - Focus on the most effective use of public funds whilst being cautious and challenging around private outsourcing proposals to ensure that my principles around added social value are adhered to. I am committed to protecting frontline policing.
 - Revisit the Budget, Grants and Commissioning arrangements to ensure great effectiveness, clarity and simplicity in the way they operate.
 - Develop a Social Value policy in close consultation with local authorities to ensure that maximum added value for Leicester, Leicestershire and Rutland is gained from all contracts held by Leicestershire Police.

8. Strategic Policing Requirement and Collaboration

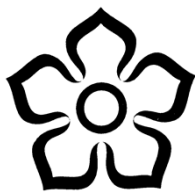
- 8.1. The Home Secretary has placed a statutory requirement on all forces and Commissioners to ensure that they are able to contribute to national policing issues as well as dealing with local matters.
- 8.2. This is known as the Strategic Policing Requirement (SPR) and Commissioners, when setting their Police and Crime Plans, are required to have regard for these national requirements.
- 8.3. Due to the complexity of modern day policing there are a number of issues towards which local forces are expected to contribute.
- 8.4. The SPR currently covers a number of key areas including:
- Child sexual abuse
 - Serious and organised crime, including local, national and international organised crime groups
 - Large scale Public Order
 - Civil Emergencies that require a large scale response
 - Terrorism
 - National level cyber security incident
- 8.5. I am required to have regard to the SPR in setting my plan and in subsequent reviews. I recognise that the public is best served if we play our part and thereby benefit from the support of other Forces, in responding to major events and tackling these complex crimes.
- 8.6. I will work with the Chief Constable to ensure that Leicestershire Police contribute to the regional effort and collectively maintain their SPR capability.

- 8.7. This is not 'new' to the Leicestershire Police and this region has led the way in terms of Police Force collaboration for over ten years. This is a mature process senior government officials have often cited the East Midlands' approach to collaboration as best practice, challenging other areas to learn from our regional experience.
- 8.8. However my focus will always be on ensuring the best possible policing for the people of Leicester, Leicestershire and Rutland consequently my guiding principles around regional collaboration are:-
- That local policing is provided locally.
 - That any collaboration helps deliver a more efficient and/or effective policing service for Leicester/Leicestershire & Rutland.
 - That all areas of business are considered.
 - Decisions not to participate in a particular collaboration are reviewed regularly, as circumstances change.
 - That any costs and/or benefits are shared between participating forces.
 - I will ensure that I meet regularly with the other regional Commissioners and Chief Constables to review existing work and carefully consider any case for future collaboration.

9. **A FINAL WORD**

I believe that in Leicester, Leicestershire and Rutland we have a Police Force we can be proud of. Whether in the area of neighbourhood policing, criminal investigations, protecting the vulnerable, road traffic incidents and the many other matters they deal with, our Police Officers and Police Staff are outstanding and serve the public well. They all deserve our support. Of course there is always room for improvement and this plan attempts to map the way forward. The next four years will not be easy. Leicestershire Police are under resourced for the tasks they are asked to perform. Every year our population goes up in the City, County and Rutland. With the support of the public, and the advantages that successful partnerships bring, we can do even better.

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Leicester
City Council

WARDS AFFECTED
All Wards - Corporate Issue

Appendix B1

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview Select Committee

13 December 2016

Tracking of Petitions - Monitoring Report

Report of the Monitoring Officer

1. Purpose of 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. 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.

4. Financial, Legal and Other Implications

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

5. Background Papers – Local Government Act 1972

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

6. Consultations

Staff in all teams who are progressing outstanding petitions.

7. Report Author

Graham Carey
Democratic Services Officer
Extn. 376356

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status
26/10/2016	Mr P Mashru	Petition objecting to the proposed closure of Belgrave Library and re-locating it to the Belgrave Neighbourhood Centre and the plans to alter the provision of meals for the lunch club members.	(p)	2865 Supported by an e-petition of 2,553 which can't be crossed referenced	Belgrave		John Leach	The petition was debated at the Council Meeting on 24 November 2016 and noted. The petitioners' comments will be taken into account as part of the consultation process.			PETITION PROCESS COMPLETE
11/11/2016	Mr K S Walia	Petition requesting the Council to withdraw the proposed cuts to the nine Adventure Playgrounds.	(p)	In excess of 1,500. The petitioners had quoted a total of 14,000 signatures.	All		Caroline Tote	The petition was debated at the Council Meeting on 24 November 2016 and noted. The petitioners' comments will be taken into account as part of the consultation process.			PETITION PROCESS COMPLETE
05/04/2016	Mr R Skinner	Petition requesting the Council to force Alderman Richard Hallam schools to create a dedicated parents' drop off zone on their land.	(p) e-petition	12	Abbey		Ian Bailey	Following discussions with the ward councillors, School Crossing Patrol Team Leader, Highways staff, Road Safety Officer and the Headteacher, it has been concluded that the existing school layout has no space for large volumes of parents being able to drop off within the school grounds. However, the school has been placed in the top quarter of schools under the School Run Action Plan. A number of safety issues will be considered such as road markings, signage, traffic regulation orders, physical barriers (railings and bollards), targeted enforcement activity, education campaigns promoting road safety outside of schools and encouraging cycling and walking to school. Other measures currently being considered include, flashing lights at the School Crossing point on Avebury Road, a drop off point lay-by (this would require Secretary of State approval as it would involve works and change of use of part of the sports field) and continued support from the Council to the School to promote road safety measures and walking to school.	Pro-forma returned by the Scrutiny Chair who is content with the response.	25 November 2016	PETITION PROCESS COMPLETE
11/04/2016	Mr J Marshall	Petition requesting the Council to move the youth provision at Barley Croft Primary School to Ur Choice Young People's base at Unit 7 Home Farm Square.	(p) Paper and e-petition	348	Beaumont Leys		Caroline Tote	Discussions have taken place with the Lead Petitioner and Ward Councillors. Officers met with Ur Choice to discuss what further equipment and support can be provided to increase the numbers attending Barley Croft Youth Centre for the remainder of the current contract. Ur Choice have confirmed that they are able to continue delivering youth activities at Barley Croft for the remainder of the contract. The Council are working with Ur Choice and the Police to address ongoing community safety concerns.	Pro-forma returned by the Scrutiny Chair who is content with the response.	28 November 2016	PETITION PROCESS COMPLETE

RED - Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.

GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER - Petition response progressing within 3 months of being referred to Divisional Director

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Ctee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status
14/08/2016	Councillor Chohan	Petition requesting the Council to take action to curb the size and heights of trees causing problems to residents of Rendell Road.	(p)	22	Belgrave		John Leach	The petitioners' concerns have been considered and the following responses to each concern is: <ul style="list-style-type: none"> • reducing the height of the trees would not prevent leaf fall and would damage the aesthetic, visual amenity and value of the trees; • there is no link between increased household insurance premiums and the trees; • there is no evidence that the tree roots are having an impact upon underground drains and pipes; • the proposed remedy would not aid this in any case; • there are many environmental reasons why a resident may need to reposition an aerial or satellite dish and the obligation to do this lies with the homeowner. <p>No work is therefore recommended to the trees on the boundary of Cossington Street Recreation Ground facing Rendell Road.</p>	Pro-forma returned by the Scrutiny Chair who is content with the response.	1 December 2016	PETITION PROCESS COMPLETE
13/08/2016	Anisa Sheikh	Petition asking that College Gardens Park and Ball Court be privatised to create a gated community or closed and removed to address anti-social behaviour issues.	(p)	39	Belgrave		John Leach	Initial contact has been made with the lead petitioner and ward councillors. A residents' meeting, chaired by Keith Vaz MP, was held on 30th September 2016, with officers in attendance. A patch walk, which will include residents, is currently being organised to consider the issues in greater detail. Following this the pro-forma will be completed and a letter sent to the lead petitioner.			AMBER
16/09/2016	Ms A Carter	Petition requesting residents' parking for St Andrews Road from Saffron Lane up to Hallaton Street.	(p)	19	Aylestone	Councillor Clarke to present to Council on 6 October 2016	Andrew L Smith	Sent to Divisional Director			AMBER
03/10/2016	Mr G Finney	Petition requesting the Council to dispose of the former Western Park Open Air School for £1 to the local community so they may preserve the Grade II listed building from possible demolition and further vandalism and open it for the use of the local community and beyond.	(p)	467	Western		Matt Wallace	Sent to Divisional Director			AMBER
06/10/2016	Cllr Bajaj	Petition requesting Humberstone Park Skate Park to be re-done and made safer.	(p)	33	Evington		John Leach	Sent to Divisional Director			AMBER
06/10/2016	Linda Shaw	Petition requesting the Council to address various traffic issues in Myrtle Road, including parking, removing speed humps and trees and provide more parking for residents.	(p)	42	Stoneygate		Andrew L Smith	Sent to Divisional Director			AMBER

RED - Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.

GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER - Petition response progressing within 3 months of being referred to Divisional Director

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Ctee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status
22/09/2016	Miss E A Cattell	Petition from residents objecting to the plans for restrictive parking along St Andrews Road and Hallaton Street.	(p)	72	Aylestone		Andrew L Smith	Sent to Divisional Director			AMBER
07/11/2016	Dinal Patel	Petition requesting the Council to assist in starting a bus service along Barkbythorpe Road to help alleviate the needs of young school children, elderly residents and families living in the local area who currently have no access to public transport.	(p)	71	Troon	Cllr Singh presented the petition at Council on 24 November 2016.	Andrew L Smith	Sent to Divisional Director			AMBER
17/11/2016	Kishan Pankhania	Petition requesting the Council to discuss the absurdity of pricing for rail services from Leicester Station.	(p)	141			Andrew L Smith	Sent to Divisional Director			AMBER
17/11/2016	Minal Kotecha	Petition requesting the Council to urge Arriva Bus to consider an additional bus route to enable Hamilton residents to access Belgrave en route to the City Centre	(p)	108	Humberstone and Hamilton	Cllr Sandhu presented the petition at Council on 24 December 2016.	Andrew L Smith	Sent to Divisional Director			AMBER
22/11/2016	Daniel Cegiela	Petition requesting the Council implement a residents' only parking scheme to a distinct area of unrestricted on-street parking on Batten Street.	(p)	17	Saffron		Andrew L Smith	Sent to Divisional Director			AMBER
23/11/2016	Alison Barnes	Petition requesting the Council to publicly condemn racist, xenophobic incidents and hate crimes across the country and make it clear what steps the Council will take to tackle racist, xenophobic and criminal behaviour.	(p)	103	All		John Leech	Sent to Divisional Director			AMBER

RED - Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.

GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER - Petition response progressing within 3 months of being referred to Divisional Director



Revenue Budget Monitoring – Period 6, 2016/17

Decision to be taken by: City Mayor

Executive meeting date: 24th November 2016

Overview Select Committee date: 13th December 2016

Lead director: Alison Greenhill

Useful information

- Ward(s) affected: All
- Report author: Alistair Cullen
- Author contact details: Ext 37 4042

1. Summary

This report is the second in the monitoring cycle for 2016/17, and forecasts the expected performance against the budget for the year.

Given the scale of Government funding cuts, departments are inevitably under pressure to provide services with less funding.

It is pleasing to note that at this stage, all services are forecasting that they will operate within budget for the year.

In particular, indications are that the considerable budget planning work carried out within Adult Social Care and improvements to management information systems made in 2015/16 have resulted in a budget that reflects the demographic and other pressures that have been consistently highlighted in recent years.

Corporate Resources are forecasting to underspend by £0.77m, primarily through early delivery of spending review savings.

As reported to OSC in June 2016, the budget strategy places heavy emphasis on delivery of the spending review programme.

2016/17 marks a turning point in that the Council is now drawing down reserves to support the budget whilst ongoing spending reviews are approved and delivered - this means that services are being maintained using one off funding and cannot be sustained at their current levels within their current formats. Planned use of the Managed Reserve Fund to support the 2016/17 budget amounts to £21.9m.

This use of one-off funding is in line with the Managed Reserves Strategy adopted in recent budgets whereby reserves built up for this purpose are used to buy time whilst ongoing reductions are achieved through the Spending Review programme.

Plans are in place for nearly all spending reviews to have been brought to the Executive for decisions by the end of 2016/17 (and a number of recommendations are contained in this report) but the achievement of this and the subsequent implementation of the approved measures is vital. Delays or failure to achieve the approved savings will increase pressures elsewhere in the Council and undermine the budget strategy.

Services are, overall, managing these pressures at the moment but the scale of the task should not be underestimated.

2. Recommendations

2.1 The Executive is recommended to:

- Note the emerging picture detailed in the report.
- Approve reductions to the Delivery Communications and Political Governance Budget of £20k in respect of the phasing out of the Link publication, as detailed in Appendix B, Paragraph 4.1
- Approve reductions to the City Development & Neighbourhoods departmental budget of £0.65m in 2017/18, rising to £0.76m from 2018/19, in respect of the Car Parking and Highways Maintenance review, as detailed in Appendix B, Paragraph 6.2
- Approve reductions to the City Development & Neighbourhoods departmental budget of £96k in 2017/18, rising to £175k from 2018/19 and £0.2m from 2019/20 in respect of savings from the Parks, Standards & Development spending review, as detailed in Appendix B, Paragraph 8.2
- Approve reductions in the budgets of Adult Social Care (£27k) and City Development & Neighbourhoods (£12k) in respect of the disposal of property at Lincoln Street as detailed in Appendix B, Paragraphs 9.2 and 12.9.
- Approve a transfer of £50k from savings made on corporate budgets to an earmarked reserve to fund any potential costs of a challenge to NHS decisions about Glenfield Hospital as noted in Appendix B, Paragraph 17.6
- Note a change in accounting for On Street Car parking as detailed in Appendix B, paragraph 6.3
- Approve the reorganisation of departmental earmarked reserves balances and the transfer of £4.9m from a number of earmarked reserves into the Managed Reserves Fund to support the Council's budget strategy, as detailed in Appendix B, Paragraph 18.3

2.2 The OSC is recommended to:

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

3. Supporting information including options considered:

The General Fund budget set for the financial year 2016/17 was £263.2m.

Appendix A details the budget for 2016/17.

Appendix B provides more detailed commentary on the forecast position for each area of the Council's operations.

Appendix C provides detail of forecast balances on earmarked reserves for 2016/17

4. Financial, legal and other implications

4.1 Financial & Legal implications

This report is solely concerned with financial issues.
Alison Greenhill, Director of Finance, Ext 37 4001

4.2 Climate Change and Carbon Reduction implications

This report is solely concerned with financial issues.

4.3 Equality Impact Assessment

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

4.4 Other Implications

Other implications	Yes/No	Paragraph referred
Equal Opportunities	No	-
Policy	No	-
Sustainable & Environmental	No	-
Crime & Disorder	No	-
Human Rights Act	No	-
Elderly/People on low income	No	-
Corporate Parenting	No	-
Health Inequalities Impact	No	-

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

5. Background information and other papers.

Report to Council on the 24th February 2016 on the General Fund revenue budget 2016/17.

Period 3 Monitoring report and minutes of OSC Finance task group presented to OSC on 15 September 2016

6. Summary of appendices:

Appendix A – P6 Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances;

Appendix C – Earmarked Reserves Forecast Year End Balances at Period 6

7. Is this a private report?

No

Revenue Budget Forecast Position at Period 6, 2016/17

	Current Budget for Year	Forecast Outturn to Period 06	Forecast Variance over (under) spend
	£000	£000	£000
Neighbourhood & Environmental Services	30,598.9	30,598.9	0.0
Tourism, Culture & Inward Investment	6,596.0	6,811.1	215.1
Planning, Development & Transportation	17,381.0	17,381.0	0.0
Estates & Building Services	8,978.8	8,979.3	0.5
Fleet Management & Departmental Overheads	768.8	768.8	0.0
Housing Services	4,414.7	4,199.1	(215.6)
City Development and Neighbourhoods	68,738.2	68,738.2	0.0
Adult Social Care	102,483.9	102,483.9	0.0
Health Improvement & Well-being	23,360.8	23,360.8	0.0
Strategic Commissioning & Business Development	529.3	529.3	0.0
Learning Quality & Performance Services	8,580.3	8,580.3	0.0
Children, Young People & Families	59,282.4	59,282.4	0.0
Departmental Resources	(10,145.8)	(10,145.8)	0.0
Education & Children's Services	58,246.2	58,246.2	0.0
Delivery Communications & Political Governance	5,685.6	5,455.4	(230.2)
Financial Services	11,986.8	11,638.2	(348.6)
Human Resources	3,963.2	3,902.3	(60.9)
Information Services	10,084.6	9,953.7	(130.9)
Legal Coronial & Registrars	2,017.1	2,017.1	0.0
Corporate Resources and Support	33,737.3	32,966.7	(770.6)
Housing Benefits (Client Payments)	527.6	527.6	0.0
Total Operational	287,094.0	286,323.4	(770.6)
Corporate Budgets	12,897.9	8,995.9	(3,902.0)
Capital Financing	13,300.3	13,300.3	0.0
Total Corporate & Capital Financing	26,198.2	22,296.2	(3,902.0)
Public Health Grant	(28,214.0)	(28,214.0)	0.0
Use of Reserves	(21,904.7)	(21,904.7)	0.0
TOTAL GENERAL FUND	263,173.5	258,500.9	(4,672.6)

Outturn Divisional Narrative – Explanation of Variances

Corporate Resources and Support

1. Finance

- 1.1. The Financial Services Division continues to forecast an underspend due to the early delivery of spending review savings.

2. Human Resources & Workforce Development

- 2.1. Human Resources & Workforce Development is forecasting a small underspend due to additional income generated by the Corporate Health & Safety Team

3. Information Services

- 3.1. Information Services is forecasting a marginal underspend however the service is half-way through the delivery of spending review savings of £2.4m. The remaining £1.4m saving is required to be delivered by the start of the 2017/18 year.

4. Delivery Communications & Political Governance

- 4.1. The Delivery, Communications and Political Governance Division is forecasting an increased underspend of £0.2m, due to vacancies and running costs, as spending review are implemented. Due to the phasing out of the publication of the Link residents magazine it is proposed to make a further reduction of £20k per annum in the divisional budget in addition to the previously agreed reduction of £105k actioned for the financial year 2016/17. There will also be reductions to other revenue budgets as a result, including the HRA.

5. Legal, Registration & Coronial Services

- 5.1. The Legal, Coronial & Registrars Division continues to forecast that it will remain within its budget. Pressures on the Coroners' budget due to legislative changes will be met corporately.

City Development and Neighbourhoods

6. Planning, Development and Transportation

- 6.1. The Division is forecasting a balanced outturn. A number of pressures are being managed, including a rating revaluation of the Victoria Park / Granville Road car park, by drawing on energy cost savings and managed vacancies.

- 6.2. It is proposed to reduce the budget for the service by £654k in 2017/18, rising to £760k per annum from 2018/19 as a consequence of the Car Parking and Highways Maintenance review. The savings include staffing costs, measures to increase income from parking services, improvements in efficiency following the introduction of LED lights and income through the concessionary fare travel scheme.
- 6.3. Following a review of the statutory requirements around the use of income from on-street parking charges, it is proposed to make a minor adjustment to the way the budget is shown. Where previously the income has been used to support other services, where these fall within the scope of the regulations on use of the income, this will now be formalised by the allocation of income and expenditure budgets. The change is a technical one – aiming to increase transparency – and does not affect the overall budget or the resources available.

7. *Tourism, Culture & Inward Investment*

- 7.1. The Division has identified pressures of £0.2m, largely due to reductions in income whilst the Leicester Market redevelopment works continue, and to initiatives to drive inward investment of businesses and jobs in the city. This is being offset by savings on other services and by drawing upon a reserve set aside for the anticipated impact of the market improvements.

8. *Neighbourhood & Environmental Services*

- 8.1. The Division is forecasting a balanced outturn. As previously reported, a potential pressure of circa £0.2m has arisen, due to changes in waste disposal regulations that have unexpectedly increased landfill tax costs. Mitigating actions are being explored with BIFFA and the 2016/17 costs can be covered (at least in part) by the CDN Strategic Reserve.
- 8.2. It is proposed to reduce the division's budget to reflect savings as part of the Parks Standards & Development spending review. The savings amount to £96k in 2017/18, rising to £175k in 2018/19 and £200k in 2019/20 and thereafter. Plans to achieve the savings include the reconfiguration of staffing and maintenance arrangements for CCTV, bringing the maintenance of nature reserves in-house and reconfiguration of some support staff.

9. *Estates & Building Services*

- 9.1. The Division is forecasting a balanced outturn. The arrangements for fee charges to the various capital programme schemes are being reviewed to ensure appropriate cost recovery.
- 9.2. It is proposed to reduce the division's budget by £12k to reflect the revenue saving arising from the disposal of 25-27 Lincoln Street earlier this year. The division's

budget previously covered the payment of Non-Domestic Rates for this property, which are no longer payable following the sale. The savings is part of the Using Buildings Better spending review.

10. Housing General Fund

- 10.1. The General Fund housing service is on course to achieve savings of £0.2m.
- 10.2. Vacancy management across the service is expected to result in the equivalent of 10 FTE vacancies and an underspend of £0.3m. Any significant service impact that may emerge would be mitigated by short term staffing arrangements. Supported Housing has identified pressures of £0.1m. Plans to replace fifteen self-contained flats returned to general housing management last year with five shared houses, thus maintaining the same level of provision, are on hold pending the outcome of a government review of housing benefit for supported housing.

11. Housing Revenue Account

- 11.1. 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.
- 11.2. At period 6, the HRA is on course to achieve savings of £0.6m (excluding revenue used for capital spending, which is reported in the capital monitoring report)
- 11.3. Rental income is forecast to be £0.2m less than budget. Right to Buy Sales are forecast to be 500 this year, twice the 240 sales assumed in the budget, resulting in an estimated £0.5m less income. A transfer of shops to the general fund has not yet taken place, resulting in unbudgeted income of up to £0.3m.
- 11.4. Repairs and maintenance is forecast to underspend by a net £0.3m. There is a small saving on staffing arising from vacancies and the new repairs service to be implemented in November 2016, after allowing for one-off restructuring costs which have recently become clearer. Greater savings will accrue in future years, as the restructuring costs will diminish. Expenditure on materials is forecast to be £0.2m less than budget.
- 11.5. Management and Landlord Services expect to spend £0.5m less than budget, largely due to vacancies across the existing service. The new Neighbourhood Service to be implemented in November 2016 will deliver on-going savings from 2017/18, once restructuring costs have been paid.

Adult Social Care

12. Adult Social Care

- 12.1. In summary the department is forecasting to spend as per the current annual budget of £102.5m
- 12.2. Of the £102.5m budget the most significant item is the £94.6m expenditure on independent sector service user care package costs. The level of net growth in long term service users in the first half year was 0.92% (49 service users from a base at the start of the year of 5,329). This translates to an annualised rate of 1.84%, lower than the 2.6% net growth seen in 2015/16 and included in the budget.
- 12.3. The most significant area of potential cost increase is from net increases in package costs of our existing service users. This occurs when the condition of the user deteriorates, for example through increasing frailty and additional support is required on a short- or longer-term basis. The level of increase this year is higher than last. Increases by individual service user are being tracked by social work teams to be clear of the reasons why and the appropriateness of the new package being provided.
- 12.4. Reviews of service users are ongoing to ensure that the most appropriate care packages are in place.
- 12.5. Price increases for 2016/17 have been agreed with residential care providers to reflect the impact of the national living wage in line with the budget.
- 12.6. Extra Care Housing provides self-contained flats with onsite support to enable vulnerable adults to live independently in the community rather than using traditional residential care. Not only is this better for the service user but it is also more cost effective for the Council (saving up to £3,000 per user per annum). The government has announced it has have deferred its plans to cap housing benefit payments for residents in Extra Care flats until 2019/20. From 2019/20 the cap will apply, but a new ring-fenced grant will be given to local authorities out of which they will in theory be able to fund the difference between the local housing allowance rate and tenants' actual rent and service charges. The government will be consulting on the new arrangements shortly. There is clearly still a significant risk that the fixed grant will be insufficient, and therefore continue to jeopardise the financial viability of both existing and new schemes. From a financial viewpoint this could frustrate one of our means of reducing care package costs and delivering a key policy agenda in providing independent living opportunities.
- 12.7. There is significant demand for this kind of accommodation across the city and two new schemes which could provide 157 flats have been put on hold by the

development consortium and the Council. We are currently reviewing the scheme in the light of the recent announcements.

- 12.8. Staffing costs will be lower than the budget this year where reviews have been completed but not all vacant posts have been filled for the full year. This is a one-off, in-year saving.
- 12.9. It is proposed to reduce the department's budget by £27k in respect of the running costs of the property at 25-27 Lincoln Street, which was disposed of earlier this year. The saving was achieved as part of the Using Buildings Better spending review.

Health Improvement & Wellbeing

13. Public Health & Sports Services

- 13.1. In summary the department is forecasting to spend £23.4m as per the current annual budget. The division now includes Sports Services.
- 13.2. In November 2015 the Department of Health announced a series of reductions in the Public Health Grant. £1.6m was cut in 2015/16, £0.6m in 2016/17 with estimated cuts of £0.7m each in the 2017/18-2019/20. The services provided by this division are almost entirely funded by Public Health Grant and therefore bear the brunt of the reductions.
- 13.3. The grant cuts in 2015/16 and 16/17 of £2.2m in total has been addressed by reducing spend in a number of areas including weight management in pregnancy, NHS Health-checks, Healthy Tots / Healthy Nurseries programme, reductions in evaluation and intelligence, cuts to smoking and tobacco control, reductions in some alcohol programmes and a workplace health scheme. An organisational review is underway which will also release savings in staffing within the department, which will conclude by February 2017.
- 13.4. The 0-19 Healthy Child Programme contract is being re-tendered and savings from this exercise will meet anticipated grant cuts in 2017/18, 2018/19 and 2019/20. An integrated lifestyle review is also underway which will release further savings from 2017/18.
- 13.5. Departmental earmarked reserves have been identified to meet severance costs associated with the organisational review.

Education and Children's Services

14. Education and Children's Services

- 14.1. In summary the department is forecasting to spend as per the current annual budget of £58.2m.
- 14.2. Of the £58.2m budget £24.5m relates to placement costs for looked after children (LAC). Numbers of LAC at the end of the half year were 629 compared to 639 at the end of March. The total population has remained relatively stable so far this financial year compared with the increases seen in the previous year (560 LAC at the end of March 2015).
- 14.3. In terms of controlling placement costs the approach is to both continually review existing LAC high cost placements for potential 'step down' opportunities to lower cost provision and to use targeted interventions to divert potential new entrants away from care. In terms of the latter, two new Multi-Systemic Therapy (MST) teams are now fully operational which (alongside the existing team) have capacity to deal with a caseload of approximately 110 per annum (dependent on family size). These teams provide an intensive family intervention programme to change the behaviour of the young person and parent. One of the new teams will deal with cases involving abuse and neglect and is already fully subscribed.
- 14.4. The financial impact of these teams on placement costs will be evaluated and compared against the budget assumptions. It is worth noting that we are ahead of many other local authorities in terms of the delivery of MST and have worked closely with the DfE sector advisors to set up these teams. The DfE have recently launched the Life Chances Fund which is promoting Social Impact Bonds (SIB) as a means to deliver MST programmes. The SIB is an outcome based contract where a social investor funds a provider organisation to deliver the programme with a payment by results made by the local authority to the investor.
- 14.5. We are currently evaluating further targeted intervention programmes including MST FiT (Family intensive Treatment) which looks to move children who are currently looked after out of the care system.
- 14.6. Whilst there is a degree of certainty in terms of the placement stability of our existing LAC cohort, there remains a high level of uncertainty when it comes to forecasting the number of net new entrants into the system for the remainder of the financial year. Levels of net new entrants in the first half, particularly into high cost provision, are cautiously encouraging and suggest that our current budget is adequate at this stage in the year. As a result we are forecasting a placement cost as per the budget.

- 14.7. External residential placements cost £6.5m in 2015/16. There has been a net reduction of 6 such placements in the first half year, with 35 total placements at the end of September.
- 14.8. There remains an issue with the number of internal foster carers available to take placements and we are still actively seeking to recruit new ones. Where internal foster carers are unavailable or the placement is short-term then more expensive Independent Foster Agency carers (IFAs) are used. There was a net reduction of 7 IFA placements in the first half year with a total population in this type of provision of 45 at the end of September. IFA provision cost £1.8m in 2015/16.
- 14.9. It is not clear yet how many of the 3,000 unaccompanied children who are being allowed to enter the UK under the Dubs amendment will ultimately need to be placed by the LA and at what cost. We have currently made 2 placements.
- 14.10. A new Single Assessment Team has been created by combining practitioners and managers from existing services and budgets. This team will deliver the first response to all referrals that meet the threshold for social work assessment and transfer cases at agreed points to the remaining Children in Need Service (CiN). This will be a more effective business process.
- 14.11. The CiN service is still reliant on agency staff, the impact of which has been included in the budget. At the end of September there were 18 ASYE (Assessed and Supported Year in Employment) level one trainee social workers and 11 level two ASYEs together with 10 FTE qualified social workers, a total of 39 permanent social workers. Agency staff are needed to support the ASYEs during their training and also to cover for secondments and maternity leave.
- 14.12. Proposals to remodel the Early Help service and Children's Centres are currently being consulted upon.

15. Schools & Learning Services

- 15.1. The government has announced that the implementation of the National School Funding Formula will now be implemented from 2018/19, a year later than originally envisaged. The first stage of the consultation earlier in the year focused on principles only and did not provide any data upon which to estimate the financial impact on schools or the local authority. In short the local authority will no longer be able to set the school funding formula, schools will not be able to de-delegate funds back to the local authority and the funding of High Needs will change significantly. The Education Services Grant provided to LAs (and Academies) for centrally provided services will also reduce dramatically.
- 15.2. It had been anticipated that the local authority would have to withdraw from school improvement activities from September 2017, with the consequent impact on our

staff. It has now been confirmed that local authorities will retain responsibility for school improvement for the foreseeable future, but the funding arrangements to support this remain uncertain.

- 15.3. Humberstone Infants, Knighton Fields Primary, Willowbrook Primary, Uplands Junior Thurnby Lodge Primary, Braunstone Community Primary and Babington College have converted to academies this financial year. The loss of Education Services Grant to the authority as a result of these conversions has been included in the budget.

Corporate Items & Reserves

16. Housing Benefit

- 16.1. Every year, the Council makes payments of around £150m to Housing Benefits claimants, based on their individual circumstances. This is a crucial support to enable people on low incomes to meet their housing costs.
- 16.2. Housing Benefit payments made by the Council to claimants are reimbursed by the Government, except where subsequently discovered to have been paid in error. In these cases, subsidy is paid at a reduced rate, but the Council is able to retain any monies recovered from claimants. Most overpayments are due to claimant error, often arising because they have not told us of changes in their circumstances.
- 16.3. Where the overpayment is due to claimant error, subsidy is received for 40% of the value of the overpayment; the Council must therefore recover at least 60% of the value of such overpayments (on average) if we are not to lose money. Where claimants are still receiving benefits, recovery can be made through a payment plan deducted from their ongoing benefits, although this can take a long time to fully repay the debt. Where there is no ongoing payment of benefits, recovery can inevitably be difficult.
- 16.4. Compounding the issue is the continued need to set aside resource for subsidy disqualified following audit. This is a constant issue arising from past audits necessitating much more testing at Leicester than at other authorities. We have asked Government to help us break this cycle, so far to no avail.
- 16.5. Since 2015/16, the level of overpayments uncovered has increased due to efforts by the Government to 'cleanse' data in preparation for Universal Credit. This has involved the Department for Work and Pensions cross-referencing the Council's data with other data not previously available to the Council (for example from HMRC). This has led to increased overpayments which, by nature of their age, have often been hard to collect.

- 16.6. Nevertheless, the Council has invested additional resources in the collection of Housing Benefit debt and at this stage it appears that collection rates have improved.
- 16.7. It is expected that the cost of Housing Benefit overpayments to the Council in 2016/17 will remain within the £0.5m budget available – this is an improvement over 2015/16 when the cost significantly exceeded the budget.

17. Corporate Items

- 17.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges and levies.
- 17.2. Given the difficult financial climate, recent budgets continue to include a general contingency of £3m to help the Council manage both anticipated and unforeseeable risks.
- 17.3. Since setting the budget, additional spending review savings have been approved, principally Parks & Open Spaces (£0.77m), Substance Misuse (£1m) TNS (£0.38m in 2016/17 rising to £0.59m by 2018/19), Technical Services Phase 2 (£0.64m General Fund savings rising to £5.0m by 2019/20), and Regulatory Services (£0.1m). A further £0.3m has also been recovered from the City Development and Neighbourhoods division's operating budget as reported in the 2015/16 Outturn report. Further approvals are sought in the recommendations to this report.
- 17.4. Current indications are that corporate budgets will save £3.9m in 2016/17. £3.3m of this arises from the spending review savings achieved after the council set the budget for 2016/17. These monies will be added to the balance of managed reserves at the end of the year and be available to support the budget in future years.
- 17.5. The budget contains a contingency of £3m. For the time being, it continues to be assumed that this sum will be required.
- 17.6. Following the decision by NHS England to move children's cardiac services away from Glenfield Hospital, it is proposed to set aside £50k to fund efforts to retain these services within the city's hospitals. The funds would be held in an earmarked reserve and used in collaboration with University Hospitals of Leicester NHS Foundation Trust to meet legal or other costs incurred in challenging the decision. The one-off contribution will be funded from the corporate savings achieved in 2016/17.

18. Reserves

- 18.1. The Council has forecast the expected year-end balances on earmarked reserves. The forecast on departmental reserves shows a reduction of £8.9m from £29.5m at the start of the year to £15.6m.
- 18.2. The £8.9m reduction represents use of departmental and other specific reserves to support the specific purposes for which they were set aside, and to manage budget pressures (including those arising whilst planned savings are delivered).
- 18.3. It is proposed to release funds from a number of previously earmarked reserves and instead transfer these balances to the Managed Reserves Fund to support the Council's overall budget strategy. The amounts proposed total £4.9m and are being taken primarily from departmental reserves built up from revenue underspends over a number of years.
- 18.4. Further details of the forecast reserve balances and the proposed movements are shown in Appendix C.

Mid-year Review of Earmarked Reserves

The below table shows the forecast balance on the Council's earmarked reserves:

<u>Earmarked Revenue Reserves-Departmental</u>	<u>Balance at 1st April 2016</u>	<u>Transfer to Managed Reserves</u>	<u>Forecast Net Change 2016-17</u>	<u>Forecast Balance 31-3-2017</u>
	{£000}	{£000}	{£000}	{£000}
<u>Adult Care</u>				
Adult and Children's Social Care IT System (Liquidlogic)	354		(161)	193
Amount required to balance 16/17 budget	331		(331)	-
<i>Sub-total</i>	685		(492)	193
<u>Children's</u>				
Amount required to balance 16/17 budget	5,005		(5,005)	-
<u>City Development (excluding Housing)</u>				
Strategic Reserve	1,139		(185)	954
Central Maintenance Fund	436		(436)	-
On Street Parking - commitments	432		(432)	-
Other CDN	1,078	-	(441)	637
<i>Sub-total</i>	3,085	-	1,494	1,591
<u>Housing</u>				
Provision for Bed & Breakfast Costs	400			400
Other Housing	966	-	137	829
<i>Sub-total</i>	1,366	-	137	1,229
<u>Public Health</u>				
Outdoor Gyms Reserve	727		(727)	-
Provision for Severance Costs	910		(500)	410
Food Growing Hubs Initiative (17/18)	93			93
<i>Sub-total</i>	1,730		(1,227)	503

<u>Earmarked Revenue Reserves-Departmental</u>	<u>Balance at 1st April 2016</u>	<u>Transfer to Managed Reserves</u>	<u>Forecast Net Change 2016-17</u>	<u>Forecast Balance 31-3-2017</u>
	{£000}	{£000}	{£000}	{£000}
<u>Corporate Resources</u>				
Replacement of Finance System	1,250			1,250
Service Analysis Team	624			624
Channel Shift Reserve	1,702			1,702
ICT Development Fund	2,156			2,156
PC Replacement Fund	939			939
Surplus Property Disposal Costs	1,000			1,000
Electoral Services	619			619
Legal Services Divisional Reserve	521			521
Election Fund	1,020			1,020
Strategic Initiatives	500			500
Other Corporate Resources	2,339	-	539	1,800
<i>Sub-total</i>	12,670	-	539	12,131
TOTAL DEPARTMENTAL RESERVES	24,541	-	(8,894)	15,647

<u>Earmarked Revenue Reserves-Corporate & Ringfenced</u>	<u>Balance at 1st April 2016</u>	<u>Transfer to Managed Reserves</u>	<u>Revised Balance 1-4-2016</u>
	{£000}	{£000}	{£000}
<u>Corporate Reserves</u>			
Earmarked Reserves Declared Surplus	4,914	(4,914)	-
Managed Reserves Strategy	40,936	4,914	45,850
BSF Financing	24,812		24,812
Capital Programme Reserve	17,125		17,125
Severance Fund	8,094		8,094
Insurance Fund	11,121		11,121
Service Transformation Fund	6,135		6,135
Welfare Reform Reserve	4,533		4,533
Other Corporate Reserves	2,249	-	2,249
Total Corporate Reserves	119,919	-	119,919
<u>Ringfenced Monies</u>			
NHS Joint Working Projects	5,275		5,275
DSG not delegated to schools	16,705		16,705
School Capital Fund	2,829		2,829
Schools Buy Back	923		923
Primary PRU Year-End Balance	71		71
Secondary PRU Year-End Balance	175		175
Schools' Balances	19,583		19,583
Total Ringfenced Monies	45,561	-	45,561



Capital Budget Monitoring – Period 6, 2016/17

Decision to be taken by: City Mayor

Executive meeting date: 24th November 2016

Overview Select Committee date: 13th December 2016

Lead director: Alison Greenhill

Useful information

■ Report author: Ernie Falso

■ Author contact details: ernie.falso@leicester.gov.uk

1. Summary

The purpose of this report is to show the position of the capital programme for 2016/17 at the end of Period 6.

This is the second report of the financial year. Reports at Period 9 and at the outturn will be presented as the year progresses.

2. Recommendations

The Executive is recommended to:

- Note the level of expenditure of £37.4m at Period 6;
- Note the current level of spend (28%) of the £135.2m approved programme, and note that £8.1m of the approved programme has now been re-profiled to future years. Re-profiling occurs when it is sensible to delay commencement of a scheme and reasons for this are detailed in the commentary on individual schemes in Appendices B-F;
- Note that across a number of schemes, £239k has been declared as savings following completion of projects within budget.
- Approve the addition of £3.2m of Local Growth Fund monies to the Waterside Strategic Regeneration Area scheme (Appendix E, Para 2.19)
- Approve the addition of £265k to the Highways Maintenance budget, funded by additional resources secured from the Department for Transport (Appendix E, Para 2.9)
- Approve the release of £0.4m from the HRA Affordable Housing policy provision to part fund the development of 25 homes in Hamilton (Appendix E, Para 8.6)

The OSC is recommended to:

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

3. Report/Supporting information including options considered:

The 2016/17 Capital Programme was approved by Council on 24th February 2016.

The appendices B, C, D, E & F attached to this report provide further detail for each Strategic Director's area of responsibility.

The approved programme included:

- Schemes classified as 'immediate starts', which required no further approval to commence; and

- A number of separate 'policy provisions' which would not be released until specific proposals have been approved by the executive.

This report only monitors policy provisions to the extent that spending approval has been given.

4. Financial, legal and other implications

4.1 Financial & Legal Implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, 37 4001

4.2 Climate Change and Carbon Reduction Implications

This report is solely concerned with financial issues.

4.3 Equalities Implications

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

4.4 Other Implications

Other implications	Yes/No	Paragraph referred
Equal Opportunities	No	-
Policy	No	-
Sustainable & Environmental	No	-
Crime & Disorder	No	-
Human Rights Act	No	-
Elderly/People on low income	No	-
Corporate Parenting	No	-
Health Inequalities Impact	No	-

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

5. Background information and other papers:

Capital Budget 2016/17 presented to Council on 24th February 2016

2016/17 HRA Budget Setting Report, which incorporates the 2016/17 HRA capital programme, presented to Council on 24th February 2016

Capital Outturn 2015/16 presented to Overview Select Committee on 22nd June 2016

Capital Monitoring Report for Period 3 2016/17 presented to Overview Select Committee on 15th September 2016

6. Summary of appendices:

Appendix A - Period 6 Financial Position of Capital Programme 2016/17

Appendix B - Summary of Adult Social Care projects

Appendix C - Summary of Health Improvement & Wellbeing projects

Appendix D - Summary of Children's Services projects

Appendix E - Summary of City Development and Neighbourhoods projects

Appendix F - Summary of Corporate Resources projects

7. Is this a private report

No

8. Is this a "key decision"?

Yes

9. If a key decision please explain reason

The recommendation on the Waterside Strategic Regeneration Area scheme would give rise to a key decision.

Strategic Director	Division	Approved Programme 2016/17	Spend to Period 6	Re-profiling into 2017/18	Year End Slippage	Year End Savings / (overspends)	Percentage of Spend *
		£000	£000	£000	£000	£000	%
Adult Social Care	Adult Social Care	6,677.0	393.0	5,106.0	637.0	-	6%
Health Improvement & Wellbeing	Sports	450.0	76.0	-	60.0	-	17%
Children's Services	Schools	17,066.0	4,124.0	-	-	-	24%
	Schools (BSF)	9,000.0	2,369.0	-	-	-	26%
	Non-Schools	881.0	102.0	443.0	-	-	12%
City Development & Neighbourhoods	Planning, Development and Transportation	23,699.0	8,956.0	-	1,250.0	19.0	38%
	Tourism, Culture and Inward Investment	7,420.0	3,065.0	70.0	-	-	41%
	Neighbourhood & Environmental Services	2,615.0	818.0	20.0	-	220.0	34%
	Estates and Building Services	6,139.0	4,087.0	-	-	-	67%
	Vehicle Fleet Replacement Programme	501.0	395.0	-	-	-	79%
	Housing General Fund	2,721.0	385.0	-	600.0	-	14%
	Housing Revenue Account (HRA)	23,662.0	7,866.0	2,496.0	-	-	33%
	LLEP (accountable body)	32,430.0	3,222.0	-	-	-	10%
Corporate Resources	Financial Services	900.0	537.0	-	-	-	60%
	Information Services	51.0	17.0	-	-	-	33%
	Corporate Loans	1,000.0	1,000.0	-	-	-	100%
	TOTAL	135,212.0	37,412.0	8,135.0	2,547.0	239.0	28%

* Percentage is based on approved programme minus any savings.

Adult Social Care Projects

1. Summary

- 1.1. The projects comprising the Adult Social Care capital programme have spent £0.4m at the end of Period 6. This equates to 6% of the approved programme of £6.7m.

2. Adult Social Care

- 2.1. The table below summarises the £6.8m approved capital programme for Adult Social Care.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
ICT Investment - Phase 2	1,198.0	338.0	473.0	37.0	-	28%
Social Inclusion	201.0	10.0	-	-	-	5%
Improvement to Day Care Services at Hastings Road	430.0	45.0	385.0	-	-	10%
Anchor Centre	600.0	-	-	600.0	-	0%
Special Dementia Care Centre	1,798.0	-	1,798.0	-	-	0%
Extra Care	2,450.0	-	2,450.0	-	-	0%
Total	6,677.0	393.0	5,106.0	637.0	-	6%

- 2.2. **ICT investment.** This scheme consists of further enhancements to the Liquid Logic social Care IT system. The enhancements include mobile working for social workers, an on-line market place to enable budget holders and self-funders to purchase goods and services, improvements in data sharing with the NHS, training and other system improvements. A substantial proportion of this work has now been re-scheduled for 2017/18 (resulting in the re-profiled budget shown above) to reflect a more realistic work programme. For Children's Services, this scheme will provide enhancements to the system including an online portal to communicate with children and families, improved communication and payment mechanisms for foster carers, case management for early help cases, together with delivering recommendations from the 2015 system health check, for which a small amount of slippage is expected.
- 2.3. **Social Inclusion.** This covers a range of projects to provide access for disabled people to universal services, including community centres, libraries, leisure centres and other public services. Works include the adaptation of toilet facilities and the provision of specialised equipment. Schemes at Abbey Park, Age UK, Haymarket Bus Station and The Emerald Centre were completed in 2015/16. The Council capital programme of £201k is funding two toilet facility schemes at Aylestone and Leicester Leys Leisure centres to complete in 2016/17. In addition to these a further scheme is being proposed to add a toilet facility at the Outdoor Pursuits Centre which will be funded separately using the Disabled Facilities Grant. These schemes commenced in September and should complete by the end of November.
- 2.4. **Hastings Road.** This scheme is intended to improve Hastings Road Day Centre by utilising and expanding the use of the building, to accommodate more teams and provide a resource hub for service users. The capital works are on hold pending the outcome of a feasibility study to determine the future best use of the building.

- 2.5. **Anchor Centre.** An Executive decision was taken to develop a new recovery hub at the Abbey Street premises. However the landlord pulled out of the scheme at the last minute and a new long term site is being sought. Spending is not therefore expected in 2016/17.
- 2.6. **Specialist Dementia Care Scheme.** Spending has been carried forward from the 15/16 Capital Programme to support the development of a specialist Dementia Care scheme in partnership with an external organisation. Currently plans are on hold pending further consideration of service needs. However, work is being done to allocate £250k to enhance the Council's own buildings to support the authority's commitment to make Leicester a Dementia Friendly City.
- 2.7. **Extra Care.** This provides self-contained flats where service users can live independently but have care and support provided on-site rather than having to live in traditional residential homes. There is a shortage of this type of accommodation in the city and this policy provision has been set aside to part fund schemes to address this. This funding will be complemented by money set aside from the portion of housing capital receipts which can only be spent on affordable housing or must otherwise be returned to the Government.

In 2014 the Council procured a partner, Ashley House Independent Living consortia, to develop two such Extra Care Housing schemes in the city costing approximately £10m each and providing 157 flats in total. The two sites are at Hamelin Road in Braunstone and Tilling Road in Beaumont Leys. These sites would be run by a Registered Social Landlord and the Council has nomination rights for the flats in perpetuity.

In November 2015 the then Chancellor announced a cap to local housing allowance payments for Extra Care and other supported living housing schemes. This has put at risk the viability of new and existing schemes because the Housing Benefit paid to the tenant would then not cover the cost of the supported living accommodation. The schemes will become unviable unless the cap is revised.

The government have recently announced that they have deferred their plans to cap the housing benefit payments for residents in Extra Care flats until 2019/20. From 2019/20 the cap will apply but a new ring-fenced grant will be given to local authorities out of which they will in theory be able to fund the difference between the local housing allowance rate and tenants' actual rent and service charges. The government will be consulting on the new arrangements shortly. There is clearly still a significant risk that the fixed grant will be insufficient and therefore continue to jeopardise the financial viability of both existing and new schemes.

From a financial viewpoint this could frustrate one of our means of reducing care package costs and delivering a key policy agenda in providing independent living opportunities. The Council and the developer have put the two schemes on hold until the decision from the Government and to consider any procurement implications resulting from additional construction costs. More information is expected in the Autumn Statement.

3. Policy Provisions

- 3.1. At the end of Period 6 there was one policy provision for Adult Social Care.

Service Area		Amount £000
Adult Social Care	Extra Care Schemes	6,700.0
Total		6,700.0

Health Improvement & Wellbeing**1. Summary**

- 1.1. The Health Improvement capital programme consists of one project which has spent £76k at the end of Period 6. This equates to 17% of the approved budget of £450k.

2. Sports

- 2.1. The table below summarises the £450k approved capital programme for Sports.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Humberstone Heights Golf Course Investment	450.0	76.0	-	60.0	-	17%
Total	450.0	76.0	-	60.0	-	17%

- 2.2. **Humberstone Heights Golf Course Investment.** This scheme was approved in November 2015 and will improve the quality of facilities and the overall financial sustainability of the golf course. Works include new drainage, irrigation, footpath and pond repairs, new signage and rebranding and enhancements to the Academy course. There is small amount of slippage forecast which relates to contingencies within the contract sum.

Children's Services Projects

1. Summary

- 1.1. The projects comprising the Children's Services Capital programme have spent £6.6m (excluding BSF – see para. 1.4) by the end of period 6 this financial year.
- 1.2. This equates to 24% of the approved capital programme of £26.9m.
- 1.3. The Children's Service Capital Programme is reported, for monitoring purposes, in two distinct sections, schools (£17.1m) and non-schools (£0.9m).
- 1.4. There are also the final elements of the Building Schools for the Future programme which has amounted to £2.4m to date this financial year.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Schools	17,066.0	4,124.0	-	-	-	24%
Non-Schools	881.0	102.0	443.0	-	-	12%
Children's Services (excluding BSF)	17,947.0	4,226.0	443.0	-	-	24%
Building Schools for the Future (BSF) Programme	9,000.0	2,369.0	-	-	-	26%
Total Children's Services	26,947.0	6,595.0	443.0	-	-	24%

2. Schools

- 2.1. The table below summarises the £17.1m approved Capital Programme for Children's Services Schools Programme and the related expenditure.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Basic Need Works	7,282.0	2,965.0	-	-	-	41%
Targeted Basic Need - Kestrels' Field	1,403.0	1,036.0	-	-	-	74%
School Capital Maintenance	8,381.0	123.0	-	-	-	1%
Total	17,066.0	4,124.0	-	-	-	24%

- 2.2. **Basic Need Works.** A further £3.7m of Basic Need funding for primary school places was approved for release in April 2016 to address the lack of capacity mainly within the central areas of the City. £2.6m of this funding was forecast to be spent on schemes in the 2016/17 financial year which, in addition to the existing programmes of £4.7m means the total 2016/17 approved spend on Basic Need schemes is £7.3m. Re-profiling of the planned 2016/17 spend is currently taking place with the aim of reporting this in the Period 9 Capital Monitoring report.
- 2.3. The new programme covers approximately 15 schemes including conversion of non-teaching spaces into classrooms, refurbishment and conversion of former ICT rooms into classrooms together with the use of temporary modular buildings. In total these works will create up to 1,200 additional places. Some of the larger schemes in 2016/17 include Alderman Richard Hallam Primary (£0.45m) and Fosse Primary (£0.32m).

- 2.4. The existing programme includes works at Wolsey House and rectification at Eyres Monsell (both of which are expected to complete by the end of December) together with a number of smaller schemes which will complete this year.
- 2.5. **Targeted Basic Need – Kestrels’ Field Primary School.** The Kestrels’ Field Primary School scheme will create an additional 60 reception places (equivalent to 420 places across all primary year groups). It is a £6.9m scheme funded through a combination of £3.9m from the Department of Education and £3.0m from the Council. The first phase of the works was completed at the end of November 2015. The second phase of the works, to reconfigure the existing Primary School site to become the new infant block, was completed in September 2016.
- 2.6. **School Capital Maintenance.** A separate Executive Decision report (Children’s Capital Maintenance Report 2016/17) was approved on the 1st September and £8.1m was released from the Capital Maintenance policy provision. This is to address works (including health & safety) across the Children’s Services capital portfolio. Together with £0.2m of existing school schemes (including roofing works and boiler works) this means there is total approved programme of £8.4m for capital maintenance this year. Re-profiling of the planned 2016/17 spend is currently taking place with the aim of reporting this in the period 9 capital monitoring report.

3. Non-Schools

- 3.1. The table below summarises the £1.2m approved Capital Programme for Children’s Services directly controlled projects.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Children's Homes and Contact Centre Refurbishments	508.0	86.0	211.0	-	-	17%
Adventure Playgrounds & Youth Centres	26.0	1.0	-	-	-	4%
Early Years - Two Year Old Entitlement	347.0	15.0	232.0	-	-	4%
Total	881.0	102.0	443.0	-	-	12%

- 3.2. Children’s Homes and Contact Centres Refurbishments. The budget is being spent on:
- 3.2.1. The St Andrew’s Family Contact Centre scheme which will improve space and facilities for parents and children whilst also providing space for training and other meetings.
- 3.2.2. Children’s homes, which will be refurbished and improved, with works to be carried out at Barnes Heath, Dunblane Avenue, Netherhall and Tatlow Road.
- 3.3. Recent more accurate re-profiling of this budget means that £211k of the remaining budget for 2016/17 will be used in 2017/18.
- 3.4. **The Early Years Two Year Old Entitlement** scheme provides resources to private, voluntary and independent providers to enable them to expand their provision to accommodate and provide the two year old free entitlement and enable the Council to meet its statutory obligations.
- 3.5. The 2016/17 plans to further support the scheme currently include 8 providers with a forecast cost of £195k. Approvals of work also consider the introduction of the extended entitlement for eligible 3 and 4 year olds that will commence in September 2017. The remaining £152k has been re-profiled into 2017/18.

4. Building Schools For The Future (BSF)

- 4.1. The BSF programme is now substantially complete with only some final retention payments, claims and work on a new dining hall. Some snags and defects also remain to be addressed. Actual expenditure of £2.4m has been incurred in 2016/17 to date and this is funded from an earmarked reserve that has been specifically set-aside for this purpose.
- 4.2. A further report ('Children's Capital Maintenance – BSF Secondary and Special Schools') was approved on the 20th October and includes a decision to release £4m from the BSF Landlord Lifecycle Fund to meet the costs of the programme of planned priority maintenance works and also a decision to add £1m to the Fund in pursuance of the Council's commitment to make further underwritten contributions (funded from a review of maintenance and lifecycle earmarked reserves).

5. Policy Provisions

- 5.1. There are two policy provisions for Children's Services projects. The Children's Services policy provision covers spend for three years to 2018/19 and is split into current and future year elements.

Service Area		Amount £000
Schools	Basic Needs (New Primary School Places)	1,197.0
	Children's Services (for current financial year)	12,431.0
	Children's Services (for 2017/18 and 2018/19)	33,930.0
Total		47,558.0

City Development and Neighbourhoods' Projects**1. Summary**

- 1.1 The projects comprising the City Development and Neighbourhoods' capital programme have spent £28.8m at the end of Period 6. This equates to 29% of their approved capital programme of £99.2m.
- 1.2 Excluding the Leicester & Leicestershire Enterprise Partnership (LLEP) grants programme (which is managed by the LLEP) and savings, this equates to 38% of the approved programme.
- 1.3 The City Development and Neighbourhoods programme is split into eight distinct areas, as shown in the following table:

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Planning, Development and Transportation	23,699.0	8,956.0	-	1,250.0	19.0	38%
Tourism, Culture and Inward Investment	7,420.0	3,065.0	70.0	-	-	41%
Neighbourhood & Environmental Services	2,615.0	818.0	20.0	-	220.0	34%
Estates and Building Services	6,139.0	4,087.0	-	-	-	67%
Vehicle Fleet Replacement Programme	501.0	395.0	-	-	-	79%
Housing General Fund	2,721.0	385.0	-	600.0	-	14%
Housing Revenue Account (HRA)	23,662.0	7,866.0	2,496.0	-	-	33%
Total (Excluding LLEP)	66,757.0	25,572.0	2,586.0	1,850.0	239.0	38%
Leicester & Leicestershire Enterprise Partnership (LLEP)	32,430.0	3,222.0	-	-	-	10%
Total (Including LLEP)	99,187.0	28,794.0	2,586.0	1,850.0	239.0	29%

2. Planning, Development and Transportation

2.1 The table below summarises the current approved projects relating to Planning, Development and Transportation.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Transport Improvement Works	2,453.0	981.0	-	-	-	40%
North City Centre Access Improvement Scheme	1,338.0	239.0	-	-	-	18%
Leicester North West Major Transport Scheme (A50 Corridor)	2,000.0	259.0	-	250.0	-	13%
Legible Leicester	448.0	83.0	-	-	-	19%
Air Quality - Walking and Cycling	39.0	18.0	-	-	-	46%
Haymarket Bus Station	779.0	711.0	-	-	-	91%
Highways Maintenance	2,860.0	1,158.0	-	-	-	40%
Street Lighting Replacement Programme	800.0	176.0	-	-	-	22%
Local Environmental Works	417.0	193.0	-	-	-	46%
Flood Strategy	300.0	42.0	-	-	-	14%
Christmas Decorations Replacement	59.0	9.0	-	-	-	15%
Parking Strategy Development	400.0	19.0	-	-	-	5%
City Centre Street Improvements	2,650.0	1,040.0	-	-	-	39%
Townscape Heritage Initiative	250.0	189.0	-	-	-	76%
Friars' Mill	377.0	112.0	-	200.0	-	30%
Friars' Mill Offices	1,250.0	115.0	-	800.0	-	9%
Waterside Strategic Regeneration Area	5,300.0	2,676.0	-	-	-	50%
Leicester Strategic Flood Risk Management Strategy	1,250.0	568.0	-	-	-	45%
St George's Church Yard	21.0	15.0	-	-	-	71%
15 New Street	60.0	6.0	-	-	-	10%
Architectural and Feature Lighting	129.0	159.0	-	-	-	123%
Ashton Green	500.0	188.0	-	-	-	38%
Residents' Parking Schemes	19.0	-	-	-	19.0	0%
Total	23,699.0	8,956.0	-	1,250.0	19.0	38%

2.2 **Transport Improvement Works** include:

- 2.2.1 The New College "closed road" cycling track is programmed to start on site in the autumn and is expected to be completed in the spring.
- 2.2.2 The level access bus stop programme is close to completion.
- 2.2.3 Construction of the cycleway and new crossings on Welford Road between Newarke Street and Lancaster Walk was completed in the summer. Works relating to Leicester Royal Infirmary bus gates were completed in September.
- 2.2.4 20mph schemes are planned for a number of areas. Consultations are complete for the Bloomfield Road and Merrydale Schools areas with construction expected over the winter. Other schemes are being consulted on. Works expected to complete later this year include Keyham Lane, Fosse Primary School, Whitehall Primary School, Charnor

Road, Fairfax Road and Northfields. Schemes at Downing Drive, The Avenues & Knighton Fields Road West are expected to take place during the summer of 2017.

- 2.2.5 Local Transport Plan (LTP) Management and Monitoring provides funding for staff costs and traffic surveys for preparing bids and monitoring performance of the various strategies of the LTP.
- 2.3 **North City Centre Access Improvement Scheme.** This scheme is helping to connect the city centre with existing and proposed communities at Belgrave and Abbey Meadows, together with new development sites at Belgrave Circle and the Community Sports Arena on Charter Street. Design work is progressing on Belgrave Gate North and South. Consultation results for the Golden Mile road improvement was undertaken and the results did not provide a clear level of support to allow either scheme option to be developed further, although further work will be carried out to consider more localised improvements. A planning application for the construction of a new five metre wide footbridge crossing the Grand Union Canal from Charter Street to Abbey Park has been submitted. Construction work is expected to start early in 2017, incurring significant expenditure at the end of the financial year.
- 2.4 **Leicester North West Major Transport Scheme (A50 corridor).** Design work on Phase 2 is currently focussing on the design and modelling of the Five Ways junction (Fosse Road/Blackbird Road/Groby Road/Woodgate). Designs for other junctions within this phase are already complete. Work on procuring a contractor is also continuing as are surveys and site investigations. The scheme is largely funded through the Local Growth Fund and is promoted jointly with Leicestershire County Council. Slippage of up to £250k is now expected following a review of design options.
- 2.5 **Legible Leicester.** There will be new mapping products, signage and on-street wayfinding infrastructure. The supply and installation of wayfinding information panels is due to commence late in 2016, with completion in February 2017.
- 2.6 **Air Quality – Walking and Cycling.** The DEFRA funded pathfinding programme aims to increase walking and cycling by developing route information on the “Choose How You Move” website.
- 2.7 **Haymarket Bus Station.** The new bus station opened in May, resulting in significantly improved bus service quality. There are 23 bus stands, compared with the previous 12, and a new Shopmobility facility. The Charles Street/Belgrave Gate junction has been remodelled to improve efficiency and pedestrian safety, together with extensive public realm improvements. Additional pedestrian barriers are being provided following a scheme review. The improvements have acted as a catalyst for investment by the bus companies in 72 brand new buses to the Euro 6 standard.
- 2.8 **Highways Maintenance.** The programme is targeted at asphalt carriageway maintenance works where the deterioration in road surfaces is most evident. Monies have also been allocated to address failing concrete roads and road humps, undertake footway schemes, renew traffic signals and for significant bridge maintenance schemes.
- 2.8.1 **Principal and Primary Roads.** The A563 carriageway between the A50 Groby Road and Glenfield Road islands has been resurfaced in conjunction with the Leicester North West A50 improvement scheme, together with works to the traffic islands. Resurfacing of Welford Road between Marlborough Street and Regent Road has been completed, as has a section between Palmerston Way and Highgate Drive. Resurfacing at the Red Hill Way/Thurcaston Road island took place in July.

- 2.8.2 Generic Treatment. The programme includes surface dressing, joint sealing and concrete carriageway repairs. Some 22 streets across different communities have benefitted from surface dressing over the summer. Locations include Ellesmere Road and Waltham Avenue in Braunstone; Tuxford Road, Hamilton; Nicklaus Road, Rushey Mead; and Asplin Road, Broughton Road, Sheridan Street and Cavendish Road, Aylestone.
- 2.8.3 Footways. Sites to be addressed include Bryngarth Crescent, St. Saviours Walk and Astill Lodge footpath. Work is expected to start on these sites from November.
- 2.8.4 Bridge Maintenance. A total programme costing £700k has been planned. This includes bridge improvement and maintenance works, such as Rayner Road bridge parapet upgrades and resurfacing. Strategic bridge deck maintenance and replacements will include the Highway Road bridge and the Friday Street underpass retaining walls.
- 2.8.5 Traffic Signals Renewals. A number of sites have been completed, including Welford Road/ Regent Road, Catherine Street/ Dysart Way, Main Street (Evington) and West Bridge/ St. Nicholas Circle. Schemes commencing later in the year include Spencefield Lane/ Downing Drive and Hinckley Road, Kingswood Avenue.
- 2.9 Additional highways maintenance funds totalling £265k have been secured from the Department for Transport for 2016/17. These are £146k of Highway Maintenance Incentive Funding and £119k of Pothole Action Funding. It is recommended that these are added to the capital programme via this report, to supplement and enhance the planned maintenance programme.
- 2.10 **Street Lighting Replacement Programme.** This is substantially complete, with a small number of units left to install. A saving is expected, which will be confirmed in the Period 9 monitoring report.
- 2.11 **Local Environmental Works.** Completed schemes include the new pelican crossing on Glenfield Road, a new pedestrian refuge on Welford Road and a one-way system for Bradbourne Road. Further schemes include repairs to Barleycroft Shopping Precinct, Craighill Road/ Chapel Lane road safety improvements, a speeding action plan and dropped kerb crossings to improve accessibility.
- 2.12 **Flood Strategy.** A comprehensive programme totalling £300k includes several feasibility studies at locations identified as being at particular risk of flooding, including Northfields, Eggington Street, Oakland Road and Redhill Way. An ongoing programme of gully replacements is underway in areas such as Knighton Road and Evington Drive. Other measures include watercourse improvements and repairs.
- 2.13 **Christmas Decorations Replacement.** This is the second year of a three-year refurbishment programme. Locations to benefit include Market Street, High Street and Town Hall Square.
- 2.14 **Parking Strategy Development.** This recently approved programme supports the commitment to improve road safety outside schools, improve car parking on housing estates, off-street car parking refurbishments and improved air quality by reducing congestion.
- 2.15 **City Centre Street Improvements.** This involves pedestrian and cyclist improvements to key city centre streets. Rutland Street is complete. Works on the current phase of Belvoir Street commenced in August at the Granby Street junction and are on programme to complete by December. Mill Lane public realm works started in July and are programmed to complete in the New Year, being funded entirely by De Montfort University.

- 2.16 **Townscape Heritage Initiative.** This is part-funded by a £1.1m grant from the Heritage Lottery Fund and will facilitate an overall programme of improvements valued at over £2m including third party investment. The project is progressing as planned. More grant applications for premises improvement have been received and approved.
- 2.17 **Friars' Mill.** Approximately half of the space is let and the enquiry pipeline is strong. The main construction contractor went into administration in September, leaving a number of items outstanding. The Council is in the process of instructing individual sub-contractors to return to site to complete outstanding works, hence forecast slippage of £200k.
- 2.18 **Friars' Mill Offices.** This project is funded from the Waterside Local Growth Fund monies and involves the construction of two new office buildings in the grounds of the existing Friars' Mill development. Work stalled due to the main contractor entering administration. The Council is negotiating with a new main contractor and works should resume in January, hence forecast slippage of £800k.
- 2.19 **Waterside Strategic Regeneration Area.** The main items of expenditure at this stage of the scheme are land acquisitions and development fees, with significant further land acquisitions expected. Very good progress continues to be made. The LLEP has agreed that £3.2m of Local Growth Fund monies planned for future years can be brought forward to 2016/17, and it is proposed that this sum be formally added to the capital programme.
- 2.20 **Leicester Strategic Flood Risk Management Strategy.** This is a programme of projects delivered by the Council, the Environment Agency and Canal and River Trust. Good progress is now being made as the programme is established and projects developed in 2015/16 are incurring expenditure.
- 2.21 **St George's Church Yard.** The project consists of feasibility into planned improvements to the churchyard, including repairs and public realm works. Public consultation has taken place and final plans will be developed with a planning application submitted in the coming months. The scheme is expected to start in spring 2017, subject to formal approval of the details and the funding.
- 2.22 **15 New Street.** This involves the demolition of the property and associated works to improve access from the rear of the Greyfriars complex, which should be complete by December.
- 2.23 **Architectural & Feature Lighting.** This project is complete and properties which have benefitted include Blunts Shoes and the Turkey Café on Granby Street, Café Bruxelles on High Street and St. Nicholas Church. The additional costs will be met from the related shopfronts grant budget.
- 2.24 **Ashton Green.** Planning permission for the first residential parcel of 100 homes was granted recently and Morris Homes are expected to be on site by early 2017. The Leicester Road cycleway improvement scheme has started. Preparation for the marketing of the next residential development parcel is underway with a view to securing a developer for this parcel by mid-2017.
- 2.25 **Residents' Parking Schemes.** These are complete, with any new schemes now part of the Local Environmental Works and Parking Strategy programmes. The budget brought forward from the 2015-16 programme is therefore not required.

3. Tourism, Culture & Inward Investment

- 3.1 The table below summarises the current approved projects for Tourism, Culture and Inward Investment.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
De Montfort Hall, new auditorium seating	400.0	287.0	-	-	-	72%
Heritage Interpretation Panels	45.0	-	-	-	-	0%
Story of Leicester Website	90.0	-	70.0	-	-	0%
Enterprising Leicester Local Investment Fund	4,000.0	1,634.0	-	-	-	41%
Leicester Market Redevelopment	2,000.0	587.0	-	-	-	29%
Dock 2	150.0	131.0	-	-	-	87%
Retail Gateways	100.0	32.0	-	-	-	32%
Broadband Business Vouchers	340.0	322.0	-	-	-	95%
Jewry Wall Museum Improvements	210.0	62.0	-	-	-	30%
Shahista House, 37-45 Rutland Street	75.0	-	-	-	-	0%
68-70 Humberstone Gate East	10.0	10.0	-	-	-	100%
Total	7,420.0	3,065.0	70.0	-	-	41%

- 3.2 **De Montfort Hall, new auditorium seating.** Replacement of the 22 year old seats was completed in August, offering an improved customer experience.
- 3.3 **Heritage Interpretation panels.** Some 25 Heritage Panels will be installed by March 2017. The panels have been prioritised by identifying locations and themes with key benefits for local communities, businesses and tourists.
- 3.4 **Story of Leicester Website.** This will be developed into an exciting and modern resource that tells the history of the City and its people through images, video and digital interactives. Initial research and stakeholder consultation is underway, which will drive the project into phase 2 during 2017/18.
- 3.5 **Enterprising Leicester Local Investment Fund.** A £4 million loan has been approved for Infrastructure Investments Ltd to revamp further parts of St George's Tower, to enable Hastings Direct to expand its Leicester operations and workforce.
- 3.6 **Leicester Market Redevelopment.** The new public square on the site of the former indoor market hall will be completed in the New Year, with improvements to Market Place North and Hotel Street due to complete in March/April. A planning application for the new screen to the rear of the Corn Exchange has been submitted.
- 3.7 **Dock 2.** The project will provide grow-on workspace for hi-tech businesses at Leicester's Pioneer Park. Planning consent is being sought, design development is progressing and a construction contractor is being procured. Implementation will be dependent upon agreement of the detailed design and confirmation of the funding package.
- 3.8 **Retail Gateways.** The programme is designed to support independent shop owners in the main gateway and regeneration areas. Areas supported include the Golden Mile, the West End (Narborough Road, Braunstone Gate/ Hinckley Road) and Leicester Market.

- 3.9 **Broadband Business Vouchers.** This is funded by Broadband Delivery UK (BDUK) as part of their national programme. Grants of up to £5k are available to SMEs in Leicester and Leicestershire to improve their broadband connectivity. Almost 500 SMEs have been supported in this way.
- 3.10 **Jewry Wall Museum improvements.** Research and development of options is underway for a co-ordinated design proposal for the Jewry Wall complex refurbishment. A Contractor will be procured to deliver a new walkway access, terrace and adjacent path improvements.
- 3.11 **Shahista House, 37-45 Rutland Street.** The grant will support a developer to regenerate the Grade II listed building with a mix of retail and residential apartments, within the Cultural Quarter.
- 3.12 **68-70 Humberstone Gate East.** The grant will support the development of new workspace for creative industries in the Cultural Quarter.

4. Neighbourhood and Environmental Services

- 4.1 The table below summarises the current approved projects for Neighbourhood and Environmental Services.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Victoria Park Centenary Walk Phase 2	1,500.0	345.0	-	-	-	23%
Victoria Park Gates	250.0	161.0	-	-	-	64%
Parks Plant and Equipment	150.0	-	-	-	120.0	0%
Public Conveniences	355.0	232.0	-	-	100.0	91%
Gypsum Close Waste Recycling Centre Enhancements	120.0	-	-	-	-	0%
Saffron Hill Cemetery Improvements	75.0	-	-	-	-	0%
Allotment Infrastructure Phase 2	100.0	80.0	-	-	-	80%
Installation of Defibrillators on Parks	65.0	-	20.0	-	-	0%
Total	2,615.0	818.0	20.0	-	220.0	34%

- 4.2 **Victoria Park Centenary Walk Phase 2.** Works are progressing well. The first phase of tree planting has taken place with 22 new semi-mature trees forming the first part of the processional route. Completion is anticipated around the turn of the year.
- 4.3 **Victoria Park Gates.** The Peace Walk gates have been repaired and reinstalled. The Victoria Park lodge gates have been repaired and will be reinstalled once the Centenary Walk works are complete. All stone pier cleaning works are complete.
- 4.4 **Parks Plant & Equipment.** This funds replacement items of grounds maintenance equipment with an initial purchase value of over £5k per item. Following a review of grass cutting schedules and changes made to the frequency of cuts to Highways and Parks, the forecast spend this year has been revised to £30k.
- 4.5 **Public Conveniences.** The new build toilet block at Belgrave Road opened in May and the refurbishment works at Abbey Grounds are complete.
- 4.6 **Gypsum Close Waste Recycling Centre enhancements.** These include steel works on the castellations, two new roll packers to replace compactors and enhanced signage and lighting. Additional containers started to arrive on site in October.

- 4.7 **Saffron Hill Cemetery.** The Muslim prayer house will benefit from new toilet facilities, as the male toilets are poor, there are no female toilets and the facility is often overcrowded. Increased numbers of mourners will be accommodated. The canopy extension design is agreed and the works should be complete by March/April 2017. The improvements will complement previous improvements to the chapel and disabled toilets.
- 4.8 **Allotment Infrastructure Phase 2.** This is the first year of a three year programme, arising from the 2014 site audits. All scheduled work is on time and on budget. Security improvements have been carried out at Bonney Road and Meredith Road; path and roadway repairs at Harrison Road; and an improved car park at Gorse Hill. Further work planned includes disabled access improvements and security works at Paget Street; road and pathway improvements at Uppingham Road; and security improvements at Wakerley Road.
- 4.9 **Installation of Defibrillators on Parks.** Around 30 defibrillators will be installed this year and next on parks and cemeteries and heart problem “hot spots” across the City. A promotional campaign is being developed to encourage awareness and use of the units when required.

5. Estates and Building Services

- 5.1 The table below summarises the current approved projects for Estates and Building Services.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
City Centre Office Accommodation	1,019.0	866.0	-	-	-	85%
Property Maintenance	1,200.0	-	-	-	-	0%
20-40 New Walk	3,095.0	3,095.0	-	-	-	100%
6-8 St Martins	10.0	-	-	-	-	0%
Haymarket Theatre	86.0	21.0	-	-	-	24%
GCR Railway Museum	189.0	-	-	-	-	0%
Braunstone Hall	540.0	105.0	-	-	-	19%
Total	6,139.0	4,087.0	-	-	-	67%

- 5.2 **City Centre Office Accommodation.** This supports the relocation of social workers and support staff from Greyfriars to Halford House, which has progressed smoothly. Different teams who were previously separated in small offices can physically work closer together, and facilities for partners and families who have been invited in for meetings are much improved.
- 5.3 **Property Capital Maintenance.** This comprises planned works which address health and safety risks outside the scope of normal repairs and maintenance via the Central Maintenance Fund and ‘tenant’/occupier budgets. It also includes replacement of certain buildings elements such as roofs or lifts that have reached the end of their life. These have been prioritised based on an assessment of their condition by surveyors and engineers using knowledge of the property portfolio. The programme includes a new staircase at New Walk and works relating to Asbestos, Water Hygiene and Fire Risk Assessments. Heritage works such as at Jewry Hall/Vaughan College and Abbey Pumping Station are also included. The Director is reviewing forecast spend and will report re-profiling at Period 9.
- 5.4 **20-40 New Walk.** IBM has been attracted to Leicester as a major inward investor. The Council has undertaken improvement works to this Council owned property for lease to IBM as their

new city home. Works (including additional elements requested and funded by IBM) are nearing completion.

- 5.5 **Haymarket Theatre.** The feasibility funding is to support the development of alternative uses, and has supported a proposal that could see it re-open as a space for live performance in 2017.
- 5.6 **GCR Railway Museum.** The Great Central Railway plans to deliver a major new railway museum at the Leicester North Station. The Council has financially supported the scheme design and the acquisition of allotment plots to release land, which is anticipated to be completed this year.
- 5.7 **Braunstone Hall.** The Council is contributing towards repairs and improvements to support bringing this historic building into use as a hotel and conference venue.

6. Vehicle Fleet Replacement Programme

- 6.1 The Vehicle Fleet Replacement programme includes the acquisition of 15 ultra-low emission vehicles and associated charging points.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Vehicle Fleet Replacement Programme	501.0	395.0	-	-	-	79%
Total	501.0	395.0	-	-	-	79%

7. Housing Services

- 7.1 The table below summarises the £26.4m approved capital programme for Housing Services and the related expenditure.

Programme Area	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Investment in Council Housing	14,771.0	5,507.0	602.0	-	-	37%
Business Investment	2,195.0	210.0	880.0	-	-	10%
Environmental and Communal Works	6,244.0	2,106.0	1,014.0	-	-	34%
Affordable Housing	452.0	43.0	-	-	-	10%
Total HRA	23,662.0	7,866.0	2,496.0	-	-	33%
Housing General Fund	2,721.0	385.0	-	600.0	-	14%
Total Housing	26,383.0	8,251.0	2,496.0	600.0	-	31%

- 7.2 The forecast for the HRA capital programme of £23.6m is a net underspend of £2.5m, which it is proposed to re-profile into 2017/18. By the end of period 6, some £7.9m had been spent and a further £730k of work was completed but not yet invoiced.
- 7.3 **Investment in Council Housing.** As reported at Period 3, the current phase of the Tower Block Redevelopment programme started later than expected due to a delay reoccupying Clipstone House. The redevelopment is expected to complete with Maxfield House in 2017 and hence re-profiling of £0.6m into 2017/18 is required. Highlights of the programme over the year will include replacing some 700 kitchens, 170 bathrooms and 1,400 boilers, over 1,650 electrical rewires and upgrades, 100 new roofs and various citywide door entry upgrades.

- 7.4 **Business Investment.** Also as previously reported, some £880k of slippage on business investment schemes is expected. This comprises the new Housing IT system, Northgate, which was delayed whilst phase 1 fixes were completed; mobile working, where the roll-out of tablet devices follows the new repairs and tenancy management services taking effect in November; and CCTV renewal which is dependent upon the outcomes of an on-going citywide review across all services.
- 7.5 **Environmental and Communal Works.** Efforts have been ongoing to find an external match funder for the next external wall insulation programme, however as previously reported, a partner is unlikely to be found this financial year. Nonetheless, enabling work to soffits and fascias and extending boiler flues at 185 homes has been carried out, meaning £914k will not be spent until 2017/18. Highlights of the programme over the year will include disabled adaptations for over 1,100 tenants, energy efficiency improvements to 450 poorly performing homes, elevated walkway / balcony and waylighting improvements, playground upgrades, together with the communal and environmental improvements budget which is allocated across the city by local tenants and councillors. Consultation with leaseholders to install a second lift at St Leonards is progressing and it is expected work will start next year. Therefore £100k has been re-profiled to next year.
- 7.6 **Affordable Housing.** Four former council hostels at Lower Hastings Street, Loughborough Road, Myrtle Road and Seymour Street are to be converted into affordable housing. Approval is sought to release £0.4m from the Affordable Housing Policy Provision to part fund the development of 25 homes at Keyham Lane, Hamilton, a scheme being carried out by Nottingham Housing Association.
- 7.7 **Housing General Fund.** The disabled facilities grants programme is expected to underspend due to delays in processing applications, hence there is slippage of £600k into 2017/18. However, some 230 grants should still be awarded. In addition, other highlights of the programme this year include the on-going acquisition of empty properties in poor condition where the owner has failed to secure the necessary improvements, some 140 low income owner-occupiers will be assisted by repayable home repair loans, and street scene improvements including alley gates and communal areas security will be completed.

8. Leicester and Leicestershire Enterprise Partnership

- 8.1 The table below summarises the approved projects relating to the Leicester and Leicestershire Enterprise Partnership, for which the Council is the accountable body.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Growing Places Fund	60.0	60.0	-	-	-	100%
MIRA Technology Park Enterprise Zone	530.0	530.0	-	-	-	100%
Local Growth Fund Projects	31,840.0	2,632.0	-	-	-	8%
Total	32,430.0	3,222.0	-	-	-	10%

- 8.2 **Growing Places Fund.** This is a revolving fund which advances loan funding for new development across city and county areas. The payment of £60k is the balance outstanding from the last round of approvals. Applications have recently been invited for a new round of short term loans to enable the delivery of infrastructure which accelerates economic growth.
- 8.3 **MIRA Technology Park Enterprise Zone.** The grant has been paid and will be repaid over time by present and future business rates uplift within the Zone.

- 8.4 **Local Growth Fund.** This covers major development and infrastructure schemes in the city and county. City Council led projects include the North City Centre Access Improvement Programme, Strategic Flood Risk Management, the Waterside Strategic Regeneration Area, Connecting Leicester and DOCK 2. These sums are also reflected in the Divisional tables above. Some £21m is allocated for projects led by external partners, including the North Warwickshire and Hinckley College new skills training centre at the MIRA Technology Park, the Leicester College Skills and Innovation village, the highways access to the new Lubbesthorpe development near J21 of the M1-J21 and accelerated broadband. The spend to date appears low, as reimbursement claims are submitted to the LLEP quarterly in arrears and hence only spending claimed to the end of June is included. Some funding has recently been re-profiled between schemes which are now spending later than originally expected and those with earlier eligible spend.

9. Policy Provisions

- 9.1 At the end of Period 6 a number of policy provisions for City Development & Neighbourhoods projects still awaited formal approval for allocation to specific schemes.

Service Area	Project	Amount £000
Planning, Transportation and Economic Development	Economic Action Plan Phase 2	4,823.0
	Ashton Green Infrastructure	1,640.0
	Parking Strategy Development *	1,400.0
	Air Quality Action Plan *	960.0
	Local Environment Works *	700.0
Local Services & Enforcement	Replacement of Library Management System *	150.0
Property Services	Property Maintenance *	3,400.0
Housing Revenue Account	New Affordable Housing	2,654.0
	New HRA Schemes	300.0
Total		16,027.0

*These policy provisions cover up to three years.

- 9.2 Since Period 6, £450k of the Economic Action Plan policy provision has been released to support independent retailers with shop front improvements.

Corporate Resources Projects

1. Summary

- 1.1. The projects comprising the Corporate Resources capital programme had spent £1.55m none of their approved capital programme of £1.95m up to Period 6.
- 1.2. The following table shows the split of the capital programme by division:

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
Financial Services	900.0	537.0	-	-	-	60%
Information Services	51.0	17.0	-	-	-	33%
Corporate Loans	1,000.0	1,000.0	-	-	-	100%
Total	1,951.0	1,554.0	-	-	-	80%

2. Financial Services

- 2.1. New corporate Finance and HR/Payroll systems are required due to current contracts approaching expiry. A full OJEU tender process has been carried out and the new suppliers selected. The Leicester based company Safe Computing Limited will deliver the HR/Payroll solution, whilst accounting software company TechnologyOne will supply the finance system. Work leading to implementation in 2017 is now underway.

3. Information Services

- 3.1. The table below summarises the £0.1m approved capital programme for Information Services.

Project	Approved £000	Spend £000	Profiling £000	Slippage £000	Saving £000	% Spent
ICT Firewall	21.0	17.0	-	-	-	81%
Lync Telephony Infrastructure System	30.0	-	-	-	-	0%
Total	51.0	17.0	-	-	-	33%

- 3.2. The Firewall improvements are complete.
- 3.3. It is anticipated that £30k will be spent this year on the first phase of upgrading the Council's Lync telephony system infrastructure, with further major expenditure anticipated in 2017/18.

4. Corporate Loans

- 4.1. A loan of £1m has been made to Leicestershire County Cricket Club to assist them in developing the ground to increase income generation. This is expected to be repaid by the English Cricket Board in 2018/19.



Leicester
City Council

WARDS AFFECTED:
ALL WARDS (CORPORATE ISSUE)

Appendix C3

**EXECUTIVE
OVERVIEW SELECT COMMITTEE**

**24 November 2016
13 December 2016**

REVIEW OF TREASURY MANAGEMENT ACTIVITIES 2016/17

Report of the Director of Finance

1. Purpose of Report

- 1.1 This report reviews how the Council conducted its borrowing and investments during the first six months of 2016/17.
- 1.2 2016/17 has seen continued economic growth in the UK and elsewhere. However, there are risks and this is discussed further in section 5.
- 1.3 We continue to monitor the impact of the “bail in” requirements for major depositors to inject funds into banks which are running into trouble, introduced earlier in the year. This is further discussed below.

2. Summary

- 2.1 Treasury Management is the process that ensures that the Council always has enough cash to make the payments that are necessary for its operations, and this involves both borrowing and investment. The Council’s borrowing totals some £240 million; and during 2016/17 to date its investments varied from below £160 million to over £230 million depending on circumstances.
- 2.2 The Council has a prudent approach to treasury management. It does not borrow more than it needs; generally preferring to use cash balances as an alternative to borrowing. In recent years we have not needed to borrow at all. It only lends money to the safest institutions or funds.
- 2.3 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.

3. Recommendations

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

4. **Overview of Treasury Management**

Main elements of Treasury Management

- 4.1 There are two main elements to treasury management. The first is managing our borrowings which have been taken out to finance capital expenditure. Most capital schemes are now financed by grant, and only a limited number of schemes of local significance are financed by borrowing. In the past the Government expected us to borrow but allowed for the cost of borrowing in our grant settlement, and we still have a lot of debt which was taken to meet this capital expenditure.
- 4.2 Historic debt can sometimes be restructured to save money, i.e. repaying one loan and replacing it with another and this is always given active consideration. In recent years, Government rule changes have normally made this prohibitively expensive.
- 4.3 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 (broadly speaking over the economic life of the assets acquired).
- 4.4 The second element 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 negligible interest).
- 4.5 The Council has substantial investments but this is not “spare cash”. Some comes from grants received in advance of expenditure and from reserves held for designated purposes. It also includes money set aside to repay debt but which has not been used to repay debt due to the punitive charges referred to above.
- 4.6 There is a budget for interest earned on investments as part of the Council's revenue budget.

Treasury Management Policy and Monitoring

- 4.7 The activities to which this report relates were governed by the Treasury Strategy for 2016/17 which was approved by the Council on 21st January 2016. This establishes an outline plan for borrowing and investment. The strategy is drawn up in the light of the Council's expected 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.
- 4.8 A twice-yearly report is submitted to your Committee reviewing the treasury activity undertaken in the year. This report is the mid-year report for 2016/17

Loans and Investments at Key Dates

- 4.9 Table 1 below shows the loans (money borrowed by the Council) and investments (money invested by the Council) at 31/03/2016 and 03/11/2016. The rates shown are the averages paid and received up to 31/03/2016 and 03/11/2016.
- 4.10 It can be seen that the level of gross debt (total loans borrowed) is unchanged at a level of £239m. No new loans have been borrowed and no debt restructuring has taken place.

4.11 Investments have increased by £70m from £149m to £219m. This movement is broadly in line with expectations – cash balances at mid-year are typically high and subsequently decrease over the remainder of the financial year.

Table 1- Loans & Investments

	Position at 31/03/2016 Principal £M	Average Rate	Position at 03/11/2016 Principal £M	Average Rate
Long Term Fixed Rate Loans				
Public Works Loan Board (PWLB)	134	4.2%	134	4.2%
Market & Stock	9	7.0%	9	7.0%
Variable Rate Loans				
Bank Loans	96	4.4%	96	4.4%
Gross Debt	239	4.4%	239	4.4%
Investments				
Banks and Build Soc	84		82	
Other Local Authorities	59		110	
Government Debt				
Management Office	-		7	
Money Market Funds	6		20	
Total Investments	149	0.6%	219	0.7%
NET BORROWING	90		20	

5. **Credit Worthiness of Investments**

- 5.1 2016/17 showed continued economic recovery within the UK economy and within the world economy. Within the Eurozone, economic and financial tensions have eased (especially in respect of Greece) but significant underlying issues remain. The impact of the EU referendum on the economy remains to be seen (and whether the recent fall in the pound will result in lower base rates).
- 5.2 A number of countries present political risks over the next 12 months with elections or referenda in France and Germany. China, which now has a significant impact on the world economy, faces the challenge of reforming its economy and ensuring that a managed slowdown in its rate of growth does not overshoot. The economic consequences of a change in US administration remains to be seen.
- 5.3 The governments of the largest world economies, including the UK, have implemented measures to make banks less likely to fail but also to reduce the impact on the financial system and on tax payers if they do fail. The measures for dealing with a failing bank see investors who have lent or deposited money taking significant losses before there is any taxpayer support ("bail in"). Our assessment of risk is based both on the risk that banks fail (as measured by credit ratings) and also on the level of losses that we might face should the banks fail (or more likely require capital support to prevent failure)
- 5.4 These developments were reflected in the Council's approach to managing credit risk in its Treasury Strategy for 2016/17. It has adopted a cautious stance over the whole period covered by this report and has only directly lent to strong UK banks, other local authorities and the UK Government.
- 5.5 The position remains under review. One factor is that other regulatory developments are continuing to require or push banks towards greater financial robustness in terms of their liquidity (their ability to sustain large outflows of cash) and capital strength (their ability to absorb losses). One matter kept under review are the measures that will be put in place to require banks to "ring fence" bank deposits from other more risky activities. Banks have to complete this by 1st January 2019 but some banks plan to complete this earlier.
- 5.6 The Council has an indirect exposure to non-UK banks through its investment in money market funds. At present one fund is invested in but we are looking at investing in a further 2-3 funds. Money market funds are like "unit trusts" but rather than investing in company shares these funds invest in 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 to ensure a high level of credit worthiness in the underlying investments, and we receive advice from our treasury advisor, Arlingclose. Investing in this way helps manage credit risk by having a high level of diversification amongst the underlying banks and institutions to whom money is lent.
- 5.7 Most commentators believe interest rates will remain at historic low levels for a long time.
- 5.8 The Treasury Strategy 2016/17 permits investment in a property fund and serious consideration was given to that possibility earlier in the year. At that stage it was considered that the referendum on UK membership of the EU presented too many risks and uncertainties. This was confirmed by the fact that following the vote in favour of "Brexit", the value of property funds fell and many funds blocked investors from selling their investments. These blocks have now been removed and it is considered that there is a good case for

serious consideration of a cautious, limited, investment in a property fund and this is being explored.

6. Implementation of Borrowing & Investment Strategy

- 6.1 The strategy approved by Council for 2016/17 envisaged using cash balances instead of borrowing, and this strategy has been adhered to.
- 6.2 Given that the Council continues to have a high level of investments active consideration is given to the possible early redemption of a limited amount of debt. This, however, is not straightforward as debt repayment usually involves the payment of a premium. The level of such premiums payable in 2016/17 is too high for premature debt redemption to be viable.

7. Other Sources of Capital Finance

- 7.1 Major assets are funded primarily by grant or capital receipts. The acquisition of smaller assets such as vehicles and computer equipment can be financed by borrowing or leasing and a comparison is made in order to choose the option that is most cost effective. During the period under review, leasing has not been used, and assets have been bought outright.

8. Key Performance Measures

- 8.1 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 and the return on investments. However, no new loans have been borrowed and no existing loans have been prematurely repaid.
- 8.2 The Council benchmarks its investments and the latest data is for the first six months of 2016/17. The average rate of interest on investments for participating authorities over the first six months of 2016/17 is 0.86%. The Council's own rate is lower: 0.67%. This difference in performance can be attributed in part to the average rate for all authorities being boosted by a number of authorities that have invested in external funds with investment returns of between 5% and 7%. Once these are excluded the average rate of other authorities is 0.57%.
- 8.3 There is a relationship between the credit rating of an investment and its return – generally the higher the credit rating the lower the return and visa-versa. This report is based on benchmarking data from our Treasury Advisors. We have reviewed this data and discussed it with our advisors who advise that we have struck an appropriate balance between risk and reward.
- 8.4 Higher investment returns are available if higher credit risk is accepted. However, the trade-off between risk and reward was considered when investment strategies were set for 2016/17 and in the current economic climate continues to be a most important consideration. The "return of the principal" is considered more important than the "return on the principal", that is our primary concern is to ensure that the funds invested will be repaid on time and in full. This remains our approach during the current financial year.

9. **Use of Treasury Advisors**

9.1 The Council are advised by Arlingclose Ltd. They advise on all aspects of treasury management but their main 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.

10. **Compliance with the Council's Treasury Strategy**

10.1 As required by the statutory borrowing framework, the Council is required to set a number of prudential limits and indicators, and is encouraged to supplement these with local indicators when appropriate. These limits are set annually and can be found within the budget and Treasury Strategy.

10.2 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

10.3 These limits are monitored, and have been complied with.

11. **Financial and Legal Implications**

11.1 This report is solely concerned with financial issues. Kamal Adatia, Legal Services has been consulted as Legal Advisor and there are no legal issues.

12. **Other Issues**

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	No		
Sustainable and Environmental	No		
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		
Corporate Parenting	No		
Health Inequalities Impact	No		

13. **Background Papers**

- 13.1 The Council's Treasury Management Strategy - "Treasury Strategy 2016/17" – Council 21st January 2016. The Council's Treasury Policy Document – "Framework for Treasury Decisions" – Council 29 March 2012.

14. **Consultation**

- 14.1 Arlingclose Ltd (the Council's Treasury Management advisers).

15. **Author**

- 15.1 The author of this report is David Janes, Treasury Manager, on extension 37 4058.

Alison Greenhill
Director of Finance.



Income Collection April 2016 – September 2016

Decision to be taken by: N/A

Executive meeting date: 24th November 2016

Overview Select Committee date: 13th December 2016

Lead director: Alison Greenhill

Useful information

- Ward(s) affected: All
- Report author: Jon King, Accountant
- Author contact details: X374043 and Jon.King@leicester.gov.uk

1. Summary

This report is a requirement of our governance arrangements. The report details progress made in collecting debts raised by the Council during the first six months of 2016-17, together with debts outstanding and brought forward from the previous year. It also sets out details of debts written off under delegated authority that it has not been possible to collect after reasonable effort and expense.

The headline collection rate for Council Tax matched that for the same point last year. The NNDR collection rate is slightly down on last year. For other income, the level of older debt has reduced since the beginning of the year. Overpaid Housing Benefit debt continues to rise; government initiatives in the run up to universal credit are having a significant impact.

Figures shown in this report need to be seen in the context of the total amount of income (i.e. credit and cash) collected by the Council each year, which amounts to approximately £0.4bn.

2. Recommendation

OSC is recommended to note the report and make any observations it sees fit.

3. Supporting Information

Appendices A and B to this report provide the main supporting information to this report.

4. Financial, legal and other implications

4.1 Financial implications

The report details the current collection and write-off levels of sums payable to the City Council.

4.2 Legal implications

Where appropriate debts are the subject of legal action through the courts.
Jeremy Rainbow – Principal Lawyer (Litigation) x371435

4.3 Climate Change and Carbon Reduction implications

No climate change implications.

4.4 Equality Impact Assessment

The Council has to make every effort to collect its due debts. The Council adopted a new Debt Policy in June 2016. The new policy is aimed at ensuring that the Council collects debt in a fair, proportionate and respectful manner.

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

None

5. Background information and other papers:

Finance Procedure Rules

Debt Policy

Background information is given in Appendix A

5. Summary of appendices attached:

Appendices A & B – Background information, detailed collection performances and schedule of write-offs.

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

No

1. Background Information & Purpose Of Report

- 1.1 The Council collects approximately £0.4bn worth of income every year. This is in respect of a wide variety of services and from a wide variety of individuals and organisations. Some is collected from businesses (i.e. Business rates), some from every household (i.e. Council Tax), some from tenants of the Council's houses, and from numerous other sources including charges for the use of Council facilities, commercial rents from factory units, adult care charges, the recovery of overpaid Housing Benefit, parking fines and charges to schools and other public sector bodies for services provided.
- 1.2 Some income is collected at the point of sale as cash or credit/debit card payments. The rest is subject to an invoice being raised by the Council for an amount due (whether payable as a one-off sum or periodically through the year).
- 1.3 This report, which is a requirement of the Council's Finance Procedure Rules, details progress made in collecting debts raised by the Council during the first half of 2016-17. It is important to highlight that the figures quoted in this report are at a particular point in time and only reflect transactions up to and including the 30th September.

2. Summary

- 2.1 On the 30th September 2016 the Council's outstanding debt figure stood at £157.6m.
- 2.2 The collection performance for Council Tax matched that for the first six months of last year. NNDR collection performance was slightly down on the previous year although the Council's relative position in a group of benchmark authorities improved.
- 2.3 The level of "Other Income" debt has fallen from £20.66m at the beginning of the financial year to £17.77m. The level of debts over twelve months have also fallen from £7.34m to £6.65m.
- 2.4 Levels of overpaid Housing Benefit debt have continued to increase. Additional resources have been brought in to help ensure that identified overpayments are set up for the appropriate recovery method as soon as possible.
- 2.5 In June 2016 the Council adopted a new Debt Policy which is designed to ensure that debt is collected in a fair, proportionate and respectful manner. The policy underlines the obligation of customers to pay their debts in full when they become due, and, where they cannot, to contact the Council at the earliest opportunity and enter into a payment plan to clear their debt over a specified period of time.

3. Collection Data

- 3.1 Detailed collection performances are included in the main body of the report. The headlines are summarised in the following table;

Income Type	Performance
Non Domestic Rates	55.72% of the 2016-17 debt had been collected by the 30 th September 2016. This compares to 56.28% for the same period in 2015-16. (This placed us 6 th out of 14 comparator authorities)
Council Tax	53.42% of the 2016-17 debt had been collected by the 30 th September 2016. This is the same as for the first six months of 2015-16. (This placed us 7 th out of 14 comparator authorities).
Other Income	Debts over 12 months old amounted to £6.65m @ 30 th September 2016 – this compares to £7.21m @ 31 st March 2016.

- 3.2 The headline values of debt brought forward, raised, collected, written-off and carried forward at the year-end are shown below;

Income Type	Debts brought forward @ 1/4/2016 £m	Amounts raised* 2016-17 £m	Amounts collected £m	Amounts written off** £m	Debts outstanding @ 30/9/2016 £m
Non Domestic Rates	7.638	107.126	(59.946)	0.056	54.874
Council Tax	13.060	112.196	(61.803)	(0.280)	63.173
Summons Costs (for NDR and CT)	1.294	0.920	(0.507)	(0.036)	1.671
Housing Benefit Overpayments	16.645	3.133	(2.596)	(0.238)	16.944
Council House Rents – Current Tenant Arrears	1.533	42.963	(42.688)	0	1.808
On and Off-Street Car Parking and other traffic fines (Penalty Notices)	1.153	1.534	(0.968)	(0.388)	1.331
Other Income	20.658	38.298	(40.646)	(0.542)	17.768
Totals	61.981	306.170	(209.154)	(1.428)	157.569

*For NDR and Council tax new debts are net of reliefs, credit adjustments, discounts and benefits. **Amounts written off are net of adjustments, dividends received in respect of bankruptcy or liquidation debts previously written off and debt write-backs. For Other Income amounts written-off are net of debt write-backs. The amounts listed in Appendix B are gross write-offs.

- 3.3 The report focuses on the collection performance of each main category of debt.
- 3.4 If a debt is irrecoverable after reasonable effort and expense has been made then it should be written off in accordance with Finance Procedure Rules. This report contains details of debts written off by income category and by reason at Appendix B.

4. Collection Performance details

4.1 Non-Domestic Rates

- 4.1.1 National non-domestic rates (NNDR) or business rates are collected from businesses by councils. The amount collected is based on the rateable value of individual business properties and a nationally set rate in the pound. Currently 50% of business rates are paid to Government to be redistributed. 50% are retained locally (of which 1% is due to the Combined Fire Authority and 49% is kept by the City Council).
- 4.1.2 There are approximately 12,000 business premises in Leicester City. Rates due for 2016-17 amount to £107.7m and together with arrears brought forward of £7.2m mean that £117.9m was due for collection from 1/4/2016.
- 4.1.3 A key measure of the Council's effectiveness in collecting this tax is the percentage of debt collected in the year in which it is raised (i.e. the percentage of the 2016-17 business rates actually paid before 30th September 2016). As at 30th September 2016, the collection rate for the year was 55.72%. This compares with 56.28% in 2015-16 and 56.45% in 2014-15.
- 4.1.4 In relation to our benchmarking group of authorities, the collection performance to September 2016 placed us 6th out of 14. This compares to 7th place at the same time last year. The collection performance of business rates can be subject to volatility from one year to the next because of empty or void properties and invoicing that occurs near to the period-end, combined with the significance of the sums due on many business premises.
- 4.1.5 An external supplier has recently been appointed who will assist with recovery on difficult targeted cases.
- 4.1.6 In respect of earlier years' charges £1.940m was collected and together with debt reductions (due to rateable value adjustments) and the writing off of irrecoverable debt, there was an overall reduction from £7.2m in April 2016 to £6.4m.
- 4.1.7 During the first half of the year £0.053m (including costs) has been written off. The values and reasons for write off are detailed in Appendix 1 of the report.

4.2 Council Tax

- 4.2.1 Council Tax is the means by which local citizens contribute to the net cost of council services. One bill is issued to each home in the City and is based on the valuation band (eight in all) the property has been assessed in. In total the amount required from Council Tax represents approximately 25% of the Council's Net Budget requirement.
- 4.2.2 There are now over 134,000 domestic properties in Leicester. Council Tax due for 2016-17 is approximately £114.1m and together with arrears brought

forward of £12.7m mean that £126.8m is due for collection from 1/4/2016.

- 4.2.5 The amount of debt due to be collected at the same time last year, including the arrears brought forward was £119.3m. This increase is primarily a result of an overall increase in Council Tax of 4%, and additional properties in the city.
- 4.2.6 As with Non Domestic Rates, a key measure of the Council's effectiveness in collecting this tax is the percentage of debt collected in the year in which it is raised. The collection rate target for the year was set at 95.0%, which reflects the difficulties some tax payers face. As at 30th September 2016, 53.42% of the debt due for the current financial year had been collected. The rate is the same as that achieved for 2015-16.
- 4.2.7 In relation to our benchmarking group of authorities, the collection performance to 30th September 2016 placed us 7th out of 14. Within our recovery process, we have put in safeguards to protect the most vulnerable.
- 4.2.8 In respect of earlier years' charges, £2.785m has been collected since 1st April 2016 and together with changes in customer liability and the writing off of debts the overall debts have been reduced from £12.7m to £10.4m.
- 4.2.9 For 2016-17, 46,398 reminders have been issued to non-payers and 16,729 summonses were subsequently issued (15,333 in 2015-16 for the same period). 7,193 cases were referred to Enforcement Agents (Bailiffs) for collection (6,365 in 2015-16) in relation to outstanding debts for all years.
- 4.2.10 The Council has service level agreements with all enforcement agencies it uses and these contain codes of conduct in line with "The Taking Control of Goods Regulations 2013". These agreements make detailed provision for the procedure which enforcement agents must follow when seeking to take control of goods and selling them to recover a sum of money.
- 4.2.11 During the financial year £0.314m (including costs) has been written off. The values and reasons for write off are detailed in Appendix B of the report.

4.3 Court Summons Costs

- 4.3.1 Costs are added to all local taxation bills when liability orders or other court orders are issued for non-payment. A set rate for costs is determined by the courts and reviewed each year. These are then collected with the local tax in question but are monitored separately. The level of outstanding costs as at 30th September 2016 was £1.671m.

4.4 Overpaid Housing Benefit

- 4.4.1 The main cause of Housing Benefit overpayments are delays in recipients telling the Council of changes in their circumstances. The Council reminds recipients of their obligations in this respect in all letters sent out. Collecting

overpaid Housing Benefit debt is a national problem and levels are rising. This is partly due to fraud reduction initiatives, under which the Government has matched benefit data with other data they hold, and which was previously unavailable to us. This has identified overpayments, some going back over a number of years, which are then very difficult to collect. The Government is taking these steps now to enable a “clean” caseload to be inherited when universal credit is introduced.

4.4.2 Between 1st April 2016 and 30th September 2016 £3m of new overpayments have been identified and a total of £2.58m of debt collected. In addition £238k of write-offs has occurred. For accounting purposes, our accounts assume that much of the total sum owing will not be collectible although we robustly pursue this debt until it is deemed non-collectable.

4.4.3. Of the total of £16.94m outstanding debt, £4.85m is subject to deductions from on-going benefit, with a further £250k awaiting to be set up to recover from on-going benefit. £9.44m has been invoiced and is subject to recovery action, with a further £2.4m being subject to invoicing in the near future.

4.4.4 The Housing Benefits section are working on the older debt yet to be invoiced and the Council has engaged with Civica (HB software suppliers and resourcing agents) to work on the more recent, yet to be invoiced, debt. Currently it is anticipated that the backlog will be removed by the 31st March 2017.

4.4.5 For persons having overpayments recovered from on-going benefit, when they transfer to Universal Credit recovery will cease via that means. The Council will have to make a request for attachment to benefits. If there are 3 or more attachments already set up against an individual debtor the DWP will decline the request and the Council will seek to recover via alternative means.

4.4.6 The following table shows the age of the invoiced debt;

Age Category	£000s
0 to 6 months old	2,203
7 to 9 months old	1,028
10 to 12 months old	852
Over 12 months old	5,360
Total	9,443

4.4.7 Where possible, invoiced Overpaid Housing Benefit debt will be collected via an attachment to a prescribed benefit, Direct Earnings Attachment or via Third Party Debt Orders which permit the freezing of bank accounts to enforce

payment.

4.5 Housing Rents

- 4.5.1 The City Council manages approximately 21,000 tenancies across the City. Most tenants are on low income and some 62% of tenants are on full or partial Housing Benefit. This equates to £0.86m per week being paid directly to the Council in Housing Benefit payments.
- 4.5.2 For those tenants not on full Housing Benefit (approx. 14,000), rent payments are due weekly in advance and for 50 weeks of the year (i.e. there are two “rent free” weeks).
- 4.5.3 The roll out of universal credit started in January 2016, initially for single (childless) people with new claims and changes of circumstances. The latest indication of the timetable to migrate existing claimants and families to universal credit is that the Government hope to complete this by the end of 2023. As individuals are moved onto the new arrangements, those tenants of working age who currently receive Housing Benefit no longer have their benefit paid to the Council but receive cash instead. They will need to pay their full rent themselves. Some vulnerable people will still be able to have their Housing Costs element paid direct to the landlord.
- 4.5.4 The ultimate sanction for non-payment of rent is eviction. During the first half of 2016-17, 44 evictions for rent arrears took place. For 2015-16 the equivalent figure was 28. The increase does not represent any change in policy and management scrutinise all potential eviction cases to ensure that the sanction is only used as a last resort.
- 4.5.5 For 2016-17, a government imposed rent reduction of 1% (the first of four) was implemented. This led to a charge of £42.96m for the half year. Arrears brought forward were £1.533m and therefore the total collectable debt for the period was £44.5m. After the deduction of Housing Benefit (£24.1m) this left £20.4m to collect. Of this £18.6m has been collected.
- 4.5.6 Arrears for current tenants at the financial year end stood at £1.8m. This represents an increase of 5.9% on the arrears figure of £1.7m at the end of September 2015.
- 4.5.7 There are no underlying organisational issues as to why the arrears have increased over the previous year. The economic climate, with continuing Welfare Reforms and uncertain, low wage jobs, is continuing to put tenants under a lot of financial pressure, making it harder to collect the rent.
- 4.5.8 Para 4.5.4 above indicates that enforcement procedures have not been relaxed and it is generally the case that there has been a persistent lack of engagement from the tenant prior to an eviction taking place.

4.6 Other Income

4.6.1 The Council's Business Service Centre is responsible for collecting most of the other sources of Council income. Other income includes sums charged for various services such as adult social care, cemeteries and crematorium, and commercial rents for Council owned property. It also includes the recovery of debts owed for things like former council tenant rent arrears. Because substantial sums can also be invoiced for land/property sales and for the transfer of pooled budget funds from the NHS to the Council the level of debt outstanding at any point in time is volatile.

4.6.2 Overall levels of debt outstanding 30th September 2016 were £2.89m lower than at the beginning of the financial year.

Age of Debt	£m
Less than 1 month	5.890
1 - 3 months	2.220
4 - 6 months	1.453
7-9 months	1.110
10-12 months	0.445
1-2 Years	2.475
Over 2 Years	4.175
Total	17.768

4.6.3 The level of debt over 12 months old has reduced from £7.34m to £6.65m.

4.6.4 The breakdown of debt over 12 months old is as follows;

Debt Type	Amount @ 31 st March 2016 £m	Amount @ 30 th Sept 2016 £m
Adult Care	£2.370	£2.268
Council Housing – mainly recoverable repair costs	£0.984	£0.902
Building Safety	£0.673	£0.507
Private Sector Housing - works in default subject to land charge	£0.407	£0.397
Investment Property	£0.405	£0.419
Former Tenant Arrears	£0.352	£0.319
Right to Buy	£0.305	£0.241
All other services	£1.843	£1.597
Total	£7.339	£6.650

4.6.5 As the same point in 2015-16, debts over 12 months old totalled £7.512m, and there has a total reduction of £863k over the 12 month period to 30th September 2016. This reduction reflects a number of initiatives that have been carried out including;

- The use of high court enforcement officers,

- Closer working with adult social care to review provision of care for non-payers,
- Joint working with the housing benefit team to review current practices and procedures,
- The use of on-line and agency tracing services.

4.6.6 There has been a significant drive in the last twelve months to increase the numbers of debtors on payment plans. This has been based on a review of individual debt cases and challenging those wishing to pay beyond 12 months through the completion of income and expenditure forms before agreeing a payment plan. This drive has seen an increase in the value of debt being collected via payment plans from £2.164m to £4.349m. Of the £4.349m, £1.915m relates to debts over 12 months old.

4.6.7 The Exchequer Team continues to enforce in its own right, high volume, low complexity, debt via the HM Courts & Tribunal Service using Money Claim Online, a faster, secure method of expediting debt with reduced court fees for both debtor and applicant. This is used as a final tool for compelling payment when all other collection options fail.

4.6.8 The above debts are recorded on the Council's Accounts Receivable (AR) system. For residential care clients a deferred payment scheme exists for residential care charges – this limits how much has to be paid whilst the client is in care – the difference between the amount paid and that chargeable accrues over time and is subject to a charge on their property. Debts are not raised for this until the care service being provided ceases. As at 30th September 2016 a total of £1.22m was outstanding and related to 55 clients which is additional to the above sums.

4.7 On and Off-Street Parking and Bus Lane Enforcement Fines

4.7.1 The Council runs nine “pay and display” car parks in the City with a total of 1,642 spaces. In addition there are approximately 1,300 “pay and display” on-street parking spaces. Penalty Charge Notices (PCNs) are issued by enforcement officers for both on street and off street parking charge evasion, as well as for illegal parking (e.g. parking on yellow lines).

4.7.2 PCNs are handed to drivers or fixed to the windscreens of cars and include details of how payment should be made. Two nationally set rates apply (£50 and £70), based on the seriousness of the offence. If payment is made within 14 days, a 50% discount applies (i.e. the fine reduces to £25 or £35) and the ‘debt raised’ amount is reduced accordingly.

4.7.3 The figures for parking PCNs for the year to 30th September 2016 are as follows;

Brought forward £000	Debt raised £000	Debts collected £000	Debts written off £000	Carried forward £000
1,037	1,266	(785)	(344)	1,174

4.7.4 Of the tickets issued since 1st April 2016, 69% had been paid by the 30th September 2016. This is close to the comparative rate for 30th September 2015 of 70.6%.

4.7.5 Bus Lane Enforcement is now carried out in three locations, Charles Street, Causeway Lane and Rutland Street. Fines are levied at the rate of £60, which is discounted to £30 if paid within 14 days.

Brought forward £000	Debt raised £000	Debts collected £000	Debts written off £000	Carried forward £000
116	268	(183)	(44)	157

4.7.6 Of the tickets issued since 1st April 2016 62% had been paid by the 30th September 2016. This is at the same level as for the same point in 2015-16.

4.7.7 Write-off values for both Car Parking and Bus Lane Enforcement fines are at the full (non-discounted) rate and will include court and recovery fees. As a result although the percentage of tickets written off is under 20%, the recorded value is disproportionately higher.

5. Consultations

Revenues & Customer Support and the Business Service Centre are both part of Financial Services. Housing and the Traffic Management Service have supplied the remaining information and have been consulted in the preparation of this report.

REPORT AUTHOR/OFFICER TO CONTACT

Jon King
Accountancy Services
Ext. 374043

Appendix B

Schedule of Debts Written off Under Delegated Authority – 2016-17 (first six months)

Debt Type / Location →	Council Tax (Including Costs)		Non Domestic Rates (Including Costs)		Income Collection, Overpaid HB and Former Tenant Arrears, and Car Parking/BLE fines		Total	
Reason for Write Off ↓	No.	Value £	No.	Value £	No.		No.	Value £
Unable to Trace	377	206,169.94	10	8,316.41	2,548	453,062.31	2,935	667,548.66
Deceased – No Assets	27	9,531.17	0	0	465	191,491.89	492	201,023.06
Insolvent / Bankrupt/ Liquidated	87	41,946.70	53	34,290.42	96	61,009.94	236	137,247.06
All recovery options exhausted / irrecoverable at reasonable expense	271	43,530.16	10	3,180.78	4,553	529,436.44	4,834	576,147.38
Totals	762	301,177.97	73	45,787.61	7,662	1,235,000.58	8,497	1,581,966.16

Overview Select Committee
Work Programme 2016 – 2017

Meeting Date	Topic	Actions Arising	Progress
3 rd November 2016	<ul style="list-style-type: none"> • Questions to City Mayor • Tracking of petitions • Workforce representation update • Scrutiny annual report • technical services review • Scrutiny scoping documents • Health and arts (HCLS) • Literacy review (CYPS) 		
13 th December 2016	<ul style="list-style-type: none"> • Questions to City Mayor • Tracking of petitions • Police and Crime Commissioner • Revenue Monitoring • Capital monitoring • Treasury Management • Mid Year Income Collection Report 		
2 nd February 2017	<ul style="list-style-type: none"> • Questions to City Mayor • Tracking of petitions • Budget 2017/18 		
6 th April 2017	<ul style="list-style-type: none"> • Questions to City Mayor • Tracking of petitions 		

Meeting Date	Topic	Actions Arising	Progress
To be programmed	<ul style="list-style-type: none"> • Liquid Logic demonstration • Updates on CRM implementation and complaints issues (routinely from audit and risk) • oversight on the new process for dealing with non-statutory corporate complaints • Revenue and capital monitoring • Ofsted children's services review: regular updates (Minute: July 2015) • Using Buildings Better update • Welfare advice contracts re-procurement • Performance Reporting • VCS Procurement • Workforce information and trends 		September or November meeting

Leicester City Council

PLAN OF KEY DECISIONS

On or after 1 January 2017

What is the plan of key decisions?

As required by legal regulations the Council publishes a document to show certain types of decision known as 'key decisions' that are intended to be taken by the Council's Executive (City Mayor, Deputy City Mayor and Assistant City Mayors). The legislation requires that this document is published 28 clear days before a decision contained in the document can be taken. This document by no means covers all the decisions which the Executive will be taking in the near future.

Details of the other decisions, the City Mayor and the Executive also take can be found at www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1

What is a key decision?

A key decision is an executive decision which is likely:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in two or more wards in the City.

Full details of the definition can be viewed at <https://www.leicester.gov.uk/your-council/how-we-work/plan-of-key-decisions/>

What information is included in the plan?

The plan identifies how, when and who will take each key decision, who to contact for more information or to make representations, and in addition where applicable, who will be consulted before the decision is taken.

The plan is published on the Council's website.

Prior to the taking of each executive key decision, please note that the relevant decision notice and accompanying report will be published on the Council's website and can be found at <http://www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1>

Plan of Key Decisions

On or after 1 January 2017

Contents

1. A place to do business	3
2. Getting about in Leicester	4
3. A low carbon city	4
4. The built and natural environment	5
5. A healthy and active city	5
6. Providing care and support	5
7. Our children and young people	6
8. Our neighbourhoods and communities	7
9. A strong and democratic council	8

1. A place to do business

What is the Decision to be taken?	MARKET REDEVELOPMENT PROJECT Decision to approve funds to progress the market redevelopment project – to be funded as part of the Economic Action Plan and through external grant funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Market development proposals subject to public consultation and also through the planning applications process.
Who can I contact for further information or to make representations	Mike.Dalzell@leicester.gov.uk

What is the Decision to be taken?	ECONOMIC ACTION PLAN PROJECTS Decision to allocate Economic Action Plan resources to fund capital projects.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Consultation will take place with public and stakeholders on each project before they commence.
Who can I contact for further information or to make representations	AndrewL.Smith@leicester.gov.uk / Andy.Keeling@leicester.gov.uk

What is the Decision to be taken?	DOCK 2 - PIONEER PARK Approval for the Dock 2 project to be funded from Local Growth Fund and resources set aside for the Economic Action Plan
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Planning application consultation.
Who can I contact for further information or to make representations	Andrewl.smith@leicester.gov.uk

What is the Decision to be taken?	ENTERPRISING LEICESTER INVESTMENT FUND Decision to approve a second tranche of funds to encourage business and investment in the city, supporting economic growth and job creation.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017

Who will be consulted and how?	Engagement with the business community took place when the Fund was initially approved.
Who can I contact for further information or to make representations	Colin.Sharpe@leicester.gov.uk

What is the Decision to be taken?	MANAGEMENT OF FUNDS AS ACCOUNTABLE BODY TO THE LEICESTER AND LEICESTERSHIRE ENTERPRISE PARTNERSHIP Decision to ratify allocations and variations proposed by the Leicester and Leicestershire Enterprise Partnership.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	The proposals will have been developed by the LLEP.
Who can I contact for further information or to make representations	colin.sharpe@leicester.gov.uk

2. Getting about in Leicester

What is the Decision to be taken?	CONNECTING LEICESTER PHASE 3 Decision to approve funds to progress the next phase of Connecting Leicester including schemes in the Market area, Old Town, New Walk / King Street and to progress London Road – to be funded as part of the Economic Action Plan and through external grant funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Public and stakeholder consultation carried out on each scheme.
Who can I contact for further information or to make representations	Andrewl.smith@leicester.gov.uk

3. A low carbon city

What is the Decision to be taken?	LEICESTER SHIRE ENERGY COMPANY Will be a “White label” supplier of 3 rd party energy, in partnership with the County, to offer gas and electricity to consumers using its own brand.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	

Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk
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4. The built and natural environment

What is the Decision to be taken?	ASHTON GREEN - PHASE A INFRASTRUCTURE Transport improvements and green infrastructure works in support of the first phase of residential development. Value of the scheme is £1.5million.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Consultation linked to planning applications and with local residents, councillors and stakeholders on specific infrastructure proposals.
Who can I contact for further information or to make representations	Geoff.Mee@leicester.gov.uk

5. A healthy and active city

What is the Decision to be taken?	FUTURE MODEL OF INTEGRATED LIFESTYLE SERVICES
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Providers, service users, public and other stakeholders primarily through meetings, questionnaires and interviews.
Who can I contact for further information or to make representations	Jo.Atkinson@leicester.gov.uk

6. Providing care and support

None to be taken during the current period.

7. Our children and young people

What is the Decision to be taken?	EARLY HELP REMODELLING: 0-19 CHILDREN, YOUNG PEOPLE AND FAMILY CENTRES Approve savings of £4M from the remodelling of early help services delivered through the 0-19 Children, Young People and Families
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	Centres and the gradual reduction of grant funding of the Adventure Playgrounds.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	<p>The consultation is open to all members of the public including service users.</p> <p>Key consultation methods:</p> <ul style="list-style-type: none"> • Online questionnaire for service users and stakeholders: https://consultations.leicester.gov.uk • Paper questionnaire for service users only – available for collection from the Children, Young People and Families Centres, libraries and customer service centres. Contact details in the toolkit below. <p>Focus-group/forum toolkit for service users, hard to reach groups and stakeholders – copies can be requested by emailing earlyhelpremodelling@leicester.gov.uk</p>
Who can I contact for further information or to make representations	Jackie.Difolco@leicester.gov.uk

8. Our neighbourhoods and communities

What is the Decision to be taken?	<p>AFFORDABLE HOUSING PROGRAMME ANNUAL REVIEW: 2015/19</p> <p>Annual review of affordable housing programme, reporting on progress from all sources. (Council house building, housing association development, HCA funding, etc.).</p>
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Housing Scrutiny Commission.
Who can I contact for further information or to make representations	Simon.Nicholls@leicester.gov.uk

What is the Decision to be taken?	<p>LEICESTER CITY COUNCIL REDEVELOPMENT OF DECOMMISSIONED HOSTELS AND HOUSES IN MULTIPLE OCCUPATION</p> <p>Remodelling of 129 Loughborough Road, 31-35 Lower Hastings Street, 102-104 Myrtle Road and 17 Seymour Street.</p>
Who will decide?	City Mayor/Executive

When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Consultation will take place with the Assistant Mayor for Housing.
Who can I contact for further information or to make representations	Simon.Nicholls@leicester.gov.uk

9. A strong and democratic council

What is the Decision to be taken?	CAPITAL MONITORING 2016/17 PERIOD 6 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Overview Select Committee – Date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2016/17 PERIOD 6 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	HOUSING REVENUE ACCOUNT 2017/18 BUDGET AND CAPITAL PROGRAMME To recommend a budget, rent level and capital programme to the Council.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Consultation with Scrutiny and Tenants' Forum prior to the Council meeting.
Who can I contact for further information or to make representations	Chris.Burgin@leicester.gov.uk

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2016/17 PERIOD 9 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
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Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2017
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL MONITORING 2016/17 PERIOD 9 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2017
Who will be consulted and how?	Overview Select Committee – Date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL PROGRAMME 2017/18 To recommend a capital programme for 2017/18 to the Council.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2017
Who will be consulted and how?	Consultation with Scrutiny prior to the Council meeting.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	GENERAL FUND REVENUE BUDGET To recommend a revenue budget to the Council.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2017
Who will be consulted and how?	Consultation with Scrutiny prior to the Council meeting.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE OUTTURN 2016/17 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jun 2017
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further	Alison.Greenhill@leicester.gov.uk

information or to make representations	
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What is the Decision to be taken?	CAPITAL OUTTURN 2016/17 Decisions consequential to the monitoring of expenditure in 2016/17 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jun 2017
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CHANGES TO TERMS AND CONDITIONS Decision on proposed changes to employee conditions of service to support realisation of budget savings.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2017
Who will be consulted and how?	Trade Unions – a process of negotiation with Trade Unions commenced in September 2016. There will also be consultation with employees.
Who can I contact for further information or to make representations	Miranda.Cannon@leicester.gov.uk

