



Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: THURSDAY, 21 JUNE 2018

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 Govind (Vice-Chair)

Councillors Bajaj, Cleaver, Cutkelvin, Dawood, Grant, Gugnani, Khote, Porter and Westley

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:

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

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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

Appendix A

The minutes of the meeting of the Overview Select Committee held 5 April 2018 are attached and the Committee will be asked to confirm them as a correct record.

5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

6. TERMS OF REFERENCE

Appendix B

Members are asked to note the Terms of Reference for the Overview Select Committee.

7. MEMBERSHIP OF THE OVERVIEW SELECT COMMITTEE

Members are asked to note the membership of the Overview Select Committee as detailed on the front of the agenda.

8. DATES OF MEETINGS FOR 2018 / 19

Members are asked to note the dates of further meetings of the Overview Select Committee for 2018 / 19 as detailed below.

13 September 2018

1 November 2018

13 December 2018

7 February 2019

4 April 2019

9. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

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

10. PETITIONS

The Monitoring Officer to report on any petitions received.

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

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

12. QUESTIONS FOR THE CITY MAYOR

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

13. REPORT OF THE FINANCE TASK GROUP [Appendix D](#)

The Committee will receive the report of the Finance Task Group which met on 23 May 2018 to consider the following finance reports.

Minutes of the meeting of the Finance Task Group (**Appendix D1**)

Revenue Budget Monitoring Outturn 2017/18 (**Appendix D2**)

Capital Budget Monitoring Outturn 2017/18 (**Appendix D3**)

Income Collection April 2017 – March 2018 (**Appendix D4**)

Review of Treasury Management Activities 2017/18 (**Appendix D5**)

14. SCRUTINY COMMISSIONS' WORK PROGRAMMES **Appendix E**

To receive and endorse the following report of a review carried out by the Heritage, Culture, Leisure and Sport Scrutiny Commission:

Engagement with Leicester's arts, culture and heritage offer.

15. OVERVIEW SELECT COMMITTEE WORK PROGRAMME **Appendix F**

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.

16. PLAN OF KEY DECISIONS **Appendix G**

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

17. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
OVERVIEW SELECT COMMITTEE

Held: THURSDAY, 5 APRIL 2018 at 5:30 pm

P R E S E N T :

Councillor Singh (Chair)
Councillor Govind (Vice Chair)

Councillor Cank
Councillor Cleaver
Councillor Cutkelvin

Councillor Grant
Councillor Gugnani
Councillor Khote

Councillor Dr Moore
Councillor Unsworth

Also present:

Sir Peter Soulsby
Councillor Piara Singh Clair
Councillor Andy Connelly

City Mayor
Deputy City Mayor
Assistant City Mayor for Housing

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77. APOLOGIES FOR ABSENCE

Although not a member of the committee, Councillor Sood, Assistant City Mayor for Community and Equalities submitted her apologies for the meeting. The meeting heard that Cllr Sood had particularly wished to be present for agenda item 11, the Draft Equality Strategy and Action Plan 2018 - 2022.

78. DECLARATIONS OF INTEREST

No declarations of interest were made.

79. CHAIR'S ANNOUNCEMENTS

The Chair stated that all public companies and charities were required to publish data on the gender pay gap by 4 April 2018. He wished to acknowledge the interest of the Overview Select Committee in ensuring that equality was adhered to across the Council. The difference between the average median hourly rate of pay for male and female employees at the council was currently 3.12% and although better than the national average including for the public

sector which is 18.31%, the Chair thought that this was an issue that he Executive would continue to give some consideration to.

The Chair asked for this issue to be included in any future reports on workforce representation that were brought to the Overview Select Committee.

Action	By
For future reports to the Overview Select Committee on workforce representation to include data on the gender pay gap.	Director of Delivery, Communications and Political Governance.

80. MINUTES OF THE PREVIOUS MEETING

AGREED:

that the minutes of the meeting of the Overview Select Committee held on 1 February 2018 be confirmed as a correct record.

81. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Chair reported that there were no outstanding actions from the previous meeting as they had all either been completed or were in progress.

82. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that there were no questions, representations or statements of case.

83. PETITIONS

The Monitoring Officer reported that there were no petitions.

84. TRACKING OF PETITIONS - MONITORING REPORT

The Chair reported that all the petitions were either on 'Green' or marked as 'Petition Process Complete'.

The Vice Chair commended officers for the report which he said was clear and easy to understand.

AGREED:

that the report be noted and petitions referenced 29/09/2017/2, 01/12/2017, 02/08/2017 and 21/12/2017 marked 'Petitions Process Complete' be removed from the monitoring report.

Action	By
To remove petitions referenced	Democratic Support Officer

29/09/2017/2, 01/12/2017, 02/08/2017 and 21/12/2017 marked 'Petitions Process Complete' be removed from the monitoring report.	
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85. QUESTIONS FOR THE CITY MAYOR

Members raised the following questions for the City Mayor:

Training courses

Councillor Cleaver, the Vice Chair of the Adult Social Care Scrutiny Commission asked the City Mayor if he would provide further information on the training courses, for trades such as woodworking and plumbing that the Council were providing.

The City Mayor responded that the council had a good record for providing training and officers worked closely with Leicester College who were outstanding in helping to get young people to acquire the skills they needed. He was also particularly pleased with the city council's record of helping women acquire skills in areas more traditionally associated with men. The City Mayor said he would arrange for further information on this to be sent to Councillor Cleaver and Members of the Overview Select Committee.

Action	By
For further information about the training courses that the city council was providing , to be sent to Councillor Cleaver and Members of the Overview Select Committee	Head of Adult Skills and Learning

Money to buy back former council homes

Councillor Cleaver asked the City Mayor for more information about the scheme to buy back former council homes.

The City Mayor responded that he welcomed the initiative but said that there would only be a small number of ex-council homes per year that would be available for buy-back. The council would however make the most of the opportunities that were available. As a result of the right to buy scheme, there had been a dramatic reduction in the number of socially rented houses provided by responsible landlords (including councils) and a large increase in private landlords. While there were some very good responsible private landlords, there were also people who fell victim to some irresponsible landlords. The City Mayor added that the right to buy scheme was significantly disadvantaging people who were in desperate need of social housing with a responsible landlord.

£10m grant for infrastructure work

Councillor Cleaver asked the City Mayor whether the £10m grant received from the Government was only intended for work at Ashton Green.

The City Mayor responded that a specific sum of money had been received which he understood only related to spending on Ashton Green. The funding was very welcome and important in opening up the development there and in creating much needed housing, including affordable housing.

Honoured Citizens Award

Councillor Cleaver asked the City Mayor whether he would like to comment on some of the leaders in the city, who contributed so much through volunteering. Councillor Cleaver mentioned Janet and Peter Robinson and the volunteers who gave up much of their time to run the Friendship Group in the south side of Leicester. Janet and Peter had just received an Honoured Citizen Award from the Lord Mayor.

The City Mayor expressed his appreciation for all that Janet and Peter had given to the people of Leicester over the past 30 years and asked for his best wishes to be forwarded onto them.

Leicester, Leicestershire and Rutland Winter Plan and cancelled operations.

Councillor Cutkelvin, Chair of the Health and Wellbeing Scrutiny Commission, said that the Commission had received an update on the Winter Plan; there had been some very cold weather and had been issues relating to delayed transfer of care and cancelled surgeries. It had been said both nationally and locally that the impact of the cancelled operations would be experienced for some time in the NHS, possibly until next winter. Some of the people waiting for operations were in acute pain or dependent on care or perhaps waiting for adaptations to their home. There was a need to listen both nationally and locally to what was being said because the situation would impact on Adult Social Care.

The City Mayor responded that the Strategic Director of Adult Social Care briefed him and senior colleagues once a week and the way that the NHS was coping was a feature of those meetings. They had that week talked about the national and local situation and the impact on the council, Adult Social Care and people in general. There were strong concerns about the level of demands on the NHS, the impact on accident and emergency admissions and acute hospital beds. The council was working with them to try to help them cope with demand. The City Mayor added that he had great concerns for the NHS and the way it was trying to cope with increased demand and the level of funding it received.

Frozen Pipes / Boilers

Councillor Cutkelvin referred to the problems people, including housing tenants had experienced because of problems with their boilers and frozen pipes during the recent bout of extremely cold weather. Housing Repairs had received a huge increase in phone calls from people not knowing what to do. Councillor Cutkelvin said that it would have been helpful if a message had been put on the council’s website or telephone system giving some advice on possible action to take (as her plumber did). This would have been helpful to tenants and eased the impact on council services. People had made multiple phone calls because they could not get through. Councillor Cutkelvin expressed a view that the risk assessment should have anticipated such a scenario and made appropriate provision.

The City Mayor said that the council were always looking for ways to help their tenants but were somewhat constrained as to what advice they could give. The Director of Finance responded that they could not advise tenants to take their own action such as to pour boiling water over their pipes; Councillor Cutkelvin agreed that would be unwise, but said that the council could have suggested the use of warm water or a hot water bottle placed on the pipe.

The Director said that a large number of calls had been received and when that happened, the provider closed the telephone line down. She understood that the same issue happened with other organisations including British Gas. Telephone calls were also coming in regarding other issues and the Director commented that there was a need to consider how they could mitigate a situation where a large number of telephone calls were coming in, for example during very cold weather.

Members heard that while it was known that the cold weather was coming, it was not known that the boilers would be affected in that way. Councillor Connolly reported that a solution had been identified for the future, and a small device, costing about £10, could be fitted which should prevent any such future occurrences.

The City Mayor offered to arrange a meeting in about two weeks’ time, with Members and Officers, to consider the issues that had emerged from the very cold weather.

Councillor Cutkelvin commented that while it was good news that a possible solution had been identified, she re-iterated that the risk assessment should have identified this issue. She also found it difficult to accept that some advice for tenants could not have been put on the website.

Sincere thanks were given to staff in the Gas Team who had worked extremely hard during this time.

Action	By
For a meeting to be arranged with the City Mayor, Members and	City Mayor’s Office

Officers to consider the issues that had emerged during the period of very cold weather.	
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The Dawn Centre

Councillor Cank, Chair of the Housing Scrutiny Commission stated that she had asked for a review of the Dawn Centre but had heard that it could be 12 or 18 months before the review could take place. The centre was used by vulnerable people and she said it was not acceptable to have to wait so long for a review to take place. Councillor Cank commented that there should be inspections for homeless centres as there were for children’s homes.

The City Mayor responded that this was a legitimate subject for scrutiny to review and that the Housing Scrutiny Commission could undertake such a review in advance of the planned officer review.

The Assistant City Mayor for Housing explained that the role of the Dawn Centre was due to be considered as part of the Homelessness Review and Strategy (which was included on the agenda), but he was very happy for Housing Scrutiny to look at this. There were individuals who for different reasons would not use the Dawn Centre, but there was no inspection regime as there was for elderly person’s and children’s homes.

Compensation for businesses affected by road closures

Councillor Grant asked the City Mayor if compensation was available for businesses affected by road closures, and if so, how could those businesses access the relevant information.

The meeting heard that there was a discretionary scheme to provide hardship relief from business rates The Director of Finance said she would send Councillor Grant a link to the relevant information on the council’s internet.

Action	By
For the link to the website where there is information about hardship relief from business rates to be sent to Councillor Grant.	Director of Finance

Executive Decision: Sale of Land on Melbourne Road

Councillor Grant referred to an executive decision that had been taken earlier that day relating to the sale of land on Melbourne Road. Details of the sale had not been made public and he questioned how the sale would be perceived by community groups.

The City Mayor responded that he was very surprised that the information had been withheld. The land in question was a very small parcel of land on the

edge of the Melbourne Road shops and while it might be deemed to be an asset to the purchaser, the sale would remove a liability from the council. He was not aware that there were any commercial sensitive issues around the sale but would look into the matter.

Action	By
To investigate whether or not there were any commercial sensitivities relating to the sale of land on Melbourne Road.	City Mayor's Office.

86. HOMELESSNESS REVIEW AND STRATEGY

The Director of Housing submitted a report on the new homelessness strategy which was presented by Julie Turner, Business Change Manager, Housing. The Chair welcomed the opportunity that the Overview Select Committee had to discuss the strategy and asked whether the council was in a position to fund the strategy and secure the anticipated outcomes.

The Assistant City Mayor of Housing responded that the strategy was not a spending review and the council would continue to spend as appropriate to keep people off the streets. If demand increased and more money was needed, he would approach the City Mayor and the executive for additional funds. The strategy was about preventing homelessness and providing support to those who do become homeless.

A Member reported that she had visited the Income Management Team recently and had been very impressed at the work that was taking place there.

A Member questioned whether it was realistic to set targets in the light of the roll out of universal credit which was shortly to be implemented in Leicester for new claimants of working age. The Business Change Manager responded that the council was part of a partnership; key milestones would be set up and they would be working to those milestones.

A suggestion was made for tenancy rules to be discussed with tenants and for preventative work to take place to help people understand, for example, the importance of paying their rent. Concerns were raised that the Government had cut the funding to the council year on year resulting in an exacerbation of homelessness issues. A request was made for the Assistant City Mayor to write to the Government expressing strong concerns about the impact that the reduction in Government funding was having on the homeless in Leicester.

Councillor Cutkelvin commented that if she was Chair of the Housing Scrutiny Commission she would seek assurances that everything possible was being done to mitigate homelessness and that the council policies and practices (for example with the bedroom tax) were not making overcrowding worse.

At a recent housing conference, comments had been made that homelessness and rough sleeping were the responsibilities of everyone and all the different agencies and not just the local authorities and assurances were also sought as to how partnership working was developing and strengthening going forward.

A Member asked whether the council had some ability to mitigate issues around universal credit for people who rented their home from housing associations or private landlords. The Assistant City Mayor said that the Housing Association had different policies to the council but he hoped that they would continue to support their tenants through the changes. A report on universal credit was coming to the Executive and they would be happy to share that with the Overview Select Committee. In relation to Bedroom Tax, the council had agreed to pay a discretionary housing payment (DHP) for three months where tenants were submitting a bid for a smaller property, but it seemed to be particularly inappropriate to continue to pay DHP for individuals to continue to live, for example, in a three bed house on their own who had not sought to find alternative accommodation, when families were in desperate need of a larger home and were currently living in an overcrowded property.

Concerns were raised that the introduction of universal credit in Leicester, would lead to numerous challenges and people were urged to approach the council for help as early as possible if they realised that they were in financial difficulties. Members commented that the council needed to give advice on prioritising debts and it was suggested that an information sheet could be made available to new tenants on the importance of paying their rent and other important bills.

The Chair referred to the Homelessness Reduction Act 2017 and questioned whether the council would be found to be compliant if there was an audit. The Business Change Manager responded that the provisions of the act came into force that week and work was ongoing. They believed that they were fully compliant and there is ongoing work to implement the provisions of the Act and improve services. The act placed more responsibilities on local authorities and most of them were of the view that the money given by the Government was insufficient for councils to fulfil all those responsibilities.

The Chair drew the discussion to a close and asked Members to send any further questions to officers and the Assistant City Mayor for Housing.

AGREED:

that the report be noted.

87. DRAFT EQUALITY STRATEGY AND ACTION PLAN 2018 - 2022

The Director of Delivery, Communications and Political Governance (DCPG) submitted a report that provided an overview of the feedback from engagement with staff, which helped to support the development of the Draft Equality Strategy and Action Plan 2018-2022.

Hannah Watkins, the Equalities Manager presented the report explaining that

Members were recommended to note and comment on the strategy and action plan before it went to the meeting of Council in June 2018.

A Member referred to a relation of hers who had a hidden disability and needed a quiet environment to work, but unfortunately his manager did not always appreciate his needs. This had had a detrimental impact on the employee's wellbeing and his success at work. The Equalities Manager explained that raising awareness of hidden disabilities was a key action in the strategy action plan and the actions include holding a Disability Awareness Event in July where they would be looking at hidden disabilities and she would feed in the Member's comment.

A Member endorsed the fact that the council aimed to have a diverse workforce that represented the community it served, but said that when he last looked at the breakdown for services, the least represented in terms of gender was in youth work. Male staff were under represented, particularly in view of the large numbers of young males that the service was trying to help. He stated that the strategy should not just look at traditional under representation, but there needed to be a plan to enable a representative work force that delivered the best possible service to all the users. Managers needed to be aware and have a plan to implement this. The Equalities Manager responded that this was a valid point which would be fed into the strategy.

A Member asked how the strategy would help members of the community who had little or no English. The Equalities Manager explained that measures were in place to help, including promoting the use of Plain English translations and raising awareness of the translation and interpretation policy, to ensure that people are supported to understand the council forms, documents and website. for some of the most widely used languages and information was available on the website. The Member noted those but expressed concerns that the elderly and infirm could not use computers.

A Member commented that she understood that employee groups were self-forming and questioned whether employees should be encouraged to form a mental health group. The Equalities Manager responded that there was now a recently formed Mental Health Group already in place, which had held an event recently with 60 attendees. Members heard that some good work had emerged from that meeting.

The Chair drew the discussion to a close and commented that the strategy as well as equal pay were appropriate and important topics one for the Overview Select Committee to consider because if involved issues which cut across different scrutiny commissions. He asked for updates on the Action Plan to be brought to future meetings of the committee.

The Director responded that the strategy and action plan are live documents and they would be pleased to bring this and the workforce representation updates back to future meetings of the committee.

The City Mayor reported that the Assistant City Mayor for Communities and

Equalities was very grateful for the work that had been carried out on the strategy and was very disappointed that she could not be present at the meeting given her close involvement in this work.

AGREED:

that the report be noted and updates be brought to future meetings of the Overview Select Committee.

Action	By
For updates on the Equality Strategy and Action Plan to be added to the Overview Select Committee Work Programme	The Scrutiny Policy Officer.

88. EMPLOYEE ABSENCE REDUCTION PROJECT

Craig Picknell, Senior Human Resources Manager for Organisational Development delivered a power-point presentation on the Employee Absence Reduction Project, a copy of which had been included in the agenda.

The City Mayor commented that it was extremely important that this issue was addressed and that the discussion took place in public. There was a responsibility as a council to address the issue as well as a responsibility to the workforce.

The Chair commented that this was an emotional and sensitive issue but he was assured by the strategies that were in place to help the individuals concerned. He believed that the approach was a meaningful response to issues around employee absences.

Councillor Cleaver said that she welcomed the approach and said that it could be disappointing to try to speak to an officer, for example in Housing, to find that the officer was repeatedly absent, but she recognised that officers in the front line could work in stressful situations. The management and political leaders of Adult Social Care, which was one of the most challenging departments, had experienced severe cuts in government funding, but had carried out a great deal of work to support their staff to ensure that that they felt supported and wanted to come into work.

Councillor Grant referred to Councillor Cleaver's comments re the cuts in government funding and commented that this problem was not new, as ten years ago, under a different Government, the average absence of city council employees was reported to be 12 days. The Deputy Leader of the council at that time had talked on the BBC about introducing yoga classes to reduce the number of staff absences.

A Member noted that there were delays in referrals for employees to receive help with health issues (for example to the Occupational Health Service) and it

was questioned whether some of those delays were due to the way managers applied the policy. He questioned how those referrals could be speeded up, as apart from the benefit to the council, the authority had a duty of care to its employees. A question was also asked as to whether senior managers looked at how their managers were dealing with this issue; there may be for example different managers within his team who had different outcomes when dealing with staff absences. The Senior Human Resources Manager agreed that more needed to be done to speed up referrals. For example, it was being considered whether employees with musculoskeletal problems might be able to refer themselves to the IPRS Group for rehabilitation in future, rather than through their line manager. Managers were also being made aware of the need to make prompter referrals.

Councillor Dr Moore praised the approach and stated that it should be published and would make a very good paper for a Human Resources journal. The Member also stated that she felt it was crucial for managers to talk to staff at an early stage about work-life balance, which could help to alleviate issues around mental health.

Councillor Cutkelvin commended the work that was being undertaken with the trade unions in relation to the strategy and asked what their assessment was in relation to the culture at the council. The Director of DCPG responded that the unions were supportive of the findings, but had concerns, as did the council, that greater consistency was needed in helping employees on a number of issues including mental health.

It was questioned whether the unions were satisfied that the council was doing enough to support employees with mental health problems. The Director commented that the role of the trade unions was to support their members, and the council understood that individuals needed support from their employer, but they also had to consider the long term impact on the service. The City Mayor added that prolonged absences impacted on work colleagues who might be taking on additional work- loads while someone was on sick leave.

The Chair drew the discussion to a close and asked members of the committee to endorse the Employee Absence Reduction Project.

AGREED:

that the Employee Absence Reduction Project be endorsed.

89. REPORT OF THE FINANCE TASK GROUP

The Chair introduced the report of the Finance Task Group and referred to a £5m virement to Children, Young People and Schools (CYPS) and City Development and Neighbourhoods (CDN). The Director of Finance explained that the £5m had come from Adult Social Care because they had been able to deliver some savings earlier than planned. There had been an overspend in CYPS due to an increased number of children coming into local authority care. This was a national issue and not just an issue experienced in Leicester. The council were working to avoid the need for children to come into care, but as

well as this, there were children who are required to be placed in an out of area placement for very specific safeguarding reasons.

In relation to the pressures in CDN, the Director explained that considerable costs had been incurred due to the legislative changes resulting in more waste attracting a higher rate of landfill tax. A Member sought assurances that a solution was being sought to mitigate this problem. The Director confirmed that Biffa were working to reduce the financial impact from the legislative changes by trying to reduce the volume of inert waste from 12 % to 10%. In response to a question around timelines, the Director agreed to investigate and circulate details of timelines (if applicable) to Members.

Concerns were expressed that there would be additional budget pressures as a result of the implementation of universal credit in Leicester. The Director commented that the impact of this was not yet known but there were concerns that some people, who were not used to budgeting, would be responsible for managing significant sums of money for the first time. The impact of universal credit was not yet known, nor could officers accurately forecast for example how many children might be taken into local authority care, so for reasons such as these there was a provision within the budget.

A Member commented that she had heard that school dinners were being cut and she was concerned about the impact on the children. Funding was needed for children in early years and she was concerned that the spending cuts could impact on adults in their later years.

The Chair drew the discussion to a close and asked Members to note the report.

AGREED:

that the Report of the Finance Task Group be noted.

Action	By
For the timeline (if applicable) for implementing measures to reduce the volume of inert waste, to be circulated to Members.	Director of Neighbourhood and Environmental Services

90. SCRUTINY COMMISSIONS' WORK PROGRAMMES

The Chair said that he looked forward to the next meeting of the Overview Select Committee when some of the Scrutiny Commissions would be presenting their completed reviews.

91. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

The Committee noted the Overview Select Committee Work Programme.

92. PLAN OF KEY DECISIONS

The Chair asked the Scrutiny Chairs to check the Plan of Key Decisions for any forthcoming items that related to their Commission.

93. VOTE OF THANKS

The Chair stated that this was the last meeting of the municipal year for the Overview Select Committee and he thanked the City Mayor, all the officers and the Members of the Committee for their hard work during the year.

94. CLOSE OF MEETING

The meeting closed at 8.30pm.

SCRUTINY COMMITTEES: TERMS OF REFERENCE

INTRODUCTION

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

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

Scrutiny Committees may:-

- i. review and scrutinise the decisions made by and performance of the City Mayor, Executive, Committees and Council officers both in relation to individual decisions and over time.
 - ii. develop policy, generate ideas, review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
 - iii. question the City Mayor, members of the Executive, committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects.
 - iv. make recommendations to the City Mayor, Executive, committees and the Council arising from the outcome of the scrutiny process.
 - v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance; and
 - vi. question and gather evidence from any person (with their consent).
- **Annual report:** The Overview Select Committee will report annually to Full Council on its work and make recommendations for future work programmes and amended working methods if appropriate. Scrutiny Commissions / committees will report from time to time as appropriate to Council.

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

- Overview Select Committee (OSC)
- Adult Social Care Scrutiny Commission
- Children, Young People and Schools Scrutiny Commission

- Economic Development, Transport and Tourism Scrutiny Commission
- Health and Wellbeing Scrutiny Commission
- Heritage, Culture, Leisure and Sport Scrutiny Commission
- Housing Scrutiny Commission
- Neighbourhood Services and Community Involvement Scrutiny Commission

SCRUTINY COMMITTEE: OVERVIEW SELECT COMMITTEE

The Overview Select Committee **will**:

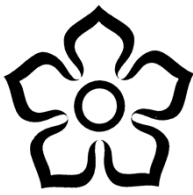
- Specifically scrutinise the work of the City Mayor and Deputy City Mayor and areas of the Council's work overseen by them.
- Consider cross cutting issues such as monitoring of petitions
- Consider cross-cutting issues which span across Executive portfolios.
- Manage the work of Scrutiny Commissions where the proposed work is considered to have impact on more than one portfolio.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Report annually to Council.
- Be responsible for organising and agreeing the work of scrutiny and the Commissions including agreeing annual work programmes and approving reports produced by the Commissions
- Consider the training requirements of Members who undertake Scrutiny and seek to secure such training as appropriate.

SCRUTINY COMMISSIONS

Scrutiny Commissions **will**:

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

Consider the training requirements of Members who undertake Scrutiny and seek to secure such training as appropriate.



Leicester
City Council

WARDS AFFECTED
All Wards - Corporate Issue

Appendix C1

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Overview Select Committee

21 June 2018

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

Angie Smith
Democratic Services Officer
Ext. 376354

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
01/11/2017	Mrs D Johns	Petition requesting the Council to address speeding issues in the area of Southfields Drive, Windley Road and The Fairway.	(p)	63 and supported by an e-petition with 53 supporters.	Saffron and Eyres Monsell		Andrew L Smith	<p>Saffron Ward Councillors were invited to attend a site visit on with the Lead Petitioner and Transport Strategy Officer on 27 November 2017.</p> <p>The lead petitioner explained that the area had a history of speeding an anti-social driving and vehicles had lost control on the Brookfield Rise bends. the lead petitioner produced a copy of a previous Overview and Scrutiny Management Board report daed 5 March 2009. The report referred to agreed priorities for traffic calming requests in Leicester and a petition to introduce taffic calming measures on Windley Road, Brookfield Riase and the Fairway. the priority system referred to in the 2009 report had now bee superseded by more recent work programmes.</p> <p>It was explained the Brookfield Rise was not part of the 20mph programme, but agreed that some localised traffic calming would reduce speeds and the likelihood of loss of vehicle control this section of the road.</p> <p>The action proposed is as follows: 1. to consult on a small scheme of traffic calming measures during 2018/2019; 2. include the outcome of a supported consultation into the Local Safety Scheme forward works programme as a ward priority.</p>	Pro-forma returned by the Scrutiny Chair.	05/04/2018	PETITION PROCESS COMPLETE
21/02/2018	Manikandan Kesavan	Petition requesting the Council look into providing a bus route to Bath Lane - covering Bruntingthorpe proving ground	(p)	16	All Wards		Andrew L Smith	Petition referred to County - no further action required.	None required	18/05/2018	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
14/06/2017	Mrs Margaret Marriott	Petition requesting the council take action possible to require Sanctuary Housing to deal with the problems caused by John Calvert Court	(p)	148	Beaumont Leys	Cllr Waddington presented the petition to Council Meeting on 6 July 2017	Chris Burgin	<p>The Council has no legal interest in the site or it's re-development as the land is in private ownership but we are working with the owner, to try and get a positive outcome.</p> <p>Sanctuary Housing Association, the owners of the site has confirmed that they propose to demolish the building and have spoken with the Council Planners to discuss options to re-develop the site.</p> <p>John Calvert Court was built with funding from the NHS, part of this funding is re-payable to the NHS, and there is a legal charge on the property. To establish the amount the property has been valued by the District Valuer but the figure has not been confirmed. Arrangements are in place for John Calvert Court to be demolished and the site cleared once agreement has been reached with the NHS.</p> <p>Sanctuary has been exploring development options for the site which include the provision of market sale housing, low cost ownership products and affordable rent housing. A final decision had not been made. The Council will continue to work with Sanctuary Housing Association to help and assist them re-develop the site as soon as possible.</p>	Pro-forma returned by Scrutiny Chair who is content with the response.		GREEN

20

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
21/12/2017	Mr Arif Voraji	Petition to urge a change in council rough sleeper policies	(p)	335	All Wards		Chris Burgin	<p>Comments from the petition have been included and considered in the Homeless strategy review and proposals relating to the new Homeless strategy include items associated to the petition requests. These include;</p> <p>One of the proposals is to complete a service review of the Outreach and Revolving Door team which will consider the operating hours and practices of these teams.</p> <p>The strategy proposes to review current in house temporary accommodation arrangements including the Dawn Centre and consider day centre services and wider facilities access. It had been suggested that there were access issues through the telephone line to the current Dawn Centre which is currently available on a 24/7 basis. A number of access checks have been undertaken and on each occasion the telephone was answered by Dawn Centre staff.</p> <p>A successful meeting with Mr Voraji on the 5th February and friends has led for the group to want to be involved more formally. This is being taken forward by officers and the group have already attended a Church diocese meeting about homelessness at the invite of officers.</p>	Proforma returned by the Scrutiny Chair		GREEN
05/04/2018	Nik Pattni	Petition from residents objecting the changes being made to the permitted parking charges along Alderton Close	(p)	59	Rushey Mead		Andrew L Smith	A meeting has been arranged for Alderton Close residents on Wednesday 9th May 2018, at 5.00pm, City Hall. Ward Councillors and Keith Vaz MP have been regularly updated and also invited to attend the meeting.			AMBER RED ON 5 JULY 2018
19/04/2018	Nasir Karim	A petition from concerned citizens who urge the Council install ambulance friendly road humps as soon as possible on the Langhill	(p)	19	North Evington		Andrew L Smith	Petition sent to Divisional Director			AMBER RED ON 19 JULY 2018
21/05/2018	Hannah Wakley	A petition from Friends of the Earth asking that the City Council follow the example of Ipswich and Suffolk Councils and adopt the Tree Charter's principles into their policies, to establish a more responsible attitude to the city's trees.	(p)	58	All Wards		Andrew L Smith	Petition sent to Divisional Director			AMBER RED ON 21 AUGUST 2018

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
22/05/2018	Saeed Manga	Petition for residents parking scheme Mere Road	(p)	43	Stoneygate		Andrew L Smith	Petition sent to Divisional Director			AMBER RED ON 23 AUGUST 2018
	Jean McNeil	Petition calling upon Leicester City Council to remove the Evesham Road link road from the Local Plan	(p)	1523	Braunstone Park & Rowley Fields / Aylestone / Saffron		Andrew L Smith	Petition due to go to Full council for debate - 4th October 2018			

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

Overview Select Committee (OSC) Finance Task Group

Minutes of Meeting held on 23rd May 2018

Present

Cllr Baljit Singh, Chair of Task Group
Cllr Ratilal Govind, Vice-Chair
Cllr Inderjit Gugnani
Alison Greenhill, Director of Finance
Amy Oliver, Chief Accountant

Apologies

Cllr Virginia Cleaver
Cllr Elly Cutkelvin
Cllr Mohammed Dawood
Cllr Ross Grant
Cllr Jean Khote
Cllr Nigel Porter
Cllr Paul Westley

1. Review of Treasury Management Activities 2017/18

- 1.1 Amy Oliver introduced the Treasury report, noting this report was brought to update members on the Council's treasury activity during 2017/18. It was confirmed there had been no new borrowing during the year, and that investments at the end of the year were at a similar level to last year.
- 1.2 It was confirmed to members that this report provides a snap shot at a point in time, and the investment balances will fluctuate during the year. It was observed that the Treasury team will make decisions on the best place for investing using a large range of information, including that provided by the Council's treasury advisors. It was confirmed that the Treasury team work within the parameters set out in the treasury strategy and approved by Council.

2. Revenue Budget Monitoring Outturn -2017/18

- 2.1 Alison Greenhill introduced the revenue monitoring outturn report, and the recommendations. It was explained to Members that decisions relating to earmarked reserves would need to be published prior to the OSC meeting; this was due to the earlier publication of the Statement of Accounts.
- 2.2 Members asked for clarification on the one-off underspend in Adult Social Care. Alison Greenhill confirmed this was in relation to savings being achieved earlier than had been assumed when setting the budget for 2017/18, along with savings from package cost growth not being as high as forecast. It was noted Adult Social Care was expected to be under significant budget pressure in the future. Due to this pressure, it is recommended in the

report that the underspending be transferred to a reserve to help future budgets met the cost of demographic pressures on the service.

- 2.3 Members questioned the underspending on the Syrian Refugees Grant. Alison Greenhill confirmed that the money will be made available to support Syrian refugees, but noted that such support is required over more than one year.
- 2.4 Cllr Singh asked a question about the overspends in the Looked After Children and Special Educational Needs services. Cllr Singh requested assurance that the Children, Young People and Schools Scrutiny Commission is monitoring this area of spending.
- 2.5 Members questioned the reserves held by the Council. Alison Greenhill explained the reasons for the current level of reserves, and their purpose.
- 2.6 Alison Greenhill confirmed that £35m of the reserves are ringfenced by law and the Council is only able to spend the money in line with conditions set out.
- 2.7 Alison confirmed that the Capital Programme Reserve (£41m) was allocated to fund the Council's approved capital budget. The Managed Reserves Strategy (£22m) is a key part of our budget strategy, and provides one-off monies to fund the Council's revenue budget (and will shortly run out).
- 2.8 For departmental reserves Alison Greenhill confirmed departments have to justify why they need a reserve if they remain unspent. They are regularly reviewed.
- 2.9 Members supported the recommendations detailed in the report.

3. Capital Budget Monitoring Outturn – 2017/18

- 3.1 Cllr Singh introduced the capital monitoring report, noting a total spend of £105m during 2017/18.
- 3.2 Alison Greenhill confirmed there are two recommendations to add budget to the capital programme. The first, in relation to highways maintenance as detailed in para 1.3 of the report, is to be funded by additional grant from the Department of Transport. The second is additional funding for CCTV improvements.

4. Income Collection Report -2017/18

- 4.1 Cllr Singh introduced the report and recognised the importance of this report in detailing the Council's debt collection performance.

- 4.2 Alison Greenhill referred to the graph on page 5 of the report, which showed how the Council was continuing to collect nearly all income due, with a very small percentage being written off.
- 4.3 Members asked for more detail on the number of businesses paying business rates over the last five financial years. This is provided in the table below:

Financial Year	Number of Businesses
31 st March 2014	11,980
31 st March 2015	12,114
31 st March 2016	12,121
31 st March 2017	12,223
31 st March 2018	12,404



Revenue Budget Monitoring – Outturn, 2017/18

Decision to be taken by: City Mayor
Overview Select Committee date: 21st June 2018
Lead director: Alison Greenhill

Useful information

- Ward(s) affected: All
- Report author: Amy Oliver
- Author contact details: Ext 37 5667

1. Summary

This report is the final report in the monitoring cycle for 2017/18, setting out the Council's financial performance against its revenue budget for the financial year. Given the scale of Government funding cuts, departments are inevitably under pressure to provide services with less funding, which is very challenging. It is pleasing to report that the Council continues to live within its means.

The outturn position is consistent with the picture that has been emerging during the year with the main issues remaining the same.

As reported during the year there has been continued pressure in Children's Services mainly in relation to the increased numbers of Looked After Children and home to school transport. The continued pressures in this area were recognised in the 2018/19 budget report and the department is currently adopting approaches to mitigate these pressures.

There are ongoing concerns about future pressures in Adult Social Care especially in relation to the increasing needs of our service users and resulting higher package costs. Nevertheless by achieving budget savings particularly in staffing sooner than targeted there was a one-off underspend for 2017/18 which has been used in other departments as described at period 9. There has been a small increase from the savings anticipated at period 9, mainly as a result of an overestimate of the growth in package costs. The underspend has been transferred to an earmarked reserve to support future demographic growth needs.

The Council's budget strategy relies on the delivery of spending review savings. £3.6m has been saved during the 2017/18, which has been added to the money available for the managed reserves strategy. This extends the period over which the reserve can be used to reduce the impact of budget cuts.

Despite achieving the spending review savings the medium-term financial outlook is extremely difficult as funding cuts continue. Managing spending pressures will be vital to living within our means in the future along with achieving the spending review targets. An additional £20m of spending review savings were identified as being required in the annual budget report by 2019/20, to address the forecast budget gap in that year.

2. Recommendations

2.1 The Executive is recommended to:

- Note the outturn position detailed in the report.
- Approve the following transfers to earmarked reserves
 - a) savings within the Corporate Resources department as set out in Appendix B, Para's 1.1, 2.2, 4.2, 4.4, 5.1.
 - b) to support Syrian Refugees, as set out in Appendix B, Para 10.1
 - c) underspends within Public Health as set out in Appendix B, Para 13.1.
 - d) one-off underspends in Adult Social Care to the Demographic Pressures Reserve (19/20 -20/21)
 - e) to fund future shortfalls of PFI credits, as set out in Appendix B para 12.9
- Approve the following spending reviews
 - a) a reduction to the Housing General Fund budget of £25k in 2017/18, as detailed in Appendix B, Para 10.3 (part of the spending review)
 - b) a reduction in Legal Registration & Coronial Services of £75k in 2018/19 as detailed in Appendix B Para 5.1 (part of the spending review)
- Note the achievement of the spending review saving of £555k, in relation to Sexual Health services as detailed in Appendix B Para 13.6

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 2017/18 was £258.2m.

Appendix A details the budget for 2017/18.

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

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 22nd February 2017 on the General Fund revenue budget 2017/18.

Period 4 Monitoring report and minutes of OSC Finance task group presented to OSC on 2 November 2017.

Period 6 Monitoring report and minutes of OSC Finance task group presented to OSC on 30 November 2017.

Period 9 Monitoring report and minutes of OSC Finance task group presented to OSC on 4 April 2018

6. Summary of appendices:

Appendix A – P9 Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances;

7. Is this a private report?

No

KEY DECISION - No

APPENDIX A

Revenue Budget Outturn, 2017/18

	Current Budget for Year	OUTTURN	Variance
	£000	£000	£000
Neighbourhood & Environmental Services	30,861.1	32,043.3	1,182.2
Tourism, Culture & Inward Investment	5,958.9	6,111.6	152.7
Planning, Transportation & Economic Development	16,387.2	16,114.4	(272.8)
Estates & Building Services	7,771.1	7,763.2	(7.9)
Departmental Overheads	621.3	648.5	27.2
Fleet Management	5.1	4.9	(0.2)
Housing Services	3,819.9	2,738.7	(1,081.2)
City Development and Neighbourhoods	65,424.6	65,424.6	0.0
Adult Social Care	100,722.5	97,267.7	(3,454.8)
Public Health & Sports Services	21,207.6	21,207.6	0.0
Strategic Commissioning & Business Development	547.8	476.2	(71.6)
Learning Services	8,354.6	8,601.5	246.9
Children, Young People & Families	57,567.4	60,675.3	3,107.9
Departmental Resources	693.9	(2,614.6)	(3,308.5)
Education & Children's Services	67,163.7	67,138.4	(25.3)
Delivery Communications & Political Governance	5,367.9	5,367.9	0.0
Financial Services	11,669.3	11,669.3	0.0
Human Resources	4,099.0	4,099.0	0.0
Information Services	9,280.9	9,280.9	0.0
Legal Coronial & Registrars	2,045.2	2,045.2	0.0
Corporate Resources and Support	32,462.3	32,462.3	0.0
Housing Benefits (Client Payments)	500.0	(299.2)	(799.2)
Total Operational	287,480.7	283,201.4	(4,279.3)
Corporate Budgets	2,144.1	(2,228.5)	(4,372.6)
Capital Financing	13,806.9	13,467.6	(339.3)
Total Corporate & Capital Financing	15,951.0	11,239.1	(4,711.9)
Public Health Grant	(27,519.0)	(27,519.0)	0.0
Use of Reserves	(17,709.7)	(17,709.7)	0.0
TOTAL GENERAL FUND	258,203.0	249,211.8	(8,991.2)

Outturn Divisional Narrative – Explanation of Variances

Corporate Resources and Support

1. Finance

- 1.1. The Financial Services Division under spent by £289k due to vacant posts. It is proposed to transfer this underspend to the Divisional earmarked reserves, to help fund the replacement costs of the Council's Financial System.

2. Human Resources & Workforce Development

- 2.1. Human Resources & Workforce Development underspent by £437k. Of this £228k relates to staffing vacancies, in various teams, including £116k which relates to vacancies being held pending the Corporate Resources Spending Review 4.
- 2.2. Further to this, additional income has been generated via trading with schools. It is proposed to transfer this underspend to the Channel Shift/Digital Transformation Fund, to support work on digital transformation.

3. Information Services

- 3.1. Information Services has delivered a balanced outturn, following the implementation of earlier Spending Review savings of £2.4m.

4. Delivery Communications & Political Governance

- 4.1. The Delivery, Communications and Political Governance Division underspent by £818k. This includes £302k arising from vacancies, some of which have now been filled by graduate appointments where possible. In addition, £75k of vacancies are held pending the Corporate Resources Spending Review 4.
- 4.2. Efficiencies in the Individual Electoral Registration (IER) process resulted in not all of the allocated funding being required. It is recommended this is moved to the Electoral Services reserve to fund future elections.

- 4.3. Community Languages achieved an additional £114k of income. The VCS had an underspend of £111k, as a number of contracts and support arrangements are currently subject to a spending review.
- 4.4. It is proposed to set a side £400k of the underspend, to cover the estimated costs arising from the Hinckley Road explosion incident. Some of this may be reimbursed by Government in due course pending an application for support, although this cannot be guaranteed. The remaining £418k is proposed to be transferred to the Channel Shift/Digital Transformation Fund, to support digital transformation work.

5. Legal, Registration & Coronial Services

- 5.1. Legal Services underspent by £205k, of which £75k relates to Spending Review 4, the budget being reduced in 2018/19. The balance of £205k will be transferred to the departmental reserve to assist with recruiting additional Children and Social Care Lawyers to meet increasing demand.

City Development and Neighbourhoods

The Department underspent by £7k on a net budget of £65.4m, after delivering in-year spending review savings of £3.4m and receiving a one-off budget virement of £1.5m from Adult Social Care. The underspend will be transferred to the departmental reserve. The virement enabled the Department to avoid drawing on its strategic reserve, as had been expected. The Department does however have on-going pressures, which will be considered as further budget planning work takes place.

The significant variances within the divisions are as follows:

6. Planning, Transportation and Economic Development

- 6.1. Car parking income was below budget and bus station operating costs exceeded budget. This was offset by higher than budgeted bus lane enforcement income together with energy cost savings. The repayments for the LED street lighting investment were adjusted, giving in year savings of £230k to help offset pressures elsewhere in the Department. The division successfully delivered savings of £1m from

Technical Services, Car Parking and Highways Maintenance spending reviews.

7. Tourism, Culture & Inward Investment

- 7.1. The division overspent by £153k, mainly due to lower income as Leicester Market is redeveloped. Whilst the market is expected to make a small surplus on its direct costs in the future, it can no longer achieve the net income budget of £400k p.a. set some years ago. The shortfall was largely covered by other savings and higher income within the Division, particularly increased income from managed workspaces.

8. Neighbourhood & Environmental Services

- 8.1. The Division had two major budgetary pressures as previously reported. Firstly, bereavement services income has fallen, due to the opening of two new crematoria in the south of the county. This is expected to create an ongoing pressure of circa £400k p.a. after other savings and income generation in the service. Secondly, the £15m waste management budget has on-going pressures and overspent by £640k. This is due to legislative changes resulting in more waste attracting a higher rate of landfill tax, increased tonnages and higher than budgeted inflationary cost increases. The division however successfully delivered £706k of savings from various spending reviews. Due to the ongoing market and fiscal pressures a budget realignment process is to be undertaken at Department (CDN) level in 2018/19.

9. Estates & Building Services

- 9.1. The Division underspent by £8k whilst also undergoing a major structural change, implementing various spending reviews. The reviews included adopting the corporate landlord model, the first phase of which was implemented from April 2017. Work is ongoing to identify all building related spend to achieve further centralisation of these budgets. The divisional budget was reduced by £1.3m, this predominantly being the in-year savings target from the Technical Services spending review.

10. Housing General Fund

- 10.1 The General Fund Housing Service underspent against budget by £1.1m. A further £232k of grant income received for Syrian Refugees remains unspent at the end of the year. It is requested the grant income be moved to reserves to spend in future years.
- 10.2 As reported previously, unbudgeted grant income of £350k was received and savings of £100k on IT costs have arisen from hostels having transferred to the HRA. The service has successfully delivered £200k of planned savings a year earlier than budgeted. Previously reported recruitment difficulties resulted in an underspend on staffing for homelessness of £350k. More recent recruitment attempts have been successful, such that at April there is only 1.5 FTE front line vacancies across the homelessness service which employs 100 staff. A year-end review of the bad-debt provision resulted in the service benefitting by £100k for the year.
- 10.3 The support service for those in the family temporary hostel accommodation at Border House is now being charged in full to the HRA, generating a £25k General Fund revenue saving from 2017/18 onwards.

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. The HRA underspent by £7.1m (excluding revenue used for capital spending, which is included in the capital monitoring report).
- 11.3. Rental income was £2.4m above budget. There was no requirement in the year to sell properties to fund the High Value Vacant Homes Levy, as had been provided for in the budget. The HRA also benefitted from unbudgeted rental

income from shops, which should transfer to the General Fund in 2018/19. A budget of £1.4m for adverse movement in the bad debt provision was not required.

11.4. The repairs and maintenance service underspent by £2.3m. Vacancies contributed £1.4m of this underspend. Although the number of repairs undertaken during the year reduced, the number of outstanding repairs also fell. Fewer repair jobs resulted in savings on materials of £0.3m, and fleet reduction, including fuel, saved £0.4m. The number of leaseholders continues to increase, and income from rechargeable work to these properties increased by £0.3m. Essential maintenance work to district heating substations costing £0.6m was funded from savings elsewhere. The service benefitted by £0.5m from a one-off reduction in the provision for bad debt and the removal of a provision for leaseholder reserve funds no longer required.

11.5. Management and Landlord Services underspent by £2.4m. Savings of £0.5m were achieved through staffing vacancies. Further to this a further £0.2m of savings came from co-locating neighbourhood housing offices, through the Transforming Neighbourhood Services review. As reported previously, a provision of £0.5m to meet the cost of the High Value Vacant Homes Levy was not required, following its deferral. The cost of fuel under the District Heating system was lower than previously forecast and underspent by £0.6m; Income from the administration charge on Right to Buy applications exceeded the budget by £0.2m. The service has benefitted from reductions in the cost of running corporate services recharged to the HRA; these represent £0.4m in 2017/18.

Adult Social Care

12. Adult Social Care

12.1. The department has underspent by £3.4m compared to the revised in year budget of £100.7m. This reflects the virement to Children's Services and City Development and Neighbourhoods approved at period 9. £0.7m of this underspend was forecast at period 9 as a result of successfully managing to make savings ahead of the

original budget plan. These savings are therefore one off in nature. The balance of the final year end underspend of £2.7m has resulted predominantly from lower than expected gross package costs (£2.3m) together with further savings of £0.4m, mainly from staffing.

- 12.2. Total gross package costs were £101.1m for the year with 5,129 service users at the end of the year.
- 12.3. In the year there has been an overall reduction of 1.8% (94 service users) in the 5,223 long term service users we had at the start of the year which compares to a 1.2% increase (62 service users) in 2016/17. This was as a result of a reduction in new long term service users in the year, rather than an increase in the number of service users leaving long term care. The reduction in service user numbers resulted in savings of £1m, compared to the period 9 forecast where we had cautiously assumed 1% growth for the year.
- 12.4. Both older people and those service users with learning disabilities reduced in number during the year by 1.2% (42 service users) and 6.7% (73 service users) respectively compared to small increases of 0.8% and 0.3% in 2016/17.
- 12.5. Adult mental health service users did however see an increase of 6.5% (43 service users) which was slightly more than the 5.2% growth in 2016/17.
- 12.6. The overall level of increasing service user need added 5.3% or £4.9m to the cost of service users receiving care at the start of the financial year. This increase was £0.4m lower than anticipated at period 9 and the trend rate of increase reduced in the last quarter.
- 12.7. Nevertheless as in previous years increasing need currently remains *the* area of significant cost growth rather than increasing service user numbers. The rate of increase in need has itself been increasing (in 2016/17 it was 3.4% and 2.5% in 2015/16). The increase in package costs is predominantly in the 75 year plus age group and also with older service users with a learning disability. We have conducted a number of case audits of package changes

and are satisfied that any increases are justified and appropriate, as we would expect.

- 12.8. In addition to the savings from lower long term service users and lower than expected increasing need, there were fewer short term care packages and lower backdated package costs in the year which resulted in further savings of £0.9m compared to the previous forecast.
- 12.9. These financial results include the impact of transferring £0.6m to the Earmarked reserve for the PFI funded Merlyn Vaz centre which is used to pay for future shortfalls of PFI credits compared to the unitary charge. The reported underspend will be transferred to an earmarked reserve (see Appendix C).

Health Improvement & Wellbeing

13. Public Health & Sports Services

- 13.1. After transferring a net underspend of £0.6m to the Health and Wellbeing Division earmarked reserve the department spent on budget.
- 13.2. The under spend resulted from a number of areas where activity was below expectations as highlighted in the report at period 9 and was offset by £0.2m used to fund redundancy costs.
- 13.3. The Sexual Health service is under spent by £0.1m against a budget £4.1m largely as a result of lower than expected activity in some elements of the service. The use of on-line self-diagnosis tools and self-collection points has diverted some activity away from the need for appointments with service staff. The service is currently being re-procured with a new contract to start from 1 January 2019.
- 13.4. Within the Lifestyle services offer (with a total budget £2.1m) which aims to reduce smoking levels and promote physical activity there was lower demand than budgeted for nicotine replacement therapy (NRT) mainly as a result of electronic cigarettes and weight management programmes. The total underspend was £0.3m. Lifestyle services are

being reviewed as part of the spending review programme in 2018.

- 13.5. The NHS health check programme under spent by £0.2m compared to a budget of £0.4m as a result of lower take-up in GP surgeries. There were also saving from Public Health staffing costs of £0.2m from vacant posts following the organisational review in 2016/17.
- 13.6. The review of the sexual health service is complete, and savings will be achieved once the service relocates to new premises in the Haymarket. The new service is expected to commence on the 1/1/2019 once the capital works are complete. Consequently the budget will be reduced by £555k in 2019/20.

Education and Children's Services

14. Education and Children's Services

- 14.1. The department has spent £67.2m, which is within budget. However, the budget included £3.5m of one off support funding for 2017/18 only, which was transferred from Adult Social Care at Period 9. This means the underlying overspend was £3.5m with the most significant items being the continued demand pressures in relation to placement costs and transport for looked after and SEN children which totalled £4.8m.
- 14.2. The major issue remains the number of looked after children (LAC) which stood at 689 at the end of March. The net growth in LAC in 17/18 was 4.4%% (29 children, with 260 new entrants) which is 1% higher than the previous year. However if the 39 children diverted from care this year through Multi-Systemic-Therapy are taken into account the underlying position is a net growth of 10%. A leading indicator of future pressures on the level of LAC is the number of new child protection (CP) plans taken out in the year. In 2017/18 the number of new CP plans was 780, double the number in the previous year. The average conversion rate of children with plans becoming LAC is 25%.

- 14.3. Together with the growth in the number of placements there have also been changes in the mix of provision and in particular an increase in the number of agency foster placements as a result of breakdowns in internal placements and a shortage of our own foster carers. At the end of March we had 87 agency foster carers compared to 49 at the beginning of the year.
- 14.4. There was also a significant increase in the cost of residential parent and baby assessment places and measures have now been put in place to reduce this by doing the assessments in-house wherever possible. Other external residential places were lower at the end of the year (40 places) compared to the start (45 places).
- 14.5. Overall placement costs exceeded the budget this year of £25.2m by £4m including the impact on home to school transport budgets of the higher LAC numbers. With the higher CP and LAC numbers there are additional pressures in associated budgets such as for legal and translation costs.
- 14.6. There are a number of areas of work that should have an impact over time on placement costs including increasing the number of children returning to home or 'stepping down' from expensive residential placements as soon as possible. We will also begin a recruitment drive for internal foster carers to extend our current capacity to avoid these expensive agency placements.
- 14.7. The process has begun to recruit the new Functional Family Therapy Child Welfare (FFT-CW) team and second MST CAN team. A review of the 2017/18 LAC entrants confirms the continuing need for these teams which was established in 2017. The demand for referrals to the child abuse and neglect team (MST CAN) has exceeded the team's capacity and FFT-CW will deal with cases not currently eligible for MST CAN. Both of these should have a significant impact on reducing LAC numbers. FFT is being expanded state wide in Australia to address a significant increase in LAC numbers.

- 14.8. Social care's reliance on agency workers (57 FTEs at the end of March compared to a budgeted establishment of 136 FTEs) remains. The agency staff are providing sickness and maternity leave cover, support for the ASYE social worker cohort and where permanent posts cannot be recruited to. The budget set aside to cover these agency costs of £1.6m was adequate in 2017/18. This budget reduces in 2018/19 by 50% and plans are in place to reduce agency levels particularly through recruitment and retention of ASYE staff (24 ASYEs were recruited this year) and other fully qualified social workers. Nevertheless the extent of the reduction in agency staff required is substantial.
- 14.9. The review of the children's centres and the early help offer completed in the year and there were some savings in advance of the target for this year as the service was carrying a number of vacant posts. The organisational review of the youth service is now complete. The total additional savings ahead of this year's budget from these areas is £1.6m.
- 14.10. The Education Services Grant of £4.5m in 2016/17 reduced to £2.15m this year as part of transitional arrangements which will see the grant being replaced in 2018/19 by £0.8m from the new Central Services Block of the Dedicated Schools Grant. This reduction is being managed by funding set aside corporately. As part of these changes there will also be a very significant reduction in resources available for the School Improvement service, which will now be funded by a separate school improvement grant of £0.3m per annum by the local authority. Schools may commission from the authority additional support using their own funds.
- 14.11. The number of SEN children in specialist provision is increasing significantly year on year, both as a result of the increasing population and a higher rate of incidence for some conditions including mental health and autism. Numbers of children in special schools increased by 60 in 2017/18, taking the total numbers to over a thousand. This, together with the increasing numbers of SEN children being taught in our mainstream schools, means that the High

Needs Block of the Dedicated Schools Grant is under severe pressure. This had a knock on effect on our SEN home to school transport budget which was £0.9m over the budget of £4.6m this year.

- 14.12. All transport cases for LAC and SEN are being reviewed internally to ensure that they adhere to the current policies.
- 14.13. The number of maintained schools with cumulative financial deficits increased from 9 to 18 in the financial year. We are working with these schools to agree a way forward, which will also take into account the impact of the new funding formula from 2018/19.
- 14.14. In 2017/18 the High Needs Block (HNB) allocation of £44.4m was £2m less than the actual expenditure and this was funded from DSG reserves as planned. The new HNB funding formula from 2018/19 does not help to address this shortfall and also will not provide adequate growth funding for additional placements in special schools. We are still in the process of reviewing the future costs and funding arrangements for all the services paid for from the High Needs Block in order to try and address this. There are adequate DSG reserves to provide the necessary time to complete this work.

Corporate Items & Reserves

15. Corporate Items

- 15.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges and levies.
- 15.2. Since setting the budget a total of £3.6m of spending reviews have been achieved. The spending reviews reduce the amount required to balance the 2017/18 budget (making more reserves available for future budgets – the managed reserves strategy).

Collection Fund

16. NNDR & Council Tax

- 16.1. The deficit for the City Council's share of NDR is £1.4m more than budgeted. This however will not impact the general fund until 2019/20. The reason for this is a larger than anticipated rates reduction on a large property in the city that has been backdated to 2005.
- 16.2. There is no significant movement on the council tax outturn position

Earmarked Reserves – Year-end Summary

1. Summary

- 1.1. Earmarked reserves represent sums set aside for specific purposes. This is in contrast to the General Fund, which exists to support the Council's day-to-day operations.
- 1.2. Reserves are created or dissolved with the approval of the City Mayor. Directors may make contributions to reserves provided that the purpose of the reserve is within the scope of the budget ceiling from which the contribution was made. Directors may withdraw money from reserves to support spending that is consistent with the purpose for which the reserve was created.
- 1.3. Information on the larger reserves is set out detailed below. Some of the balances shown include transfers for which approval is sought in the recommendations to this report.
- 1.4. Earmarked reserves are reducing, particularly as the Council has to spend the money set aside in the managed reserves strategy to support the budget.

2. Description of Reserves

2.1 Ring-fenced Reserves

Ring-fenced reserves hold funds that are held by the Council but for which we have obligations to other partners or organisations. These include funds held on behalf of the City's schools and funds held as part of joint working arrangements with the NHS.

- 2.1.1. **Dedicated Schools Grant Balances:** This represents grant received by the Council, which has not been delegated to schools or spent on relevant non-delegated functions. The balance currently stands at £11.9m, and is ring fenced by law and is therefore not available for general spending. Plans for utilising DSG balances are developed in consultation with the Schools' Forum. The balances are being used to support pressures in the High Needs Block.

- 2.1.2. **Schools Balances (Revenue):** The amount held in this reserve has increased slightly from £14.5m to £15.8m following this year's outturn. This money is, by law, ring fenced to individual schools (subject to any clawback of excessive balances, which are returned to the overall Schools Budget)
- 2.1.3. **NHS Joint Working Projects:** The balance in this reserve has remained the same in 2017/18 at £1.8m. The Government has provided funding for joint working between adult social care and the NHS. The majority of this has now been spent and there is a programme of projects accounting for £1.1m
- 2.1.4. **Public Health:** This is ringfenced Public Health Grant money and will be used for future service changes.
- 2.1.5. **School Capital Fund:** Schools are able to set aside resources to support future capital spending to enhance their facilities or resources. This reserve holds the funds set aside. The reserve has decreased from £3.0m to £2.4m during 2017/18.
- 2.1.6. **Schools Buy Back:** This reserve contains funds set aside by schools from their delegated budgets to support investment in the catering service they receive through the City Catering operation. The reserve increase by £0.3m in the year, to a balance of £1.1m.

2.2. **Corporate Reserves**

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

- 2.2.1. **Capital Fund:** This Capital Fund represents resources set aside to support approved spending on the Council's capital programme and is fully committed for this programme. The balance on this reserve shows the position after financing 2017/18's capital expenditure, and reflects an additional £8m made available in the new capital programme.
- 2.2.2. **Budget Strategy – Managed Reserves Fund:** This reserve holds the funds set aside as part of the “managed

reserves” budget strategy adopted by the Council in recent years. The strategy aimed to build up reserves to buy time for the savings necessitated by Government funding cuts to be delivered in a structured way.

The budget for 2017/18 planned to use £17.7m of reserves. However this has been offset by savings achieved from the spending review programme, and unusually as a consequence of changes in Government financing after the finance settlement announcement. This includes a late announcement of additional Better Care Fund monies and changes to S31 grants which are given in compensation to local authorities for national changes in business rates (which would otherwise reduce our 49% share). At the end of 2017/18 the reserve stands at £21.8m, compared to £20m assumed when the budget for 2018/19 was approved. The further £2m will help support the budget in 2019/20.

- 2.2.3. **Demographic Pressures Reserves 19/20 to 20/21:** This reserve will provide funding of £3.4m for demographic and needs related growth in Adult Social Care, and reduce the impact of this growing cost on the taxpayer. It is envisaged that the Council’s stock of reserves to support the budget will shortly be exhausted, and this will help protect the position of the department.
- 2.2.4. **Building Schools for the Future:** This reserve was set up in January 2007 to meet the capital expenditure costs associated with the BSF programme. The balance at year-end stands at £11.5m and exists to manage costs over the remaining life of the BSF scheme and lifecycle maintenance costs of the new schools.
- 2.2.5. **Severance:** Established as part of the 2010/11 budget, this reserve was created to meet the redundancy and other costs arising from budget cuts. The current balance on the reserves is £7.3m, a reduction during the year of £3.8m.
- 2.2.6. **Service Transformation Fund:** This reserve (£6.1m) is to fund projects which redesign services enabling them to function effectively at reduced cost. It help delivers the Councils budget strategy.

2.2.7. **Insurance Fund:** The Council's self-insured Insurance Fund stands at £8.6m together with a further £4.9m provision for known claims. A report is currently being compiled by Actuaries, who will advise on the appropriate level of reserve required. This may mean further further monies becomes available to support the 2019/20 budget.

2.2.8. **Welfare Reform Reserve:** This reserve (£3.8m) supports welfare claimants, who face crisis. Following the withdrawal of government funding, this one off pot of money is our sole means of providing for such cases and is falling year on year.

2.3. **Departmental Reserves**

Other reserves are those held for specific services or projects, including departmental reserves. These include:

2.3.1. **Financial Services' Reserves:** The balance for this reserve stands at £3.9m. It is held to support future expenditure on replacing the Council's main Finance system, the Service Analysis and Welfare & Benefits Team.

2.3.2. **ICT Development Fund:** This reserve is held for various on-going IT developments, many of which span financial years. The corporate IT fund currently stands at £2.6m – a reduction of £0.3m in the year. Annual ICT development expenditure can vary enormously year to year so this fund is used to manage expenditure over the life of the projects. The existence of this fund reduces pressure on the Council's capital programme.

2.3.3. **Channel Shift Reserve:** This reserve was set up in 2014/15 to fund work across the Council to both improve the customer experience and make savings through increasing the proportion of interactions with residents that use web-based and self-service systems, or streamlined customer services operations. The reserve stands at £1.1m, a decrease of £0.6m in 2017/18.

2.3.4. **Voluntary Sector Reserve:** The reserve (£1.5m) is to fund grants to the voluntary sector for preventative non statutory support in the community.

- 2.3.5. **PC Replacement Fund:** The reserve funds a rolling replacement programme for the Council's hardware and in particular computer and telephony equipment for staff. There is a significant move from desktop computers to laptops (which are more expensive) and as we continue to promote flexible working and reduce the profile of our buildings then the change in our IT estate will continue to place demand on this reserve. This reserve currently stands at £1.2m.
- 2.3.6. **Housing:** The balance on this reserve remains at £1.2m. This reserve is held to assist with the homelessness strategy and fluctuations in bed and breakfast demand.
- 2.3.7. **City Development & Neighbourhoods departmental reserve:** This reserve currently stands at £1.1m and is available to support the 2018/19 budget.
- 2.3.8. **City Council Elections:** This reserve balance is £1m. The reserve will meet costs arising from future elections.
- 2.3.9. **Children's:** The balance has remained at £1.1m and is available to support the 2018/19 budget.
- 2.3.10. **Surplus Property Disposal Reserve:** This reserve stands at £0.5m a reduction of £0.4m in 2017/18. The reserve is available to fund potential revenue costs of disposing of surplus property assets and thereby generating savings and delivering capital receipts.
- 2.3.11. **Health & Wellbeing Reserve:** The reserve is required to fund future outdoor gyms and the Food Growing Hubs Initiative. This reserve now stands at £1.5m an increase of £0.7m. Unlike the reserve described at para. 2.1.5, this money is not ringfenced.
- 2.3.12. **Adult Strategic Reserve:** As members are aware the budget strategy for 2018/19 approved the use of one off monies to balance the position of Adult Social Care. These one-off monies (£4.2m) are shown as an earmarked reserve, and will support the department's approved budget for 2018/19 and 2019/20.

As stated in the 2018/19 budget we have no certainty regarding the resources available for adult social care beyond 2019/20. The Government has a promised a review.

A small element of this reserve (£0.3m) will be used to complete work on the implementation of Liquidlogic.

2.3.13. **Other Departmental reserves:** A number of smaller reserves are put aside for specific purposes totalling £5.6m overall. These reserves all total less than £1m each and increased by a net £0.6m in the year.

2.4. General Reserve

The Council's general reserves stand at £15m. In line with our budget strategy, they are retained as a minimum balance for emergencies.

APPENDIX C

2017/18	Opening Balance 1/4/2017	Total In Year Transfers	Balance at Outturn
	£000	£000	£000
Ring-fenced Reserves			
DSG not delegated to schools	14,205	(2,301)	11,904
School Balances	14,474	1,309	15,783
School Capital Fund	2,993	(610)	2,383
NHS Joint Working Projects	1,769	-	1,769
Public Health Transformation	1,668	-	1,668
Schools Buy Back	771	302	1,073
Secondary PRU- Year End Balance	213	(122)	91
Primary PRU -Year End Balance	(6)	20	14
Total Ring-fenced reserves	36,087	(1,401)	34,686
Corporate Reserves			
Capital Programme Reserve	37,498	3,897	41,395
Managed Reserves Strategy	27,496	(5,672)	21,824
Demographic Pressures Reserve (19/20-20/21)	-	3,455	3,455
BSF Financing	18,595	(7,062)	11,533
Severance Fund	11,032	(3,767)	7,265
Service Transformation Fund	7,301	(1,215)	6,086
Insurance Fund	6,664	2,435	9,099
Welfare Reform Reserve	4,077	(287)	3,790
Energy Fund	1,107	(135)	972
Technical Accounting Reserve	1,046	138	1,184
Total Corporate Reserves	114,816	(8,212)	106,604
Earmarked Reserves Departmental			
Financial Services Reserve	3,347	524	3,871
ICT Development Fund	2,959	(349)	2,610
Channel Shift Reserve	1,648	(589)	1,060
Delivery, Communications & Political Governance	587	714	1,301
Voluntary Sector Prospective Work	1,500	-	1,500
PC Replacement Fund	1,297	(138)	1,158
Housing	1,179	232	1,411
City Development (Excl Housing)	1,092	25	1,117
Election Fund	1,020	-	1,020
Children's	1,127	-	1,127
Health & Wellbeing Division	736	735	1,471
Adults Strategic Reserve (Budget 18/19)	141	4,353	4,494
Other Departmental Reserves	4,139	632	4,771
Total Other Reserves	20,773	6,138	26,911
Total Earmarked Reserves	171,675	(3,475)	168,201

Executive Decision Report

Capital Budget Monitoring – Outturn, 2017/18

Decision to be taken by: City Mayor
Overview Select Committee date: 21st June 2018
Lead director: Alison Greenhill



City Mayor

Useful Information

- Report author: Ernie Falso
- Author contact details: ernie.falso@leicester.gov.uk

1. Summary

- 1.1 The purpose of this report is to show the position of the capital programme at the end of the 2017/18 financial year.
- 1.2 This is the fourth and final report of the financial year, following similar monitoring reports as at Periods 4, 6 and 9.

2. Recommendations

2.1 The Executive is recommended to:

- Note total spend of £104.9m for the 2017/18 financial year;
- Note the progress in delivery of major projects, as shown at Appendix A;
- Note progress on spending work programmes, as shown at Appendix B, and approve the carry-forward of resources into 2018/19 for schemes where spend has slipped into 2018/19 (£12.3m);
- Note that the great majority of provisions remain unspent, as shown at Appendix C, and approve the carry-forward of unspent resources into 2018/19 (£1.3m).
- Note that across a number of schemes, £1.0m has been declared as savings following completion of schemes within budget. £127k of this was to be funded by corporate resources and will now be available for future capital projects. The remainder was to be funded by prudential borrowing or revenue contributions, which will not now be required;
- Approve the addition of £570k DFT funding to the capital programme for Highways Maintenance, as detailed in Appendix B para 3.2 of this report;
- Approve an additional £150k for CCTV improvements, as detailed in Appendix F para 1.3 of this report.

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

- 3.1 The 2017/18 Capital Programme was approved by Council on 24th February 2016.
- 3.2 A Capital Programme for 2018/19 to 2019/20 was approved by Council on 30th November 2017. Budgets for this Capital Programme are **excluded** from this report, although some spend against these has been brought forward into 2017/18. This spend is summarised in a separate appendix to this report.

3.3 The capital programme is split in the following way:

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

Immediate Starts are further split into:

- (a) **Projects**, which are discrete, individual schemes such as a road scheme or a new building. Monitoring of projects focusses on delivery of projects on time and the achievement of milestones. Consequently, there is no attention given to in-year financial slippage;
- (b) **Work Programmes**, which consist of minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion;
- (c) **Provisions**, which are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem;
- (d) **Schemes which are substantially complete**. These schemes are the tail end of schemes in previous years’ capital programmes, usually consisting of small amounts of money brought forward from earlier years;
- (e) **Policy Provisions**, which are sums of money for which there is currently no approval to spend, ie they are awaiting a City Mayor decision. Spending cannot be monitored until such approval has been given.

3.4 Summary of the total approved 2017/18 capital programme as at 31st March 2018:

	2017/18	2018/19	Total
	£000	£000	£000
Work programmes	60,950	17,493	78,443
Provisions	1,666	50	1,716
Schemes nearly complete	4,569	-	4,569
Sub-total	67,185	17,543	84,728
Projects			143,739
Total Immediate Starts			228,467
Policy Provisions			20,812
Total Programme			249,279

3.5 As stated above projects are monitored only against delivery. This report monitors financial progress only in relation to work programmes, provisions and schemes nearly complete (the £67.2m shown in the table above).

3.6 Since Period 9 the total 2017/18 capital programme has increased by £8.2m, as follows:

	£000
2017/18 Capital Programme at Period 9	241,079
LGF additions, mainly external funding for Midland Mainline improvements	5,087
Addition of Haymarket Consortium Loans	600
Addition of Enterprising Leicester Loan - Ethically Sourced Products	507
Addition of DFT funding for retrofitting of bus engines	2,200
Write-out of unspent Friars Mill Phase 2 budget	(320)
Other	126
2017/18 Capital Programme Outturn	249,279

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

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

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

3.9 Capital Receipts

3.9.1 During 2017/18, the Council has realised £9.9m of General Fund capital receipts. In line with our policies, these are set aside for future capital programmes.

3.9.2 Right to Buy receipts this year have amounted to £18.6m.

3.9.3 This is summarised at Appendix G to this report.

4. Financial, Legal and other Implications

4.1 Financial Implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, 37 4001

4.2 Legal Implications

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

Emma Horton, Head of Law (Commercial, Property and Planning).

4.3 Climate Change and Carbon Reduction Implications

This report is solely concerned with financial issues.

4.4 Equalities Implications

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

4.5 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. Is this a private report

No.

6. Is this a “key decision”?

No.

7. If a key decision please explain reason

N/a.

PROJECTS

1. Summary

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

Department / Division	Budget 2017/18 to 2019/20 £000	2017/18 Outturn £000
Corporate Resources	1,970	314
Adult Social Care	6,167	1,129
Planning, Development & Transportation	70,232	15,473
Tourism, Culture & Inward Investment	10,222	6,306
Neighbourhood & Environmental Services	451	320
Estates & Building Services	7,417	6,970
Children's Services	41,905	16,206
Public Health	328	323
Total (including HRA)	138,692	47,041
Housing Revenue Account	5,047	3,039
Total (including HRA)	143,739	50,080

- 1.2 A list of the individual projects is shown in the table on pages 6-8 of this report. This also summarises the progress of each project. Attention has been given to expected completion dates and any project issues that have arisen.
- 1.3 A colour-coded rating of progress of each project has been determined, based on whether the project is progressing as expected, and whether it is still expected to complete within budget.
- 1.4 The ratings used are:
- (a) **Green** Successful delivery of the project on time, within budget, to specification and in line with original objectives seems very likely. There are no major issues that appear to threaten delivery significantly.
 - (b) **Amber** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears probable. However, some risks exist and close attention will be required to ensure these risks do not materialise into major issues threatening delivery. Alternatively, a project is classed as amber if some insubstantial slippage or minor overspend is probable.
 - (c) **Red** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears to be unachievable. The project is expected to require redefining, significant additional time or additional budget.
 - (d) **Blue** The project is complete.
 - (e) **Purple** The project is on hold, for reasons which have nothing to do with management of the capital programme. Examples include reconsideration of whether the project is still needed as originally proposed, or withdrawal of a funder.

2. Summary of Individual Projects

Dept/ Division	Project	Total Budget (£000)	2017/18 Outturn (£000)	U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)
CRS	Electronic Document System Replacement	330	0	50	Apr-18	Sep-19	Purple	Project no longer needed
CRS	Automatic Call Distribution System Upgrade	295	92	0	Apr-18	Apr-19	Amber	Procurement delays, but now expected to complete during 2018/19.
CRS	Lync Telephony Infrastructure Upgrade	52	52	0	Apr-17	Jul-17	Blue	
CRS	Finance, HR & Payroll System	1,293	170	(250)	Jun-17	2018/19	Red	Project overspend anticipated and delays in project implementation.
ASC	ICT Investment - Phase 2 - Liquidlogic	1,185	558	0	Jan-19	Mar-19	Green	
ASC	Improvement to Day Care Services at Hastings Road	385	118	0	Apr-16	May-18	Green	
ASC	Anchor Centre - new recovery hub	599	453	0	Apr-17	Jan-18	Blue	
ASC	Specialist Dementia Care Centre	1,548	0	0	TBC	TBC	Purple	Being reviewed following the government announcement on Housing Cap
ASC	Extra Care Schemes	2,450	0	0	TBC	TBC	Purple	
CDN (PDT)	Leicester North West Major Transport Scheme	8,928	373	0	Mar-19	Mar-21	Amber	Rephasing of works and preparation of new business case
CDN (PDT)	North City Centre Access Improvement Scheme	11,432	1,873	0	Feb-20	Nov-19	Green	
CDN (PDT)	Ashton Green Highways Infrastructure (A46/Anstey Lane)	7,900	0	0	May-19	Mar-20	Green	
CDN (PDT)	City Centre Street Improvements	2,237	1,975	0	Apr-19	May-19	Green	
CDN (PDT)	Townscape Heritage Initiative	2,515	1,719	0	Feb-18	Apr-18	Green	
CDN (PDT)	Waterside Strategic Regeneration Area	25,370	7,606	0	Mar-23	Mar-23	Green	
CDN (PDT)	St George's Churchyard	900	43	0	Aug-18	Dec-18	Amber	Delayed planning permission.
CDN (PDT)	Queen's Building (formerly Shahista House), 37-45 Rutland Street	150	0	0	Dec-17	Sep-18	Green	
CDN (PDT)	Great Central Street / Vaughan Way	3,050	310	0	Jan-19	Aug-19	Green	
CDN (PDT)	Ashton Green	878	474	0	Mar-18	Mar-19	Green	
CDN (PDT)	Pioneer Park	5,000	783	0	Jan-21	Jan-21	Green	
CDN (PDT)	Newarke Street Car Park Improvements	335	88	0	Sep-18	Sep-18	Green	
CDN (PDT)	Great Central Railway Mainline Museum	250	90	0	Oct-18	TBC	Purple	Currently on hold following withdrawal of HLF funding
CDN (PDT)	Pioneer Park Commercial Workspace (formerly Dock 2)	1,287	139	0	Spring 18	Spring 20	Amber	Tenders received higher than budget. New delivery strategy adopted.

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COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold

Dept/ Division	Project	Total Budget (£000)	2017/18 Outturn (£000)	U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)
CDN (TCI)	Jewry Wall Museum Improvements	1,622	553	0	Mar-18	May-20	Amber	Walkway design revised
CDN (TCI)	Leicester Market Redevelopment	4,610	2,080	0	Dec-18	Sep-19	Green	
CDN (TCI)	Haymarket Theatre	3,490	3,490	0	Dec-17	Mar-18	Blue	
CDN (TCI)	Abbey Pumping Station	500	183	0	Mar-19	Sep-18	Green	
CDN (NES)	Saffron Hill Cemetery Improvements	301	300	1	Dec-17	Mar-18	Blue	
CDN (NES)	Library Management System	150	20	0	Dec-18	Dec-18	Green	
CDN (EBS)	15 New Street	58	34	0	Nov-17	Jul-18	Green	
CDN (EBS)	11-15 Horsefair Street	1,645	1,222	0	Nov-18	Mar-19	Amber	Reinstatement works to adjacent buildings on hold until artwork/finishing decided.
CDN (EBS)	York House acquisition	5,714	5,714	0	Dec-17	Dec-17	Blue	
ECS	Waterside Primary School	2,231	1,310	0	Aug-19	Sep-19	Amber	Project in danger of slippage
ECS	Additional Places - Inglehurst Junior	310	25	(12)	Sep-17	Jul-18	Amber	Delayed as VFM concerns addressed. Contractor now appointed.
ECS	Additional Places - Spinney Hill	231	0	0	Feb-18	Aug-18	Amber	Now progressing following delay whilst planned structural works were reviewed
ECS	Additional Places - Alderman Richard Hallam	400	60	0	Sep-17	Sep-17	Blue	
ECS	Additional Places - Overdale Junior	86	81	0	Aug-16	Aug-16	Blue	
ECS	Additional Places - Marriott	1,039	39	0	Sep-18	Nov-18	Amber	Revised construction solution being proposed. Project now progressing.
ECS	Primary School TMBs	2,081	1,400	0	Oct-17	Apr-18	Green	
ECS	Primary School Internal Reconfigurations	615	332	0	Sep-17	Apr-18	Green	
ECS	Carisbrooke TMB	693	640	0	Oct-17	Apr-18	Green	
ECS	Secondary School Places - PFI schools	2,401	2,001	0	Aug-19	Oct-19	Green	
ECS	Secondary School Places - Non-PFI schools	1,099	1,014	0	Jul-19	Oct-19	Amber	Review of practical completion dates. Contingency being developed.
ECS	Secondary School TMBs	11,993	5,990	0	Oct-17	Oct-17	Green	
ECS	Fullhurst/Braunstone Skills Centre Expansions	575	388	0	Oct-17	Feb-18	Blue	
ECS	Fullhurst/Ellesmere School Expansions	17,503	2,671	0	Aug-19	Jul-19	Green	

COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold

Dept/ Division	Project	Total Budget (£000)	2017/18 Outturn (£000)	U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)
ECS	Children's Homes - Barnes Heath	56	42	(22)	Sep-17	Sep-17	Blue	
ECS	Children's Homes - Dunblane Avenue	124	124	(81)	Oct-17	Feb-18	Amber	Project complete, but issues with design of kitchen extract system.
ECS	Children's Homes - Netherhall	290	26	(62)	Sep-17	Oct-18	Amber	Review of service caused delay, but project is now progressing
ECS	Children's Homes - Tatlow Road	178	63	(42)	Dec-17	Sep-18	Amber	Review of service caused delay, but now recommenced and close to completion
PH	Humberstone Heights Golf Course - drainage/irrigation	328	323	0	Mar-18	Mar-18	Blue	
Total (excluding HRA)		138,692	47,041	(418)				
CDN (HRA)	Conversion of Former Council Hostels	1,988	1,904	84	Jan-18	Jan-18	Blue	
CDN (HRA)	St Leonard's Tower Block - Lift	100	0	(95)	Mar-18	TBC	Amber	Overspend due to increased scope of project. Will be funded by HRA resources
CDN (HRA)	Exchange Demolition	112	12	0	Dec-17	Oct-18	Amber	Delay in construction by medical centre owner deferring demolition to 2018/19
CDN (HRA)	E-Communications (Mobile Working)	402	5	0	Aug-18	Feb-19	Amber	Difficulty in sources suitable devices
CDN (HRA)	Northgate Business Systems Phase 2	1,536	561	0	Mar-18	Jun-18	Green	
CDN (HRA)	Tower Block Redevelopment	909	557	0	Sep-18	Jan-19	Amber	Safety works following Grenfell
Total HRA		5,047	3,039	(11)				
Total (including HRA)		143,739	50,080	(429)				

COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold

3. Commentary on Specific Projects

- 3.1 Explanatory commentary for projects that are not currently progressing as planned, or for which issues have been identified is provided below. This has been defined as any scheme that has a RAG Rating other than “green” or “blue”.
- 3.2 **Electronic Document System Replacement** Documents previously held in EDRMS are being migrated to Line of Business Applications (e.g. LiquidLogic and Safe HR). SharePoint is now the central Reference Architecture for Document Management outside of Line of Business applications. Migration from EDRMS is expected to complete during the final quarter of 2018.
- 3.3 **Automatic Call Distribution System Upgrade** This project was delayed whilst a supplier of a new ACD system was being sought. An agreement has since been signed on 11 April 2018 with Amillan.
- 3.4 **Finance, HR & Payroll Systems** The core HR system has now been implemented with the recruitment system anticipated to be implemented in June 2018. The Council is currently reviewing the project plan for the Finance system with the supplier following identification of project slippage and the need to ensure we use the flexibility offered by the system to best effect. Additional resources have been allocated to the project team and additional resource will be needed from the supplier. The project plan is currently forecasting an overspend of around £250k.
- 3.5 **Specialist Dementia Care Centre** This project is on hold, pending the outcome of the government consultation on the future of social housing rents. Early indications are positive for the Council, but the detail is still awaited. An announcement is anticipated in early 2018/19
- 3.6 **Extra Care Schemes** These schemes are on hold, pending the outcome of the government consultation on the future of social housing rents. Early indications are positive for the Council, but the detail is still awaited. An announcement is anticipated in early 2018/19.
- 3.7 **Leicester North West Major Transport Project** Staffing shortages, delays with construction drawings and County issues with design have hindered the progress of this project. However, early contractor involvement on the phase 1 scheme for Ravensbridge Drive/Anstey Lane is now progressing well with the contract due to be signed by the end of May and work commencing on site mid-July. Officers are progressing options for spending the remainder of the funding (approx. £4.5m) by March 2021.
- 3.8 **St George’s Churchyard** The scheme for public realm improvements was presented to Planning Committee in January 2018 but was deferred. Conversations remain ongoing with stakeholders. It is anticipated that works, subject to planning permission, will commence later in 2018.
- 3.9 **Great Central Railway Mainline Museum** This project is now on hold following the withdrawal of HLF funding in December 2017. GCR are now considering options for an alternative scheme and further meetings to discuss alternatives will be held with the City and County Councils in due course. The £160k remaining in the budget will be held pending the outcome of the options review.

- 3.10 **Pioneer Park Commercial Workspace (formally Dock 2) Pioneer Park Commercial Workspace (formally Dock 2)** As reported at 2016/17 Outturn, tenders received for the project were higher than the budget allowed. This project is no longer proceeding via the original delivery route. The land and the adjoining land formerly owned by the HCA (now Homes England) have now been acquired and are within LCC ownership. A proposal to seek a development partner to develop out new commercial space on both of the vacant sites is being considered. Consultants have been appointed to restart the design works and external legal advice has been appointed to assist with exploring procurement routes. These sites will most likely be delivered in phases and there is potential that the Council may retain some business space which could function as move-on space for Dock. The balance of the land available could enable the development partner to build additional business space for sale or lease.
- 3.11 **Jewry Wall Museum Improvements** The design for the project has been progressed to RIBA Stage 4, the project to be issued out to tender once the Walkway design has been completed and funding has been identified. Based on issue of the tender documents to the market in August 2018, the project is forecast to be completed in May 2020.
- 3.12 **11-15 Horsefair Street** Demolition of unit is on programme for November 2018; however, reinstatement works in respect of the adjacent gable walls are in delay due to availability and lead time on the finish required (bricks) of 25 weeks. Art works are on hold until the gable walls are completed. Pedestrian access will be available from November 2018 with a temporary surface of approx. 3-4 metres width. The gable walls will be boarded to allow safe access to pedestrians over the Christmas period. Permanent reinstatement works are expected to be complete by March 2019.
- 3.13 **Waterside Primary School** The agreed scheme and programme is now in place with the main contractor, but the project remains on the critical path. Recent issues on site, including unauthorised access and new badger sets have increased the risk in the project. Whilst this risk is being managed, it is likely that when these work have been finalised the programme will extended beyond the current end date of September 2019. Contingency measures are currently being measures.
- 3.14 **Additional School Places – Inglehurst Junior School** Works have been competitively tendered to achieve a value for money scheme. Following tender evaluation a main contractor has been appointed. Works are programmed to commence on 23 April 2018, and due to be completed on site by 30 July 2018 ahead of the 2018/19 academic year.
- 3.15 **Additional School Places – Spinney Hill Primary School** A feasibility study has been undertaken, brief has been established and programme is currently being reviewed at present which shows an initial programmed completion date of August 2018.
- 3.16 **Additional School Places – Marriott Primary School** A procurement waiver has been authorised to enable works to progress with a preferred modular supplier for completion of the new build teaching block. Initial site visits and engagement with the school have taken place. Initial discussions have commenced with Planning and a delivery programme is being finalised with the Main Contractor and Modular building supplier. Works are expected to complete in 2018.
- 3.17 **Secondary School Places – Non-PFI Schools** The planned practical completion date of October 2019 is after the required date of August 2019. This will be reviewed after the planning applications have been concluded and it is hoped that current forecast can be improved upon. A contingency plan has now been established in consultation with all stakeholders in order to accommodate children from September 19 onwards.

- 3.18 **Children's Homes – Dunblane Avenue** Extension and refurbishment works at Dunblane are now complete. There are issues relating to the kitchen extract system and its design which are currently being investigated, although these are not affecting the operation of the equipment or the premises.
- 3.19 **Children's Homes – Netherhall** Works have been assessed and funding allocated, to enable these works to proceed. EBS are in the process of appointing Arcadis to undertake the scheme.
- 3.20 **Children's Homes – Tatlow Road** Construction works have now commenced on site (Jan 18) and are progressing in line with the agreed construction programme. The office extension is nearing completion externally, with internal works due to commence June 2018 for completion Summer 2018.
- 3.21 **St Leonard's Lift** The building was originally designed to have two lifts but only one was ever installed, with the location of the second lift being used as communal cupboards. The original lift is now coming to the end of its useful life and the decision has been taken to install a new second lift so that the existing lift can be renewed and the block will have two lifts as originally planned. It is now estimated that the cost for both lifts will be around £195k, exceeding the approved budget by £95k. The ongoing delay is being caused because of reluctance on the part of a leaseholder to the installation of the second lift.
- 3.22 **Exchange Demolition** The demolition of the existing parade of shops is dependent on the relocation of the post office currently located there. A decision was taken in August 2017 to dispose of land on Sturdee Road to Invonex Properties Limited in order that an existing Health Centre can be extended to accommodate a new post office. The land transfer was subsequently completed in October 2017. Delays to the construction of the post office will mean that demolition will now not take place until 2018/19.
- 3.23 **E-Communications (Mobile Working)** The project has been subject to delays due to significant difficulties in IT sourcing suitable devices. Various options are being explored to resolve these issues.
- 3.24 **Tower Block Redevelopment** Following the Grenfell Tower fire in London, it was decided to delay the re-occupation of Gordon House to reassure returning tenants that all passive fire safety measures had been completed to the required standard. This delay has subsequently affected the start date for works to Maxfield House.

WORK PROGRAMMES**1. Summary**

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

Department /Division	Approved £000	2017/18 Outturn £000	Slippage £000	Under/(over) Spend £000
Adult Social Care	248	64	184	0
Planning, Development & Transportation	10,812	9,650	1,162	0
Tourism, Culture & Inward Investment	130	97	33	0
Neighbourhood & Environmental Services	225	221	0	4
Estates & Building Services	1,446	1,446	0	0
Housing General Fund	5,474	2,079	3,383	12
LLEP	15,197	15,197	0	0
Children's Services	11,654	5,826	5,828	0
Total (excluding HRA)	45,186	34,580	10,590	16
Housing Revenue Account	15,764	14,805	1,050	(91)
Total (including HRA)	60,950	49,385	11,640	(75)

2. Summary of Individual Work Programmes

Work Programme	Approved £000	2017/18 Outturn £000	Slippage £000	Under/(over) Spend £000
Transport Improvement Works	1,458	1,420	38	0
Air Quality Action Plan	115	139	(24)	0
Collaborate Business Project - Business Grants	300	223	77	0
Highways Maintenance	3,656	3,408	248	0
Townscape Heritage Initiative - Business Grants	205	205	0	0
Flood Strategy	247	180	67	0
Festive Decorations	50	54	(4)	0
Local Environmental Works	449	449	0	0
Legible Leicester	618	460	158	0
Leicester Strategic Flood Risk Management Strategy	1,200	1,091	109	0
Parking Strategy Development	1,259	771	488	0
Potential Strategic Development Sites Assessment	100	95	5	0
Haymarket Consortium Loans	600	600	0	0
Enterprising Leicester Loans	507	507	0	0
MIRA Loans	48	48	0	0
Retail Gateways	50	30	20	0
Heritage Interpretation Panels	80	67	13	0
Parks Plant and Equipment	150	146	0	4
Allotment Infrastructure Phase 2	75	75	0	0
Property Maintenance	1,446	1,446	0	0
Private Sector Disabled Facilities Grant	2,130	1,635	495	0
Repayable Home Repair Loans	300	267	33	0
Leicester Energy Efficiency Fund	50	37	0	13
Street Scene Improvements - Housing Estates	65	66	0	(1)
Vehicle Fleet Replacement Programme	2,929	74	2,855	0
Local Growth Fund Projects	15,197	15,197	0	0
School Capital Maintenance	7,987	4,683	3,304	0
BSF Schools' Landlord Lifecycle Fund	3,667	1,143	2,524	0
Dementia Friendly Buildings Initiative	248	64	184	0
Total (excluding HRA)	45,186	34,580	10,590	16
Council Housing - New Kitchens and Bathrooms	4,000	3,659	341	0
Council Housing - Boiler Replacements	3,500	3,715	0	(215)
Council Housing - Rewiring	2,200	1,623	0	577
Disabled Adaptations & Improvements	1,300	1,067	74	159
Council Housing - External Property Works	1,077	936	254	(113)
Council Housing - Fire and Safety Works	1,150	1,585	0	(435)
Council Housing - Insulation Works	983	909	74	0
Community & Environmental Works - Housing Estates	1,554	1,311	307	(64)
Total HRA	15,764	14,805	1,050	(91)
Total (including HRA)	60,950	49,385	11,640	(75)

3. Commentary on Specific Work Programmes

3.1 Explanatory commentary for work programmes not currently progressing as planned, or for which issues have been identified is provided below. For outturn reporting, this has been defined as any scheme where material slippage has occurred.

3.2 **Highways Maintenance** Slippage is due to a combination of: Halifax Drive footway maintenance scheme (resource availability due to Connecting Leicester priorities); footway slurry sealing programme due to tender delays; re-tendering of the bridge maintenance contract. The underspend on the bridges programme will be used in the 2018/19 capital programme for repairing winter damage to road surfaces.

Additional highways maintenance funds totalling £570k have been secured from the Department for Transport for 2018/19. These are £310k Highways Incentive Funding and £260k 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.

3.3 **Legible Leicester** Good progress has been made overall including the installation of a new city centre wayfinding system. The underspend is due to delays in awarding the free-text VMS (variable message sign) contract. This has now been awarded and sign installation will commence by August 2018.

3.4 **Parking Strategy Development** Slippage is due to the tendering processes involved with Haymarket Car Park and Newarke Street Car Park refurbishment and upgrade works. Also the need to co-ordinate the works with those of the Haymarket Theatre refurbishment.

3.5 **Disabled Facilities Grant** As a long-standing programme the Disabled Facilities Grant programme has supported the adaptation of 218 properties during 2017/18. £0.5m will be re-profiled into 2018/19 to continue to support this work. The scheme is funding from a contribution of corporate resources and government grant. Additional grant was received after the capital programme was approved, which meant the balance of funding was amended.

3.6 **Vehicle Fleet Replacement Programme** Work continues in developing a detailed vehicle replacement plan that will promote the most cost effective management of the Council's vehicle fleet. The timescales for the completion of this will result in expenditure after April, requiring £2.9m to be re-profiled into 2018/19.

3.7 **School Capital Maintenance & BSF Landlord Lifecycle Fund** School maintenance budgets have been rescheduled for 2018/19 following a prioritisation exercise. This will enable works that have already been scoped to take place during the school summer holiday. Such works include window, fencing and boiler replacement programmes, essential roof replacement works and kitchen and electrical upgrades.

3.8 **Dementia Friendly Buildings** A delay with the second phase of works at the Customer Care Centre has meant that spend has slipped into 2018/19. Works for libraries and other neighbourhood services have also recently commenced, the spend for which will be reported during 2018/19.

3.9 **Council Housing - New Kitchens and Bathrooms** The Grenfell Tower fire has resulted in delays to the tower block redevelopment as the reoccupation of Gordon House was delayed to enable returning residents to be properly assured about fire

safety measures. £340k of the planned expenditure on new kitchens and bathrooms will need to be re-profiled as a result and will be spent in 2018/19.

- 3.10 **Council Housing - Boilers** The number of boilers needing to be replaced in the final quarter of the year exceeded expectations and the cost of this has been funded within the year from savings on other work programmes.
- 3.11 **Council Housing – Rewiring** Re-wiring has underspent by £580k during the year. This is partly due to upgrading circuits rather than undertaking full re-wires of properties. The resulting saving has been used to fund investment in cost effective waylighting (which delivers on-going revenue savings), additional boiler replacements and bringing forward re-roofing work.
- 3.12 **Council Housing – Disabled Adaptations & Improvements** Disabled adaptations is a reactive service and a lower number of referrals than expected has resulted in a saving on this programme. Separately, £74k will be re-profiled in relation to improvements to Sheltered Housing improvements.
- 3.13 **Council Housing - External Property Works** Planned re-roofing works on a number of properties have been bought forward from 2018/19. The completion of this work early has been funded from an underspend in re-wiring. £254k is requested to be re-profiled into 2018/19 for balcony improvement work which stalled due a lack of contractor capacity.
- 3.14 **Council Housing – Fire & Safety Works** Partly in response to the Grenfell tower tragedy, additional fire risk assessments and fire door replacements have been undertaken, spending £220k more than budgeted. £210k of expenditure on the installation of additional intruder alarms has been brought forward from 2018/19.
- 3.15 **Council Housing – Insulation Works** The procurement of a contractor to undertake loft insulation work has taken longer than anticipated, meaning that £74k is requested to be re-profiled into 2018/19.
- 3.16 **Community & Environmental Works - Housing Estates** Housing Estates expenditure on waylighting of £150k has been brought forward from 2018/19 and funded from underspends in the Council Housing Rewiring programme. Re-profiling of £300k for CCTV replacement and Supporting Neighbourhood Hubs will be required for this work to continue into 2018/19.

PROVISIONS**1. Summary**

- 1.1 As stated in the cover report, provisions are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem.
- 1.2 As at the end of the 2017/18 financial year, the following budgets for capital provisions were unspent.

Provision	Approved £000	2017/18 Outturn £000	Carry Forward to 2018/19 £000	Under/ (over) Spend £000
Local Investment Fund Support	187	6	181	0
New School Places - General Contingency	1,083	188	895	0
Adventure Playgrounds & Youth Centres	25	0	25	0
Early Years - Two Year Olds - PVI providers	321	132	189	0
Empty Homes Purchase	50	(44)	0	94
Total	1,666	282	1,290	94

2. Commentary on Specific Provisions

- 2.1 **Empty Homes Purchase** The saving on this scheme reflects the difference between the cost of purchasing 3 properties during the year and the proceeds from their subsequent sale at auction.

PROJECTS SUBSTANTIALLY COMPLETE**1. Summary**

- 1.1 At the end of the financial year, the following schemes were still in progress and nearing completion. The budgets are the unspent amounts from previous years' capital programmes, mainly as a result of slippage.

Project	Approved £000	2017/18 Outturn £000	Slippage £000	Under/(over) Spend £000
Street Lighting Replacement Programme	166	164	0	2
Haymarket Bus Station	236	233	0	3
Friars' Mill Phase 1	220	166	54	0
Mill Lane Pedestrianisation (DMU funded)	193	193	0	0
Carron Building	18	0	18	0
Victoria Park Centenary Walk Phase 2	212	212	0	0
Installation of Defibrillators on Parks	25	25	0	0
New Walk Museum Works	414	409	0	5
Braunstone Hall	11	11	0	0
20-40 New Walk (IBM)	2	2	0	0
LED Lighting	142	135	0	7
New School Places	605	416	189	0
Targeted Basic Need - Kestrels' Field	269	118	151	0
Children's Service's Contact Centre	34	0	34	0
Schools (Residual BSF Programme)	1,793	625	250	918
Meynell's Gorse	65	58	0	7
Total (excluding HRA)	4,405	2,767	696	942
Affordable Housing Programme 2013-17	164	190	(26)	0
Total HRA	164	190	(26)	0
Total (including HRA)	4,569	2,957	670	942

POLICY PROVISIONS**1. Summary**

1.1 At the end of the financial year, the following policy provisions were still awaiting formal approval for allocation to specific schemes.

Department/ Division	Policy Provision	Amount £000
CDN (EBS)	Property Maintenance	1,652
CDN (EBS)	Braunstone Hall*	130
CDN (PDT)	Economic Action Plan	2,592
CDN (PDT)	Air Quality Action Plan	740
CDN (PDT)	Parking Strategy Development	700
CDN (PDT)	Local Environmental Works	346
ECS	Children's Services	6,138
ASC	Extra Care Schemes	6,700
Total (excluding HRA)		18,998
CDN (HRA)	New Affordable Housing	1,514
CDN (HRA)	Other HRA Schemes	300
Total HRA		1,814
Total (including HRA)		20,812

* exception, in that no further approval required

1.2 Money for new school places has been periodically released during the year, as plans are developed and approved. Decisions taken include:

- £12,758k released on 30/5/17 for temporary modular buildings and secondary school expansions.
- £777k released on 23/6/17 for primary school expansions.
- A further £4,834k released on 3/7/17 for temporary modular buildings and secondary school expansions.
- £739k released 11-14/7/17 for ICT needs for secondary school expansions.
- £3,383k released on 6/9/17 for the design phase of secondary school expansions.
- £2,231k released on 25/9/17 and 18/1/18 for the new Waterside Primary School.
- £15,778k released on 7/2/17 for the Fullhurst Secondary School expansion.

1.3 Other releases from policy provisions during the year (reflected in the table above) include:

- £300k released from the Saffron Hill Cemetery policy provision on 23/5/17 for cemetery extension works.
- £150k released from the Library Management System policy provision on 12/7/17.
- £1,748k released from the Property Maintenance policy provision on 1/9/17 to undertake capital maintenance works on the Council's corporate property portfolio.
- £300k released from the Local Environment Works policy provision on 10/11/17.
- £700k released from the Parking Strategy Development policy provision on 17/11/17.
- £440k released from HRA policy provisions for the buying back of Council Houses.

2018/19 to 2019/20 CAPITAL PROGRAMME**1. Summary**

- 1.1 A Capital Programme for 2018/19 to 2019/20 was approved by Council on 30th November 2017.
- 1.2 Of the £121.8m that was approved for 2018/19 and 2019/20, the following spend was brought forward into 2017/18:

Scheme Type	Dept/ Division	Scheme	2018/19 Budget £000	2017/18 Outturn £000
Project	CDN (PDT)	Putney Road Link	4,900	41
Project	CDN (PDT)	Abbey Park Precinct Wall	167	75
Project	CDN (TCI)	De Montfort Hall Improvement Works	570	91
Project	CDN (NES)	Watermead Country Park - Additional Car Park	150	111
Project	PH	Relocation of Sexual Health Clinic	1,400	26
Work Programme	CDN (NES)	CCTV Upgrade - Infrastructure	450	156
Total Immediate Starts			7,637	500
Policy Provision	CDN (TCI)	12-20 Market Place North & 42 Cank Street	4,000	1,699
Total			19,274	2,199

- 1.3 In the 2018/19 budget £450k was allocated to the CCTV Upgrade of the infrastructure. It is recommended to approve an addition of £150k to the budget to reflect tender costs. This will be funded from corporate reserves, which are available as consequence of the outturn position.

CAPITAL RECEIPTS**1. Summary**

- 1.1 During the 2017/18 financial year, the Council realised £9.9m of General Fund capital receipts. These include the sales of the former St Mary's Allotments land and Blackbird Road Playing fields, as well as 3 surplus Council depots across the city.
- 1.2 Right to buy receipts this year have amounted to £18.4m. Under Government rules these receipts have been allocated as follows:
- 55% ringfenced for the replacement of affordable housing, which can be used to fund up to 30% of the cost of replacement dwellings
 - 29% ringfenced for the repayment of debt
 - 9% payable to the central government housing pool
 - 4% available for the financing of eligible capital projects
 - 3% reimbursement to the HRA for property disposal costs.



***Income Collection
April 2017 – March
2018***

Decision to be taken by: N/A

Overview Select Committee date: 21st June 2018

Lead Director: Alison Greenhill

Useful information

- Ward(s) affected: All
- Report author: Amy Oliver
- Author contact details: Ext 37 5667

1. Summary

This report details progress made in collecting debts raised by the Council during 2017-18, 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.

In an attempt to streamline the report and make its production more efficient, a set of proformas have been used for each type of debt. The approach can be refined in future reports to suit OSC's wishes.

Figures included in this report need to be seen in the context of the total amount of income collected by the Council from the public each year, which amounts to approximately £0.4bn. Whilst some debt is difficult to collect, and some people find it difficult to pay, ultimately we collect nearly all of the money due to us. An exercise in 2016 suggested that around 1% is eventually written off.

Key issues reported are:-

- a) maintaining previous performance in local tax and rent collection;
- b) substantial progress in recovering old debt for other sources of income;
- c) concern about the future impact of Universal Credit.

2. Recommendations

2.1 The OSC is recommended to:

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

3. Supporting information:

Appendix A is a summary of all debt and a three year moving average of debt.

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

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.

Alison Greenhill, Director of Finance, Ext 37 4001

4.2 Legal implications

Where appropriate debts are the subject of legal action through the courts.

Jeremy Rainbow – Principal Lawyer (Litigation) Ext 37 1435

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 aims at ensuring that the Council collects debt in a

fair, proportionate and respectful manner.

5. Background information and other papers.

Finance Procedure Rules

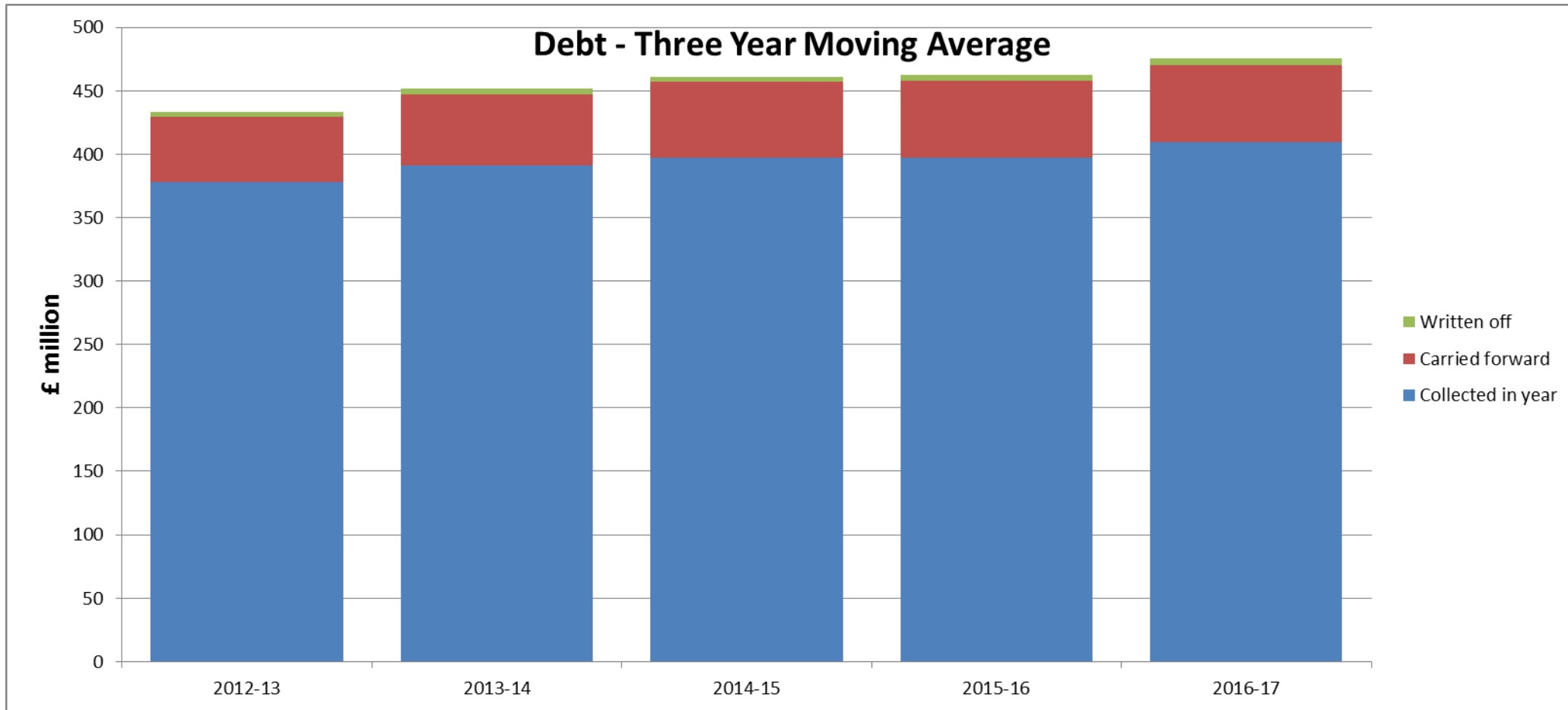
Debt Policy

6. Is this a private report?

No

Summary of all Debt

Income Type	Debts brought forward @ 1/4/2017	Amounts raised 2017-18	Amounts collected 2017-18	Amounts written off 2017-18	Debts outstanding @ 31/3/2018
	£m	£m	£m	£m	£m
Non Domestic Rates (including Costs)	9.76	100.65	(97.86)	(1.44)	11.11
Council Tax (including Costs)	14.82	121.46	(119.35)	(1.4)	15.53
Housing Benefit Overpayments	17.74	7.09	(5.97)	(1.77)	17.09
Council House Rents – Current Tenant Arrears	1.44	80.72	(80.7)	(0.16)	1.30
On and Off-Street Car Parking fines	1.30	2.98	(1.76)	(0.94)	1.58
Bus Lane Enforcement	0.49	2.60	(1.76)	(0.32)	1.01
Other Income	15.85	108.58	(112.8)	(0.89)	10.74
Totals	61.40	424.08	(420.20)	(6.92)	58.36
Summons Costs (for NDR and CT)-Information only as included in lines above.	1.52	1.22	(1.01)	(0.17)	1.56



1. Non Domestic Rates

1.1 Headline Figures for period under review including costs

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
9.76	100.65	(97.86)	(1.44)	11.11

1.2 Background and comparator information

Background information

National non-domestic rates (NNDR) are a national tax paid by approximately 12,400 businesses in Leicester.

Comparator information

Percentage of debt collected in the year it is raised:-

- 2016/17 - 96.71%
- 2017/18 - 97.04%

It should be noted that unpaid debt on 31st March continues to be collected in the following year.

We are 8th out of 11 authorities with comparable populations, but performance tends to bunch (i.e. there is little difference between authorities generally).

1.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	13	26
Deceased – No Assets	1	1
Insolvent / Bankrupt/ Liquidated	166	1,307
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write ons	65	105
Totals	245	1,439

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

Changes

The Government introduced three discretionary measures to help businesses affected by the revaluation of non-domestic properties, which came into effect from 1 April 2017. These reliefs are fully funded by the Government. For these measures we have awarded £1.5m worth of relief, assisting just over 2,000 ratepayers: this may have improved collection performance.

1.5 Summary of measures taken to recover debt

Debt recovery measures

A bill is sent in early March each year, detailing instalment payments that should be made. The ratepayer can either pay by 10 or 12 instalments.

A reminder will be sent if an instalment is missed:

- If the instalment is paid within 7 days of the reminder, the right to pay by instalments is maintained; if a subsequent instalment is missed a final notice will be issued stating that the right to pay by instalments has been lost and the full charge has become payable;
- If the instalment is not paid within 7 days of the reminder, the full charge becomes payable.
- If the full charge becomes payable and is not paid within 7 days, a summons will be issued and a liability order sought at the Magistrates' Court. Costs become payable at this stage.

At every stage of the recovery process, the ratepayer payer is offered a formal payment arrangement.

An external supplier has been appointed who assists with recovery on difficult targeted cases.

Recovery options after a liability order obtained

Referral to Enforcement Agent;
Bankruptcy / liquidation;
Charging Order (only with ratepayer's consent);
Committal to Prison.

2. Council Tax

2.1 Headline Figures for period under review including costs

Uncollected debt b/f £m	Debt raised* £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
14.82	121.46	(119.35)	(1.40)	15.53

2.2 Background and comparator information

Background information

Council tax is a national tax, charged to 138,000 properties in Leicester.

Comparator information

Percentage of debt collected within the year it is raised:-

- 2016/17 – 95.2%
- 2017/18 - 95.3%

It should be noted that unpaid debt on 31st March continues to be collected in the following year.

We are 6th out of 12 authorities with comparable populations.

2.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	971	670
Deceased – No Assets	115	27
Insolvent / Bankrupt/ Liquidated	250	149
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs	2,094	553
Totals	3,430	1,399

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

Changes

From 1st April 2016 the Government allowed Councils to raise an additional amount to pay for Adult Social Care costs. The 5% increase in tax does not appear to have affected collection.

2.5 Summary of measures taken to recover debt

Debt recovery measures

A bill is sent in early March, detailing instalments that should be paid. The council tax payer can either pay by 10 or 12 instalments.

A reminder will be sent if an instalment is missed:

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

At every stage of the recovery process, the council tax payer is offered a formal payment arrangement. Within the recovery process, safeguards have been put in to protect the most vulnerable.

Recovery options after a liability order obtained

Attachment to Earnings;

Attachment to Income Support / Job Seekers Allowance / Employment Support Allowance / Pension Guarantee Credit / Universal Credit;

Referral to Enforcement Agent (if an attachment is not possible).

If the options above are not successful, then the following recovery actions are considered. An external supplier has been appointed who assists with recovery on difficult targeted cases.

Bankruptcy, where there are assets;

Charging Order application (not made until after attempted enforcement agent action);

Committal to prison.

3. Overpaid Housing Benefit

3.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
17.74	7.09	(5.97)	(1.77)	17.09

3.2 Background and comparator information

Background information

The main cause of housing benefit overpayments is delays in recipients telling the Council of changes in their circumstances, meaning that too much benefit is paid in the interim. Nationally, outstanding over-payments stood at £2.0bn at January 2017. By its nature, overpaid benefit is very difficult to collect. Of the £17.1m we have outstanding, some is being deducted from ongoing benefit. Our accounts assume a large proportion of the rest of the debt will not be possible to collect.

Comparator information

There is no like with like comparator information available

3.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	1,238	495
Deceased – No Assets	132	68
Insolvent / Bankrupt/ Liquidated	260	134
All recovery options exhausted / irrecoverable at reasonable expense	3,922	1,077
Totals	5,552	1,774

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

Changes

Changes to Universal Credit will (for all practical purposes) remove our ability to collect debt from ongoing benefit. We are prioritising this type of debt whilst this option is still open to us.

3.5. Summary of measures taken to recover debt

Debt recovery measures

- Debt is collected by means of deduction from ongoing benefit payments, if there is current entitlement;
- If there is no current entitlement, payment is requested from customer in the first instance before it is referred to the Business Services Centre, and treated as “other income”;
- a training programme has enabled all benefit officers to implement ongoing benefit deduction or to request an invoice;
- Legislation permits us to deduct overpayments from other state benefits. Requests have been made to the DWP, but responses are poor, with very little information to advise whether deductions can or cannot be made. These cases are monitored closely: no other action can be taken to recover sums outstanding once they have been referred to the DWP;
- The overpayment team is prioritising high value debt and debt which can be recovered from ongoing benefit.

3.6. Processing backlogs

Backlogs

There is a backlog of debt awaiting processing, which has increased since April 2017. This is due to more claimant changes notified by the DWP that has an impact on our processing as well as the number of overpayments to be recovered. However, work has been targeted as per the measures outlined under point 6 above.

4. Housing Rent

4.1. Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
1.44	80.72	(80.70)	(0.16)	1.30

4.2. Background and comparator information

The Council currently collects rent from approximately 20,800 tenancies across the City. 60% of the tenants are on full or partial Housing Benefit. The debt raised & collected includes the element paid by Housing Benefit.

4.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace		
Deceased – No Assets		
Insolvent / Bankrupt/ Liquidated		
All recovery options exhausted / irrecoverable at reasonable expense	354	165
Totals	354	165

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

Universal Credit Full Service (UCFS) is due to commence in June 2018. Tenants who would like to make a new claim for legacy benefits or are already in receipt of an existing benefit and have a major change in their circumstances will be expected to make a new claim for Universal Credit (UC). It is anticipated that UC migration will be completed by 2022. At this moment in time anyone requiring assistance with housing related costs receive Housing Benefit which is paid directly to Social Landlords. With the introduction of UCFS anyone claiming help with housing related costs will have to make a claim with the DWP and they will be expected to pay their Housing Costs element directly to the landlord themselves from their UC payment. Vulnerable tenants and those with a history of rent arrears or homelessness may be able to have their rent paid directly to the landlord by applying for an Alternative Payment Arrangement (APA).

4.5 Summary of measures taken to recover debt

Rent Arrears for current tenants are managed by the Income Management Team. The team closely monitors and maintains regular contact with those tenants having the highest level of arrears. The ultimate sanction for non-payment is eviction, but this is only pursued as a last resort. Arrears of rent are not written-off for live tenancies; this is considered for former tenants where the debt is uneconomical to pursue or where tenants cannot be traced.

5. Parking Fines (Penalty Charge Notice)

5.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
1.30	2.98	(1.76)	(0.94)	1.58

5.2 Background and comparator information

Background information

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

- (a) £25 or £35 if paid with 14 days;
- (b) £50 or £70 if paid after 14 days.

Comparator information

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

- 2016/17 – 75%
- 2017/18 – 74%

5.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	5,846	505
Deceased – No Assets	219	22
Insolvent / Bankrupt/ Liquidated	96	8
All recovery options exhausted / irrecoverable at reasonable expense	3,811	400
Totals	9,972	935

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

Changes

In the latter half of 2017/18, more Civil Enforcement Officers (CEOs) were recruited, leading to an increase in the number of PCNs issued. In March 2018, there were 47 CEOs.

5.5. Summary of measures taken to recover debt

Debt recovery measures

- Reminder letters
- Legal action

6. Bus Lane Enforcement Fines

6.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
0.49	2.60	(1.76)	(0.32)	1.01

6.2 Background and comparator information

Background information

The Council issues fines for driving in bus lanes with enforcement schemes. Fines are levied at the rate of £60, which is discounted to £30 if paid within 14 days.

The debt collection for bus lane enforcement debt is collected on our behalf by Nottingham City Council.

Comparator information

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

- 2016/17 – 58%
- 2017/18 – 60%

6.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	4,226	143
Deceased – No Assets	31	3
Insolvent / Bankrupt/ Liquidated	40	4
All recovery options exhausted / irrecoverable at reasonable expense	2,604	169
Totals	6,901	319

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

Changes

The scheme was extended in 2017/18, when enforcement outside London Road Railway Station commenced after the installation of new cameras in September 2017.

6.5 Summary of measures taken to recover debt

Debt recovery measures

- Reminder letters
- Legal action

7. Other Income

7.1 Headline Figures for period under review

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
15.78	108.58	(112.80)	(0.89)	10.67

7.2 Background and comparator information

Background information

“Other Income” includes all income other than the sources described above, and is collected by the Business Service Centre. It covers a wide variety of income from various individuals and organisations. Examples include: commercial rents, adult care costs for service users, and repairs & maintenance charges relating to Council property.

Comparator information

Overall debt has decreased, but this is not a meaningful comparison, as new debt can be raised at any time. However, positively, old debt is reducing significantly as can be seen in the table of debt over 12months old below;

	£m
31 st March 2016	7.2
31 st March 2017	4.9
31 st March 2018	3.8

For each of the last five years, the amount collected has exceeded the amount of new debt raised as arrears are tackled.

7.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	283	155
Deceased – No Assets	527	195
Insolvent / Bankrupt/ Liquidated	108	86
All recovery options exhausted / irrecoverable at reasonable expense	2,338	455
Totals	3,256	891

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

Changes

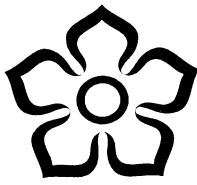
- Changes to Civil Procedural Rules for the collection of debt introduced in October 2017.
- Welfare benefits being capped over recent years for the working age population has also impacted on many individuals ability to discharge debt(s).

7.5 Summary of measures taken to recover debt

A first reminder is issued at 14 days; when an invoice remains unpaid. Seven days later a second reminder is issued.

A letter before action/letter of claim follows if the case is suitable for enforcement in the county court. If the Council obtains a judgment or an order for recovery of award and if payment is still not forthcoming the next actions we can take include:-

- Referral to enforcement agent
- Third party debt order
- Attachment to earnings
- Charging Order



Leicester
City Council

**WARDS AFFECTED:
ALL WARDS (CORPORATE ISSUE)**

OVERVIEW SELECT COMMITTEE

21st June 2018

REVIEW OF TREASURY MANAGEMENT ACTIVITIES 2017/18

Report of the Director of Finance

1. Purpose of Report

- 1.1 This report reviews how the Council conducted its borrowing and investments during 2017/18.
- 1.2 2017/18 has seen continued economic growth in the UK and elsewhere. However, there are risks and these are discussed further in section 5.
- 1.3 We continue to monitor the impact of the “bail in” requirements whereby major depositors could be forced 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 by which our borrowing is managed, and our cash balances are invested. Whilst there are links to the budget, the sums in this report do not form part of the budget. To the extent that the Council has money it can spend, this is reflected in the annual budget report. Cash balances reported here cannot be spent, except to the extent already shown in the budget report and accounts.
- 2.2 The Council has incurred debt to pay for past capital expenditure.
- 2.3 The Council also has cash balances. These are needed for day to day expenditure (e.g. to pay wages when they are due). A substantial proportion can only be used to repay debt but (because of Government rules) we have been unable to use to repay debt. Thus, they are held in investments.
- 2.4 The report commences with an overview of treasury management, including loans and investments at key dates. It then reviews the credit worthiness of investments and implementation of our strategy, provides outcomes on key performance measures and concludes by reviewing compliance against limits set by the Council.

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 are financed by borrowing (generally those which pay for themselves). 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”. There are three reasons for the level of investments:-
- (a) Whilst the Government no longer supports capital spending with borrowing allocations, we are still required to raise money in the budget each year to repay debt. Because of the punitive rules described above, we are not usually able to repay any debt, and therefore have to invest the cash;
 - (b) We have working balances arising from our day to day business (e.g. council tax received before we have to pay wages, and capital grants received in advance of capital spending);
 - (c) We have reserves, which are held in cash until we need to spend them. We expect reserves to fall over the next few years. The reserves position is described in the budget report.
- 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 primarily governed by the Treasury Strategy for 2017/18 which was approved by the Council on 2nd February 2017 and amended on 5th October 2017. The last few weeks of 2017/18 were governed by the Treasury Strategy for 2018/19 which was approved by the Council on 21st February 2018. The Treasury Strategy 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 full-year report for 2017/18

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) as at 7/11/2017 and 31/03/2018. The rates shown are the averages paid and received during 2017/18.

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. At the time of drafting this report the premature repayment of some loans is under active consideration and this is referred to later in this report.

4.11 Investments have decreased by £1m from £253m to £252m. Typically we might expect cash balances to have declined by a greater amount over this period. The position will be clearer once the Council's accounts for 2017/18 are finalised but it appears likely that government grants have been received which were unspent as at 31st March.

Table 1- Loans & Investments

	Position at 07/11/2017 Principal £M	Position at 31/03/2018 Principal £M	Average Rate
Long Term Fixed Rate Loans			
Public Works Loan Board (PWLB)	134	134	4.2%
Market & Stock	34	34	4.9%
Variable Rate Loans			
Bank Loans	71	71	4.5%
Gross Debt	239	239	4.4%
Treasury Investments			
Banks and Build Soc	67	33	
Other Local Authorities	159	189	
Government Debt			
Management Office	4	-	
Money Market Funds	23	30	
Total Treasury Investments	253	252	0.5%
Local Investment Fund			
Loans	5	5	
Total Local Investment Fund Investments	5	5	9.3%
Total Investments	258	257	0.7%
NET BORROWING /(INVESTMENT)	(6)	(5)	

5. **Credit Worthiness of Investments**

- 5.1 2017/18 showed continued economic recovery within the UK economy and within the world economy. Within the Eurozone, economic and financial tensions have eased but significant underlying issues remain. The impact of the UK's exit from the EU on the economy remains to be seen.
- 5.2 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 (which includes us) taking significant losses before there is any tax payer 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 require capital support to prevent failure.
- 5.3 These developments were reflected in the Council's approach to managing credit risk in its Treasury Strategy for 2017/18. 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. Lending to other local authorities has been a key element of our strategy and is one of the very safest forms of investment. Other lending has been part of pooled funds (see 5.5 below).
- 5.4 The position is continually under review. One factor is that other regulatory developments are continuing to require or push banks towards greater financial robustness. One matter kept under review is 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. The transition to these new arrangements creates some uncertainties and until these are resolved the maximum period for which we will lend to some UK banks are shorter than might otherwise be the case.
- 5.5 The Council has an indirect exposure to non-UK banks through its investment in money market funds. Money market funds are like "unit trusts" but rather than investing in company shares these funds 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. Interest rates on these funds are low, because we have immediate access to the funds. Some of our money needs to be immediate access (like individuals will usually keep some money in a current account). Rates are, however, better than alternatives such as the DMO.
- 5.6 The Council has a "Local Investment Fund" which invests in local commercial opportunities. This fund is managed within the Council's framework for managing capital expenditure and it is not considered in detail within this report. However, investments within this fund are included at table 1 below because the rationale of this fund is that it puts to work cash balances which would otherwise be invested in low interest paying deposits.
- 5.7 Most commentators believe interest rates will remain at low levels for a long time, although it is unclear whether the recent increase in base lending rates will be followed by some further small increases. At the time of writing this report, market interest rates indicate an expectation that short-term interest rates will average about 1.6% for an extended period of time.

5.8 The Treasury Strategy 2017/18 permits investment in a property fund. An investment of £1.7M has been made in the Lothbury Property Trust in April 2018 and will be considered in the next review report.

6. **Implementation of Borrowing & Investment Strategy**

6.1 The strategy approved by Council for 2017/18 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. At the time of writing this report we are actively working towards the premature repayment of some bank loans and hope to conclude this soon. This matter will be reported upon in the next review of treasury management activities.

6.3 The premature repayment of debt is not straightforward as debt repayment usually involves the payment of a premium. Generally the level of such premiums payable is too high.

6.4 We hold £70m of debt which is described as variable rate loans in table 1. These are technically "LOBOs" which are fixed rate but on which the lender may ask for a rate rise. We have the option to repay if they do. Members may be aware of some criticism of LOBOs nationally, principally in respect of authorities which have complex mechanisms for calculating interest rates. We do not: we would be pleased to receive a request for a rate rise as we would then take the opportunity to repay. To all intents and purposes they are simply fixed rate loans.

6.5 Lenders would face large losses on these loans if they did request a rate rise which we then declined by repaying the money. Accordingly they are unlikely to request such a rate rise. There are indications that some lenders may be open to negotiated repayments and we will explore such options.

7. **Key Performance Measures**

7.1 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.

7.2 The Council benchmarks its investments and the latest data is as at 31st March 2018.

7.3 Treasury investments comprise internally managed investments, longer maturity externally managed funds and in the case of Leicester its local investment fund.

7.4 The following table compares our performance against that of participating authorities. This information is available for internally managed investments (including money market funds) and externally managed funds. It is a “snapshot” of investments held at 31st March 2018. No comparative data is held for the local investment fund. The data is for income received but excludes fluctuations in the capital value of investments held in externally managed funds.

Investment	Leicester City Council Revenue return	All Authorities Revenue return
Internally managed	0.73%	0.63%
Externally Managed Funds		3.22%
Local Investment Fund	9.2%	n/a
Total	0.89%	0.89%

7.5 The average rate of interest on internally managed investments for participating authorities at 31st March is 0.63% whilst the Council’s own rate is higher: 0.73%

7.6 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 2017/18 and in the current economic climate continues to be a most important consideration. The “return of the principal” is more important than the “return on the principal”: 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.

8. Use of Treasury Advisors

8.1 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.

9. Compliance with the Council’s Treasury Strategy

9.1 As required by the statutory borrowing framework, the Council is required to set a number of prudential limits and indicators. These limits are set annually and can be found within the budget and treasury strategy.

9.2 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.

9.3 These limits are monitored and have been complied with.

9.4 In July 2017, loans were made to local authorities which resulted in the aggregate level of loans to all local authorities exceeding the limit set in the treasury strategy. This did not create a significant credit risk given the high level of credit worthiness of local government (second only to the UK Government itself). Monitoring processes were tightened in response to this event.

9.5 In February 2018 the level of money deposited overnight with Barclays exceeded the set limit. This happened in respect of our day to day banking and was due to a large receipt from a third party received late in the working day. Our day to day banking and treasury operations are informed by detailed cashflow forecasts. Such occurrences do not happen often, and generally do not involve large sums of money. When they do happen we seek to get better information to improve our cashflow forecasts. This is a risk which cannot be wholly eliminated and the financial risk involved is low as the excess balance will be removed the next banking day.

10. **Financial and Legal Implications**

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

11. **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		

12. **Background Papers**

12.1 The Council’s Treasury Management Strategy - “Treasury Strategy 2017/18” (Council 22nd February 2017), “Treasury Strategy 2017/18” (Council 5th October 2017) and “Treasury Management Strategy 2018/19” (Council 21st February 2018). The Council’s Treasury Policy Document – “Framework for Treasury Decisions” – Council 29 March 2012.

13. **Consultation**

13.1 Arlingclose Ltd (the Council’s Treasury Management advisers).

14. **Author**

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

Alison Greenhill
Director of Finance.

Leicester City Council Scrutiny Review

Engagement with Leicester's arts, culture and heritage offer

A Review Report of the Heritage, Culture, Leisure and Sport Scrutiny Commission

May 2018

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Heritage, Culture, Leisure and Sport Scrutiny Commission

Commission Members 2017/18:

Councillor Malcolm Unsworth (Chair)
Councillor Deepak Bajaj (Vice-chair)
Councillor Mohammed Dawood
Councillor Bill Shelton
Councillor Elaine Halford
Councillor Aminur Thalukdar
Councillor Paul Newcombe

Chair's Foreword

The topic that this commission has undertaken follows on from the work produced by the previous two task groups, led so ably by Cllr Dr Sue Barton and Cllr Deepak Bajaj. The extensive health benefits the Arts provide made this review of major significance, as we strive to ensure that the greatest number of residents would be able to choose to access the Arts, and identify if there was room to better enable this choice.

This topic undoubtedly has a great scope, and information could continuously be amassed well beyond this project's decided completion time. This review must be read as a snapshot of our current situation of engagement with Leicester's Arts offer; with the recognition this image is continually changing, with the introduction of more inclusive Arts programmes and the dedication of such determined service providers.

In recognition of the work done within this sector, as well as the many who contributed to this review; the Members of this task group and to Members more broadly who volunteered information and pursued enquiry lines, as well as the service leaders, the officers, and the representatives of external agencies, I would like to express how grateful I am of the time that they all gave so generously, to the review. The huge amount of talent, dedication and goodwill demonstrated throughout this review project has provided me confidence in the sector, and was paramount to capturing specifically how Leicester does and does not engage with the Arts.

Broadly speaking, the review found some groups did not feel what was on offer was relevant to them, in addition to also identifying significant barriers to access, including poverty and the lack of affordable arts programmes, and a distrust of 'authority'. These are all factors that must be considered in future Arts projects, from conception, through modelling, to completion and delivery.

Engagement work must not be a mere 'box-ticking' exercise, but have real meaning and be sustainable. There is no exact formula to this, but this review encapsulates the major issues facing Leicester at present, alongside additional examples, both in our authority and others, of how projects have been designed to counteract the explicit barriers facing our disengaged groups.

There is a need in society to maintain this sort of opportunity for people and due to financial circumstances many find themselves in, they are unable to access much of the offer, in spite of efforts made by various involved agencies.

At the time of writing, De Montfort University is commencing their long-term study into the Arts and youth engagement. It is hoped that long-term, this project will contribute to our bank of information on engagement and appropriately benefit Leicester City Council's Arts provision. I am encouraged that multiple agencies have come to realise the value of this work and are taking the issues of disengagement seriously, and I hope this review, brought forward by the Heritage, Culture, Leisure and Sport Scrutiny Commission, demonstrates the real need not just to ensure a vibrant offer, but one that our constituents can truly relate to and access.

I would like to acknowledge the continued investment and support that this council has made to heritage and cultural events and venues, at a time when other local authorities have chosen to make cuts. Recognition of the value of these services is exceptional and as such this review was intended to ensure the benefits of this sector reach as many people as possible.

Councillor Malcolm Unsworth

Chair, Heritage, Culture, Leisure and Sport Scrutiny Commission 2017/18

1 Executive Summary

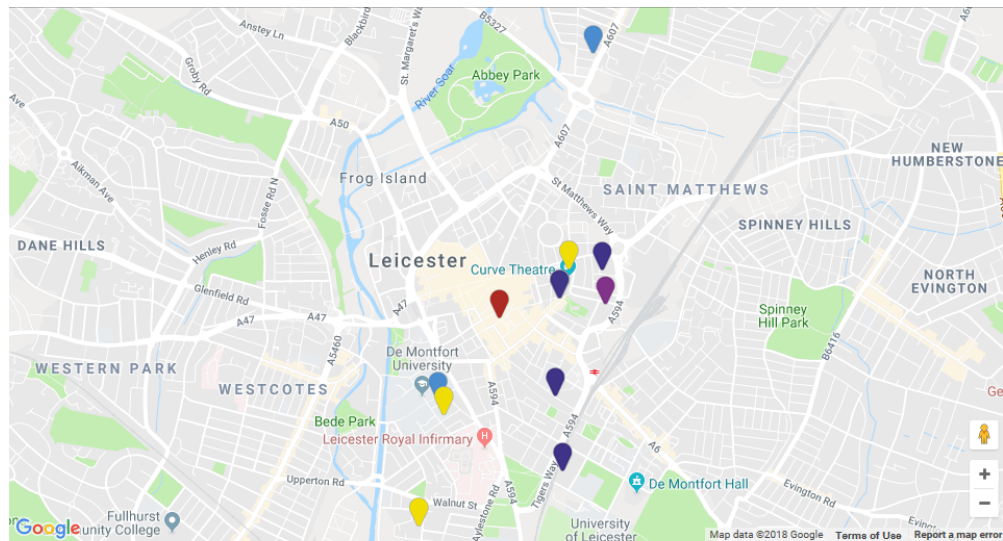
1.1. Background to the Review and Key Findings

- 1.1.1. The country is in a time of considerable austerity, in which the government funding to local authorities has reduced year by year. Leicester City Council's funding has reduced from £289m in 2010/11, to £174m in 2017/18; with a further projection of just £166m in 2019/20¹, requiring the council to make savings across all of its service provision.
- 1.1.2. The impact of these cuts across the council's services may have affected the morale of many of the residents in the city.
- 1.1.3. As a consequence of which, the Arts sector has also been obliged to be 'smarter' and more innovative in how it uses its resources. The Commission acknowledges that considerable work has been undertaken to minimise the potential losses incurred through these funding reductions.
- 1.1.4. "Flexibility in what is delivered demonstrates the agility of Arts organisations to grow and ensure sustainability in a climate of reduced funding"².
- 1.1.5. This review follows on from the Commission's previous review of Arts, Health, and Wellbeing, building upon the gathered knowledge of the ways in which Arts engagement can benefit individuals and communities. In line with the recommendations of that review, it is important to ensure that the city's arts, culture and heritage offer is available to as many people as possible, in order to facilitate positive health and wellbeing outcomes for the many. For the purpose of this review the focus will be on museums and arts organisations, and not on Festivals and Events.
- 1.1.6. The Commission acknowledges Leicester must offer varied content that is consistent in quality and quantity, in the city centre and more broadly across Leicester, for Leicester's Arts offer to be both accessible and relevant to residents, across the city.
- 1.1.7. Local, Council-led Community Centres that ensure Leicester's Arts offer stretches beyond the city centre are increasingly having to be outsourced to private organisations or closed entirely. The former raises concerns over the transition from a council's governance with core goals of promoting equality and diversity, to an outside group who must ensure a sustainable future over fair engagement.
- 1.1.8. Meanwhile, the city's National Portfolio Organisations (NPOs), which are companies that receive a share of the £409 million funds from Arts Council England (ACE) between 2018-22, has doubled in the past year to 16

¹ [Leicester City Council \(2017\) General Fund Revenue Budget Report 2017/18 to 2019/20](#)

² [University of Leicester \(2014\) Disabled Children and Young People: Engagement in Arts and Culture in the East Midlands in an environment of restrained resources p.36](#)

organisations, but Leicester’s NPOs still remain exclusively within the city centre (see map below).



Map of Leicester’s NPOs, 2018³

- 1.1.9. As part of being granted NPO status, organisations must demonstrate that their work reflects the diversity of contemporary England and formulate an equality action plan⁴.
- 1.1.10. This doesn’t explicitly require NPOs to conduct community outreach work. However, considering the large pockets of deprivation in Leicester, and the associated difficulties in accessing the city centre, it is logical that inclusive strategies must operate beyond the city centre, to allow for equal opportunities in accessing these ACE organisations.
- 1.1.11. The reduction in the number of community centres and set requirements put upon NPOs has created a situation in which Leicester’s major Arts organisations must ensure they ‘reach out’ and engage the wider community, through partnerships with the remaining community centres.
- 1.1.12. The Arts Service is becoming increasingly invaluable. As other services are put under pressure from increasing numbers of users and cuts, it was found the Arts Service has had to take on a more holistic role, and provide additional support, such as community integration, advice on housing and tax governance, and even acting as a substitute-counselling service⁵.
- 1.1.13. This review aims to identify how, in spite of the increasing financial pressure on services, Leicester’s Arts offer is managing to create new links and sustain existing engagement with various communities, in addition to which we hope to identify how this will be continued in the future, with recommendations reflecting how this could be optimised.

³ [Arts Council England](#)

⁴ [Arts Council England \(2017\) NPO 2018-22 Equality Analysis](#)

⁵ Task Group Meeting 3.

- 1.1.14. It is essential that the Council identifies where there are gaps in the City's Arts offer, and how suitable the offer and the delivery of it is currently, to ensure as many residents as possible are comfortable engaging with it.
- 1.1.15. With these factors identified, the review aimed to:
- Explore how and where arts, culture and heritage is offered to the people of Leicester;
 - Identify who is and who is not engaging with Leicester's arts, culture and heritage offerings; and if they are not, why not;
 - Identify barriers to engagement;
 - Look at how lack of engagement may be addressed, in particular, by identifying examples of good practice in other authorities and agencies;
 - Provide feedback to appropriate services on good practice in relation to community engagement.⁶
- 1.1.16. Sally Norman, Co-Director of Soft Touch Arts, gave evidence to the task group and said of her charity arts organisation:
- "We use the Arts as a tool for people's lives: the vast majority of the Arts we do are all about using the Arts as a life tool"⁷
- 1.1.17. From De Montfort University (DMU), Mark Charlton reported following their literature review for their upcoming study into the arts and youth engagement:
- "If the arts are not locally accessible, i.e. in young people's wards, they experience a *psychological barrier*."⁸
- 1.1.18. In meeting with Joanne Randall, the new manager of New Parks Hub, a practical understanding of how progress can be made with often less than initially co-operative groups was gathered.⁹
- 1.1.19. The situation ward-to-ward is unique, and successful community engagement can only be achieved through a strategy tailored to each ward.
- 1.1.20. Evidence indicated that wards such as Stoneygate are suffering from having too few useful venues accessible in their locality and therefore have very few community groups, whereas in Evington, there are multiple venues, hosting a varied and plentiful offer of community groups, with some in-ward venues such as the Neighbourhood Centre still underused.¹⁰

⁶ [Leicester City Council HCLS Scrutiny Commission \(2017\) Scoping document](#)

⁷ Task Group Meeting 3.

⁸ Task Group Meeting 4.

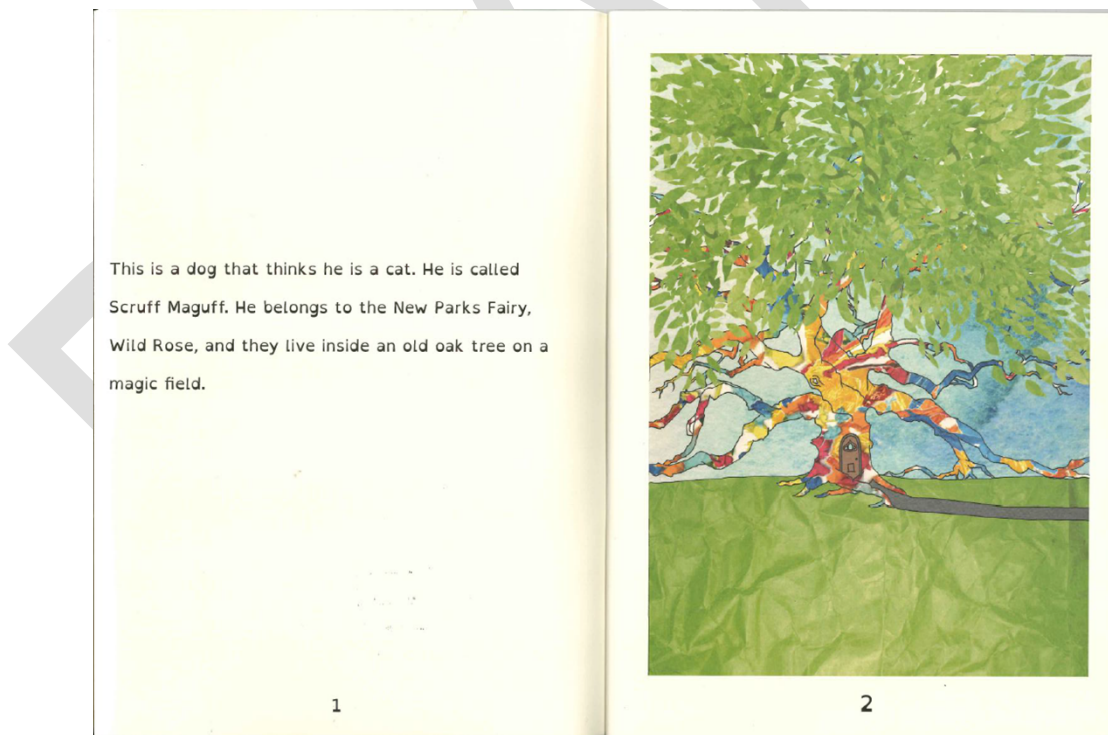
⁹ New Parks Hub Site visit.

¹⁰ Task Group Meeting 3.



Joanne Randall, Manager of New Parks Hub, in front of the Hub's full timetable

1.1.21. New Parks has seen a revitalisation under new Management of the New Parks Community Hub and successful partnerships between local community groups with the council's Leicester Arts and Museums Service (LAAM) and Soft Touch Arts.



Excerpt from a book produced collaboratively by the Creative New Parks Group, Soft Touch, writer Alison Dunne, ACE, and Leicester City Council.

1.1.22. Fosse has had to downsize in recent years, with Fosse Neighbourhood Centre decreasing the volume of classes significantly. Similarly in Saffron, community centres have been reduced in number, with classes being

directed to the library, which is now set up in the neighbourhood centre/swimming pool area. Westcotes has also had to offer a reduced programme.

ADDRESS LIST			17
NAME OF VENUE	ADDRESS OF VENUE	TEL. NO	
Acorn Montisori School (sessional care)	147 Narborough Rd.	553321	
Association of Ukrainians in G.B. LTD [Leic Branch]	Fosse Rd Central/ Corner Hinckley Rd Junction.	558633	
Bhagini Centre	12 Upperton Rd /Moving to 177/179 Narborough Rd Dec 94.	555767	
Cambridge Day Nursery	131 Cambridge St	541488	
Church of The Martyrs	Westcotes Dr	546182	
Comtech	The Martyrs Hall Shaftsbury Rd	896950	
Daneshill Nursery	1 Daneshill Rd	530856	
Dr Johnson Family Centre	Cateby St	519992	
East/West Community Project	37 Bruce St	542633	
Fosse Rd Day Nursery	Fosse Rd Central	622452	
Independent Order Of Oddfellows. Manchester Unit Friendly Soc	Oddfellows House 35 Westleigh Rd {HALL Available For Hire}	543106	
King Richard Infant School	Andrews St	621905	
Leicester Child Care Information Service	66 Narborough Rd	545404	
Leicester Rowing Club	The Bedehouse Upperton Rd	543203 (eve)	

ADDRESS LIST			18
NAME OF VENUE	ADDRESS OF VENUE	TEL. NO	
Pulse Gym	52 Braunstone Gate.	557511 Or 558273	
Robert Hall Memorial Baptist Church	147 Narborough Rd.	553321	
St Andrews Methodist Church	King Richard Rd.	657407	
Shaftsbury Junior School & Community Centre Have rooms to hire.	Latimer St.	549203	
Westcotes Annex Southfield College Of Further Education	Narborough Rd / Upperton Rd Junction.	653148	
St Peters R.C. Church	West Holme St	519802	
Westcotes Bowls Club	Syke Field Ave	551724 or 553582 after 5pm	
West End Neighbourhood Centre (Rooms Available To Hire)	Andrews St (off Hinckley Rd)	623026	
Westcotes Library	Narborough Rd	548056	
W.E.A. Workers Education Assoc	101 Hinckley Rd	556614	
Westcotes United Reformed Church	Hinckley Rd	890089	

Excerpts from 'What's in Westcotes' (1993) - a LCC distributed leaflet detailing regularly meeting arts groups

- 1.1.23. Aylestone Leisure Centre has now become a relatively successful venture, with increasing attendance and maintaining longer opening hours.
- 1.1.24. There is merit in a range of arts organisations, wishing to include community and VCS groups to work together to provide local projects and programmes, as well as to sustain connections with those successfully engaged. The conclusions, recommendations and report below arise from those findings.

2. Recommendations

The Leicester's Arts and Museums service, the Assistant Mayor for Heritage, Culture, Leisure and Sport and the Executive are asked to consider the following recommendations:

- 2.1. To request Leicester's arts organisations to revisit their entry pricing strategies, to create more affordable opportunities to participate.
- 2.2. Develop communication methods with communities and organisations to publicise Leicester's Arts offer more widely to those that are currently disengaged with the services offered.

- 2.3.** Generate more productive and long-lasting partnerships, with the aim to create a 'United Leicester' (of the arts), using Coventry's example following their City of Culture Bid¹¹.
- 2.4.** Elected Members are invited to attend and to promote local arts events, and in doing so, are given better understanding of the opportunities/concerns for their constituents.
- 2.5.** Make GPs aware of local arts services and encourage them to recommend and provide referrals for ongoing arts classes to those with conditions that could find such treatment beneficial, i.e. individuals who are experiencing depression, loneliness, Post-Traumatic Stress Disorder, anxiety and stress.
- 2.6.** Streamline and integrate communication of Leicester's Arts Offer, by adopting one or more of the following approaches:
- a. Using a single, overarching account on social media, advertising events for all Arts organisations across Leicester;
- OR**
- b. Maintaining social media accounts as independent, but introducing a universal Hashtag e.g. **'#LoveLeicesterArts'** (based on the established 'Love Leicester' app), to be used cross-platform and cross-organisation;
- OR**
- c. Editing the path from the Council website homepage to the 'Visit Leicester' sister website, to simplify access;
- OR**
- d. Introducing a promotional blog on culture in the city, that Leicester students could write for in an intern/volunteer capacity.
- 2.7.** Attendance and the diversity of attendees at Arts events should be tracked using the same methodology to identify how communication changes affect engagement, what is attracting people to attend and to facilitate tracking of future success.
- 2.8.** Conduct a research project on Arts engagement, focusing on the communities' perspective, as opposed to the service providers', to understand what people would like.
- 2.9.** Arts organisations should be encouraged to introduce subsidised tickets for theatre/cinema showings that haven't sold out, for low-income city residents.
- 2.10.** Ensure that new projects introduced to existing groups fit the existing arts routine as closely as possible (ideally using the same day, time and location). This recommendation is dependent on the organisations' ability to formulate a strong partnership.

¹¹ [Coventry City Council \(2016\) Draft Coventry Cultural Strategy 2017-2027](#)

- 2.11. With the development of new City Centre public spaces, the programme developer should be encouraged to include LAAM-managed activities, in addition to their current private-sector only schedule.
- 2.12. Collaboratively map Leicester's current Arts offer to identify what is on offer and where across the city, as well as clearly demonstrating the gaps, helping LAAM and Leicester's NPOs better target their outreach work.
- 2.13. Consider introducing discounted rates to hire out LCC heritage facilities for non-for-profit organisations or organisations with specific aim to expand Leicester's offer to those hard-to-reach groups in disengaged areas.
- 2.14. Aim to expand in-house audio guides to include the four most common Leicester languages, English (72.5%), Gujarati (11.5% pop.), Panjabi (2.4% pop.), and Polish 2.0% pop.)¹². It is recognised that this may require additional funding.
- 2.15. Request Audience Finder information from Leicester's Audience Finder Clients to be sent directly to LAAM, to enhance visitor monitoring and tracking, and allow for more specific target-setting.
- 2.16. Ensure implementation of the recommendations set out in the internal document 'An Open Future' (2017), in particular to:
 - Provide one-off advice to service providers, which can be made more regular if the clients' activity fits the Leicester Arts and Museums priorities;
 - Ensure relevant contextual factors are shared through the application process for service users with special educational needs (SEN), *if the user wishes*¹³.

3. Report

3.1. Leicester's Current Arts Offer

- 3.1.1. Leicester currently has the broadest and most versatile Arts economy in its modern history. The list of present services providing support for an Arts agenda include:
 - 3 mid-size contemporary art galleries (Leicester University's Attenborough Arts Centre, The Gallery in De Montfort University's Vijay Patel Building and Phoenix Arts Centre)
 - A nationally respected independent gallery (2 Queens)
 - A major craft production centre (Leicester Print Workshop)

¹² Office for National Statistics (2011) Census

¹³ Leicester City Council (2017) An open future, p.4; p.9 (internal document)

- 2 large studio blocks (2 Queens and StudioName)
 - A museum/gallery with outstanding collection of arts and crafts of national repute (New Walk)
 - And 7 theatres (Curve, De Montfort Hall, Phoenix Arts Centre, The Sue Townsend Theatre, The Peepul Centre, The Y and The Little Theatre, which provide excellent support for repertory or amateur dramatics in Leicester.)¹⁴
- 3.1.2. UK Arts organisations source funding from:
- The government, local authority and international bodies (Department for Digital, Culture, Media and Sport (DCMS) direct grant, Cultural Ambition Fund (provided by LAAM), EU funding schemes, ward funding, foreign government and businesses)
 - Charities (ACE, National Lottery, trusts/foundations/private giving)
 - Profit (box office or admission charges, merchandise/sponsorship)
 - Partnerships with local competition¹⁵
- 3.1.3. In recent years, local authority subsidy of the Arts is more commonly used as a lever for 'match funding'. However, the cuts to local authority spending as well as a reduction of ACE grants (and other secondary sources of funding) are causing a 'double whammy' of cuts, threatening the longevity of Arts organisations existing in their current state¹⁶.
- 3.1.4. This review will consider how accessible and relevant Leicester's Arts offer is to those more likely to be facing structural barriers.
- 3.2. Funding and Resources**
- 3.2.1. LAAM'S service has downsized gradually, due to employees leaving the service and their posts not being refilled. Currently the Arts team operates with four members of staff and 90 hours per week of service shared between them. This is inclusive of an Outreach Officer, operating on an 18.5 hour contract.
- 3.2.2. The breakdown of funding sources between the Arts and the museums service is significantly different. The Arts service is funded both by LAAM via grant aid, the Cultural Ambition Fund (CAF) and ward funding, and by independent funding bodies such as ACE for those organisations apart of the NPO, while the museums service is predominantly funded by LAAM.
- 3.2.3. ACE has a commitment to ensuring its organisations are inclusive. As a newly appointed NPO, LAAM's service has the same, if not more, of an obligation to ensure equal opportunities for engagement in the Arts and Museums service.

¹⁴ Leicester City Council (2017) An open future, p.2 (internal document)

¹⁵ [Parliament \(2011\) Funding of the arts](#)

¹⁶ [Parliament \(2011\) Funding of the arts point no.76](#)

- 3.2.4. The expansion of our NPOs in Leicester since June 2017, from eight to 16, is evidence of an improved offer in Leicester, in terms of inclusivity and accessibility, from which hopefully the benefit will soon be evident.
- 3.2.5. LAAM explained to the task group that if there are communities in Leicester that are missing out on our offer, information needs to get to them so that they can better connect arts organisations with local communities, potentially via ward funding¹⁷.
- 3.2.6. Members of the task group felt that much of what is presented in exhibitions to the public may be daunting. The lack of opportunity in schools and the failure to maintain a high profile in the national curriculum do not allow for an appreciation of the arts and culture, which causes a disconnection to occur within vast areas of society.
- 3.2.7. Appreciation of the Arts can only come from gradual exposure, to allow an understanding and confidence to build and the opportunity for greater enjoyment.
- 3.2.8. Concern was voiced to the task group that community centre closures may lead to the disbanding of established, strong communities, which cannot simply be reconstituted at a later time. Evidence provided suggested that in areas of sustained, strong engagement, these centres must be supported to continue in a climate of reduced funding.
- 3.2.9. With a CAF budget of £12,000, LAAM face a difficulty of not wanting to over-publicise this funding; instead disclosing this Offer within direct communications with arts organisations.
- 3.2.10. The task group heard that LAAM support both financially and as advisers. An example of this was given in the case of the ward-funded Aylestone Mural, where they helped the organisers, Aylestone Meadows Appreciation Society, get in touch with a local street-art group, to practically facilitate the project, and provided end-of-the-phone advice.
- 3.2.11. Whilst LAAM is committed to supporting Arts organisations to get stronger, this ability to provide non-financial support is capped by the limited workforce. However LAAM's Outreach Officer can go out into the community and help Arts groups who do not feel comfortable using computers to apply online for various forms of funding giving them relevant information they need to put in their funding bids.

¹⁷ Task Group Meeting 4



Before and after of the Aylestone Road entrance to Aylestone Meadows

3.3. Engaging Communities

Who is 'Hard to Reach'?

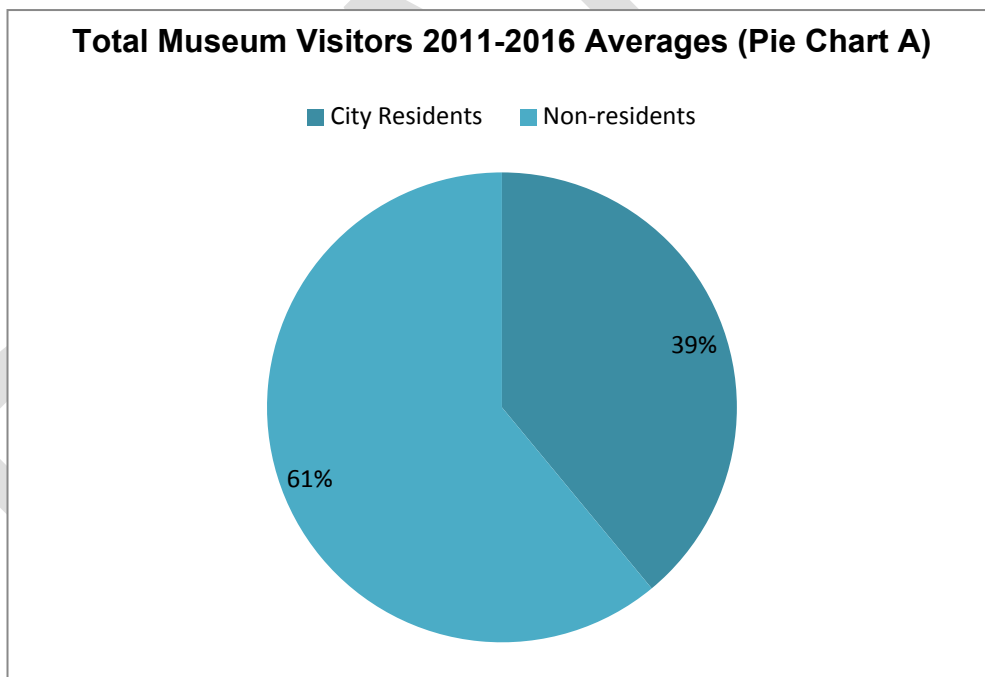
- 3.3.1. Nationally, the higher socio-economic group are disproportionately over-represented in audience breakdown across arts organisations.¹⁸
- 3.3.2. This section will only identify who is and isn't engaging, and not discuss the reasons for why, or how Leicester's Arts Offer is making an effort to address this.
- 3.3.3. It is worth remembering that while there may be demographic-specific barriers, those individuals not engaging may be a part of multiple 'hard to reach' groups, meaning we must reflect on all factors when considering lack of engagement.
- 3.3.4. A vast majority of arts organisations use Audience Finder, a national audience data and development programme, to specifically work out who is and isn't engaging, allowing for a more tailored programme. This service is transparent, allowing signed up organisations to view one another's sales profiles.
- 3.3.5. LCC-funded organisations report to LAAM the demographic breakdown of visitors, for monitoring purposes. Both the transparency of the service and willingness expressed in conversation with NPO Curve Theatre to share data once enough had accrued, suggest Leicester's arts organisations using Audience Finder would have no issue sharing this information with LAAM.

¹⁸ [Department for Culture, Media & Sport \(2017\) Taking Part: Engagement with museums and galleries 2015-16](#)

- 3.3.6. Cambridge is looking to encourage more successful data sharing between organisations and the authority, with the introduction of the Cambridgeshire Culture Card. This collaborative scheme will make possible tracking of the impact of cultural engagement on educational attainment¹⁹.
- 3.3.7. It is felt this authority can acquire more detailed data also: through the co-operation of organisations using Audience Finder.
- 3.3.8. **Recommendation: Request Audience Finder information from Leicester’s Audience Finder Clients to be sent directly to LAAM, to enhance visitor monitoring and tracking, and allow for more specific target-setting.**

Exhibition Engagement Breakdown

- 3.3.9. LAAM’s tracking data has been summarised below to demonstrate the engagement of users from the period 2011-2016.



¹⁹ [Parliament \(2017\) Libraries Taskforce: Understanding cultural engagement: Introducing the Cambridgeshire Culture Card](#)

3.3.10. **Table A - Museum Visitors Who Reside in the City 2011-16 Averages (39% of total visitors)**

	Visitation of City Residents	Demographics of City Residents (Census 2011)
Male	43%	49%
Female	57%	51%
BME	28%	49%
Non BME	72%	51%
SEN Users	5%	19%
U16	34%	21%
16-19	5%	6%
20-29	14%	20%
30-59	32%	38%
60+	14%	16%
ABC1	69%	41%
C2DE	31%	59%

(ABC1 refers to middle and upper middle class individuals, whereas C2DE refers to working class/unemployed individuals. BME stands for Black and Minority Ethnicities; NON BME refers to white British individuals.)

3.3.11. It is clear there is a significant difference between city and non-city visitors, with city visitors engaging significantly less. Of the city residents, Table A shows that **under 16s**, **ABC1** and **non BME** visitors are over-represented in Museum visitation, while those with **SEN**, **C2DE** and **BME** visitors are the most under-represented.

3.3.12. **Table B - Arts Organisation Engagement Breakdown (Festivals and Events, Curve, Phoenix and Soft Touch)**

	% Breakdown	Target
Male	42%	
Female	58%	
BME	22%	42%
Non BME	78%	
SEN Users	7%	3%
U16	6%	17%
16-59	78%	
60+	16%	15%
ABC1	56%	
C2DE	44%	42%
City	66%	58%
County	26%	
Other	8%	

- 3.3.13. Table B shows arts organisation breakdown in relation to LAAM set targets. It is clear that inclusion of BME and under 16s is significantly lower than targeted, though Leicester funded arts organisations are surpassing expectation for SEN users, over 60s, C2DE and city residents.
- 3.3.14. The comparison of all three tables and charts demonstrates a difference in demographic engagement between Leicester's Arts and Museums services: where one service does not engage a demographic, the other compensates. That said the Commission feels areas for concern remain to be **BME, C2DE, users with SEN** and **city** residents. Additionally, the significant drop in engagement, when comparing under-16s with 16-19s (as seen in Table A) is a cause for concern.

Further Analysis

- 3.3.15. LAAM offer a lot of family events, to promote inclusivity. These events, affiliated with present exhibitions, are well attended, but LAAM's Lecture Programme and *Heritage Sunday* programme are predominately attended by older people. Scheduling, opportunity, and pride in Leicester may contribute to this.
- 3.3.16. However, within these monthly *Heritage Sundays*, LAAM are very successfully championing partnerships, as they work with the Heritage Centre at De Montfort University, to open up the Castle, among other venues.
- 3.3.17. The Arts' exhibitions (**NOT Arts events**) audience are reflective of the Museum's statistics, with the majority of those in attendance being white British, middle class, and living in the County²⁰.
- 3.3.18. Similarly, University of Leicester's landmark disability-focused service, Attenborough Arts Centre, draws most of its audience from more middle class areas around Victoria Park and Clarendon Park Areas.
- 3.3.19. It is felt the emphasis on Leicester's tourism offer in recent years partially explains the underrepresentation of City visitors.
- 3.3.20. The trends in evidence may demonstrate minority groups in the city feel Leicester's exhibitions are not relevant to them, welcome to them, do not consider them, or that they don't know about them.
- 3.3.21. **Recommendation: Attendance and the diversity of attendees at arts events should be tracked using the same methodology to identify how communication changes affect engagement, what is attracting people to attend and to facilitate tracking of future success.**

²⁰ Task Group Meeting 4

3.4. Barriers to Access

- 3.4.1. The task group recognises the need to acknowledge user issues to access, but also to consider the issues facing providers, in ensuring access.
- 3.4.2. An important aspect of improving access to the Arts is ensuring that engagement initiatives were directed appropriately. For example, ensuring that cheap tickets are bought by the people they are intended for, not those who could afford to pay full price.
- 3.4.3. The commission heard that for many who have had negative experiences educationally, or that aren't 'academics', entering the building itself to engage with the Arts can be imposing.
- 3.4.4. This was a reoccurring issue brought up, specifically in relation to New Walk museum and its grand exterior, and the location of DMU's Vijay Patel Gallery, in the centre of campus.
- 3.4.5. DMU attempts to address this issue through their programming: for their recent *Walker and Bromwich* show, a parade was held through the city, concluding at the Vijay Patel Gallery.
- 3.4.6. LAAM are also in the process of moving their Ancient Egypt gallery upstairs: with New Walk's downstairs known as a 'family' area, and the upstairs known as an 'Arts' area, this switch of exhibitions, requiring nominal expenditure, is expected to encourage families to 'stumble upon' the arts galleries²¹. With the frequent and varied family events held at New Walk, LAAM demonstrates a strategic effort to overcome this barrier of 'appearing intimidating' to accessing their Museums service.

C2DE; The Outer Estates

- 3.4.7. Those living in the outer estates can be restricted by the location of relevant arts projects/exhibitions and might struggle to attend due to travel access, finance and classist preconceptions.
- 3.4.8. "Those in the outer estates, they're the most difficult to engage. The people in those estates, they really do stay there" – Linda Harding, LAAM Outreach Officer.
The commission heard that:
 - Residents in the outer estates are unable to attend evening/Sunday events and performances in the city centre due to a lack of bus service.
 - Many young people in the outer estates are unable to access the city centre, due to parental concerns about safety.
 - In the current financial climate, neither community centres nor Leicester City Council can fund shared transport to city centre organisations.

²¹ Task Group Meeting 4

- Many families are unable to afford the expense of tickets and return bus trips for each family member to the given event. Travel and food costs are further expenses for a trip to an Arts venue.
- If a cultural organisation only has a city centre presence, these people will be unlikely to ever experience it. It is vital for cultural organisations to have a presence in the neighbourhoods of the city as much as possible.

Finance

- 3.4.9. One of the main barriers experienced is a financial one, or *user perception* of a financial barrier.
- 3.4.10. Many of Leicester's wards are within the indices of deprivation. With 40.59% of children in poverty after housing costs in 2017, Leicester has the 8th highest levels of child poverty of local authorities, across the UK²².
- 3.4.11. **Recommendation: Arts organisations should be encouraged to introduce subsidised tickets for theatre/cinema showings that haven't sold out, for low-income city residents.**
- 3.4.12. Using the specific example of the Open Exhibition, an annual art event for those who aren't professional artists to have the experience of showing in a gallery, financial factors such as "the low rate of selection related to entry fee" and the "level of commission charged by the museum"²³, act as major barriers to community groups and amateur artists' getting involved in an event intended to be inclusive.
- 3.4.13. The task group heard that some people stated they might have been happy to pay the fee if selection was assured, but that the submission cost is too much for 'a punt'. The submission cost dropped in 2017, reflecting the exhibition's situation in a smaller, different venue. Fees for this year have returned to 2016s' higher cost.
- 3.4.14. **Recommendation: To request Leicester's arts organisations to revisit their entry pricing strategies, to create more affordable opportunities to participate.**
- 3.4.15. It was heard from LAAM that people still think museums aren't free. Whilst there is a charge for activities at times, the museums are free. This is evidence of a communication-related barrier between the museums and the public.
- 3.4.16. Discussing Curve Theatre specifically, Andy Reeves, Youth and Community Practitioner, acknowledged: "A lot of those who don't engage assume that Curve is out of their price range, because our flagship

²² [Centre for Research in Social Policy, Loughborough University \(2017\) Compilation of child poverty local indicators](#)

²³ Leicester City Council (2017) An open future (internal document)

performances are expensive. A lot of people don't know about financially accessible projects and events: the message is not fully out there.”²⁴

3.4.17. It is apparent there are a range of free activities to engage in, but the communication of this is somewhat ineffective.

3.4.18. **Recommendation: Streamline and integrate communication of Leicester's Arts Offer, by adopting one or more of the following approaches:**

a. **Using a single, overarching account on social media, advertising events for all Arts organisations across Leicester;**

OR

b. **Maintaining social media accounts as independent, but introducing a universal Hashtag e.g. '#LoveLeicesterArts' (based on the established 'Love Leicester' app), to be used cross-platform and cross-organisation;**

OR

c. **Editing the path from the Council website homepage to the 'Visit Leicester' sister website, to simplify access;**

OR

d. **Introducing a promotional blog on culture in the city, that Leicester students could write for in an intern/volunteer capacity.**

²⁴ Task Group Meeting 4

Case Study 1: Overcoming Barriers: Curve's *Fashioning a City*

Using Audience Finder, Curve identified 10 communities (defined by postcode) that weren't engaging with the theatre to partake in this free project for 300 participants, over a 10 month period. Within these communities, LCC recommended several suitable community groups.

The areas Curve identified as difficult to engage were:

- LE4 6 Doncaster Rd
- LE5 3 Humberstone Rd
- LE5 5 Spinney Hill Park
- LE4 7 Rushey Fields
- LE3 8 Glenfield
- LE4 4 Birstall, East of Loughborough Rd
- LE4 3 Birstall, West of Loughborough Rd
- LE2 5 Oadby
- LE2 8 Aylestone Park
- LE3 5 Frog Island, city centre
- LE4 2 Thurcaston
- LE3 1 Braunstone Park
- LE3 5 Frog Island, city centre
- LE5 2 Bushby Brook, Willow Brook

Utilising this information, the Youth and Community Practitioner arranged face-to-face meetings in the communities with community partners, who were then utilised to spread the message, supported with central messaging by Curve's communications team. By being *locally* pitched as a *local* project, *Fashioning a City* eradicated the fear of authority.

The value of the project will be found in how well it engages with a range of communities across the city, not on whether a professional-appearing show is produced.

While funding (provided by the Heritage Lottery Fund) is for the project alone, the project manager (Youth and Community Practitioner, Andy Reeves) is not considering *Fashioning a City* as a one-off project. Curve hopes to develop self-sustainability in the groups it works with:

"When we have the relationships in place, we hope we can signpost the groups to funding pots." (Andy Reeves, Youth and Community Practitioner).

Successfully partnered with:

East Midlands Oral History, Leicester University; Leicester, Leicestershire and Rutland Record Office; Heritage England; Leicester City Libraries; Spark; New Walk Museum; local artists and Lynda Callaghan (Heritage researcher; key informer).

Additionally, LCC Adult Education offered an option of rehearsal and development spaces at adult education schools.

'Classist' Preconceptions

- 3.4.19. The perception for many of the general public is that the Arts offer is 'not for them'.

- 3.4.20. Community centre users and service providers in estates often do not trust figures of authority such as the council, schools and the voluntary and community sector (VCS). This mistrust comes from both perception of having been 'let down', and inadequate support from the authorities.
- 3.4.21. In partnerships between community centres and the local authority, this lack of trust can be overcome through the subtle framing of an event or project as 'locally-ran'. Another subtlety could be labelling it as the community organisation being 'in partnership with [authority]' as opposed to an '[authority] led community project or event'.
- 3.4.22. There is segregation felt within wards, between working class children and middle class families.
- 3.4.23. One service user of the New Parks Hub passed up an opportunity to join a Curve class, because it was organised on the same day as their 'Team Troopers' class (New Parks Hub). Similarly, in case studies 2 and 5, there was a low turnout for the commemorative launch event for both programmes. This demonstrates how much a priority routine is for participants, and that a change from routine can disengage individuals.
- 3.4.24. **Recommendation: Ensure that new projects introduced to existing groups fit the existing arts routine as closely as possible (ideally using the same day, time and location). This recommendation is dependent on the organisations' ability to formulate a strong partnership.**

Case Study 2: LAAMS and New Parks Library 'Life at Work'

In order to identify relevant local groups to work with, LAAMS attended a local community panel meeting, and contacted the local schools, community centres and library.

Having identified the group, the Outreach Officer then attended this group's routine meeting as a guest, bringing with her laminated local industry photos (sourced from Central Library), which she used to share with participants, introduce the 'Life at Work' project and promote discussion.

She then provided a background to the project, explaining that this was an exhibition celebrating their shared, hyper-local history.

During this meeting she also asked if she could gather service users' oral histories, and respecting that none of whom wanted to be in a 1 to 1 interview-type situation, she recorded them in the established group setting, where they felt more comfortable.

Through their direct contribution to the exhibition, it was clear to participants *their history* was important to the museum, and the way they wished to divulge this information respected.

The group setting for information gathering provided users additional mental health benefits by allowing users to share memories; talk to and engage with others in the group.

In total, nine engagement sessions were held in New Parks venues, with a handling session and launch event held at the Library.

This handling session provided an opportunity for the public as well as the New Friends group to engage with the project, integrating the participant group with those who weren't involved originally and otherwise would have been unable to get involved.

The Outreach Officer noted it was particularly challenging to encourage users to engage on different days/times to their regular meeting slot.

Additionally, groups were originally meeting for their own purposes, so there was a need to entice members, requiring personable skills and good background knowledge of the group, in addition to securing a partnership with the original service provider.

New Parks are known for being one of the more difficult outer estates to engage with through the council, so this project was a real breakthrough.

Projects such as this "can connect people with their communities by engaging with local stories, artefacts, and issues on a deeper level by telling the stories of their past and linking those to the present and future developments" (LGiU (2017) Briefing: Place Matters, p.4), demonstrating their value.

- 3.4.25. There were also examples presented of the Outer Estate communities feeling museums aren't interested in their history or forms of artistic expression that may better speak to them. Case studies 2 and 3 demonstrate successful, tailored efforts to counteract these preconceptions.

Case Study 3: Bring the Paint, LAAM, and Youth from the Outer Estates

By successfully engaging young people from the estates, Bring the Paint stands as a great example of how to engage a typical hard-to-reach group who views the Arts as irrelevant for them.

Bring the Paint was peer-led: the community leaders facilitating this project were more likely to be respected and trusted by the target audience.

By transforming eyesores into attractions, this project had also a positive environmental/community benefit, for example, in work with Highcross to decorate the wooden panels surrounding construction work on the Shopping Centre. Such place-based arts approaches are commended for, "Encouraging a positive sense of place... [fostering] engagement, and a sense of belonging" (LGiU (2017) Briefing: Place Matters p.3). This project provided communities from the outer estates an explicit connection to the city centre, which such communities often are distanced from.

'#FamilyFriendly events': appealing to families while specifically addressing teenagers through effective hashtag-use in marketing.

Successfully partnered with a variety of organisations, including Canteen: LCB Depot; DMU, Soundhouse, as well as DMU students and Graffwerk.

Events were held in city centre based public spaces such as Orton Square and were diverse in content: combining activities such as live music, pop-up exhibitions; skateboarding and BMX demonstrations; children's graffiti workshops and a 'Bambino Disco'.

- 3.4.26. There is a feeling amongst working-class communities that they are not 'entitled' to go to art galleries or the theatre. However it was heard that there is the danger that 'we' decide that people 'should' attend Arts venues such as the Curve. They may not wish to, even if they had a realistic opportunity to do so.
- 3.4.27. Loyalty, conformity and class-based divisions are all linked in hindering opportunities for access.

Adolescents and young people

- 3.4.28. Schools, especially secondary schools, are difficult to work with, because they already operate on a filled timetable. Fitting in extra activity is difficult.
- 3.4.29. Additionally, external visits can be difficult because of transport costs, health and safety considerations and the need to maintain adult/student ratios off site.

- 3.4.30. Pudding Bag Productions stated that the difficulty resides with contacting the right person and persuading them to find time within their schedules. It is also important to offer schools something which they see as relevant to their curriculum and as something they would like to do for themselves. Schools operate as predominantly closed systems.

Case Study 4: Overcoming School Barriers

By forming partnerships with organisations such as LCC Century of Stories (who have a track record of successful work with schools) and in the case of Grace Dieu Manor School, making contact with the 'Friends of Grace Dieu Priory', Pudding Bag Productions managed to successfully access school-age children. Both expertise and trust with the targeted group gained through partnership were essential to facilitating this.



Works of Art

Leicester Open 28 Exhibition

The highly regarded 'Leicester Open 28 Exhibition has only been open to schools in the last two years. Entering for the very first time this year, Evington Valley submitted 13 artworks by pupils for admission into the Young Persons, ages 5 - 11 category of the 'Open 28'. We were very pleased and proud to discover that 6 out of the 13 pupils passed the judging panel to show their work in the exhibition. The Exhibition will be open from 8 July - 19 August 2017 at the Old Library Gallery, Leicester Adult Education College, Belvoir Street.



Leicester City Council

Evington Valley Primary School
Evington Valley Road
Leicester
LE5 5LL
Tel: 0116 2736971
Fax: 0116 2733461

Healthy Schools

Excerpt from Evington Valley Primary School's website, detailing the school had 13 submissions for 2017's Open 28

- 3.4.31. However, in the case of Leicester's Annual Open Arts Exhibition, the children and young people's category clearly attracts a more diverse

audience and supports the council's priorities around engaging audiences from excluded backgrounds²⁵.

- 3.4.32. This may largely be due to both the lifting of entry fees and the successful word of mouth marketing by teachers in schools or the schools integration of this exhibition with the curriculum.

Users with SEN

- 3.4.33. "The cuts to Arts Council funding and the restructuring of National Portfolio Organisation funding have had a disproportionate effect on disabled-led organisations... disability-led organisations now make up just over one percent of the total portfolio, while their share of funding is less than 0.5%"²⁶.
- 3.4.34. Compared to the England average, it is important to note Leicester has a considerably greater prevalence of children with moderate learning disabilities. Additionally, individuals with SEN and their families are more likely to be in poverty and as a result, experience intersectional barriers to access²⁷.
- 3.4.35. "Mainstream arts have not confronted disability... *developing their own art, in environments controlled by themselves*, is seen as critical if disabled people are to develop as creative producers, and compete with artists in the mainstream"²⁸.
- 3.4.36. This is about crafting SEN-focused activities and acknowledging all abilities.
- 3.4.37. Referring back to the previously mentioned Open Exhibition, it was discovered SEN artists are unlikely to be selected, as there is no marker on the application form to establish the SEN context for these artists.
- 3.4.38. **Recommendation: Ensure implementation of the recommendations set out in the internal document 'An Open Future' (2017), in particular to:**
- **Ensure relevant contextual factors are shared through the application process for service users with SEN, if the user wishes²⁹.**
- 3.4.39. Overall LAAM's access programme is extensive, varied and user-orientated. However, it still could be made more accessible, simply by dispelling assumptions held by service providers via disabilities and access training.

²⁵ Leicester City Council (2017) An open future (internal document)

²⁶ [Pring \(2014\) cited in: The Mighty Creatives \(2014\) Disabled Children and Young People: Engagement in arts and culture in the East Midlands in an environment of restrained resources p.29](#)

²⁷ Public Health England (2013) Learning Disabilities profiles

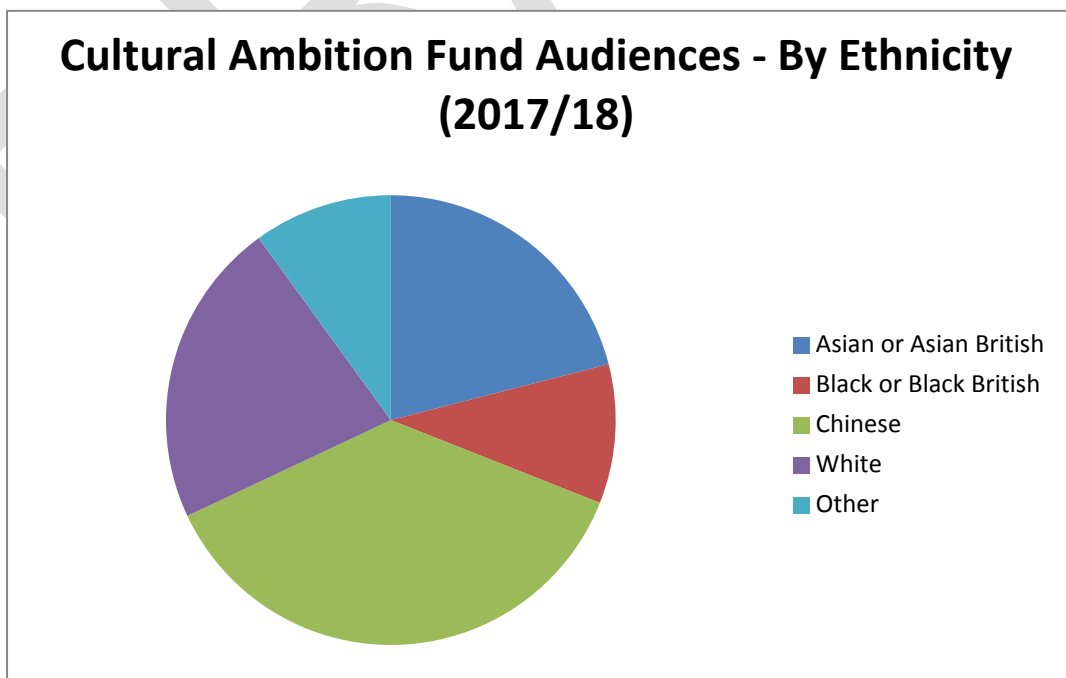
²⁸ Liverpool Institute for Performing Arts (2003) Effecting change: Disability, culture and art? p.9.

²⁹ Leicester City Council (2017) An open future (internal document)

- 3.4.40. Training for service providers on impairment disabilities and access exists commonly as an opt-in choice, but many choose not to³⁰. (The Mighty Creatives 2014 p.26).
- 3.4.41. The task group noted that there is perception that inclusive delivery (including the relevant training) is more challenging, costly and in some cases requires specific expertise, as potential reasoning for why our arts services reflect below target visitation of individuals with SEN.
- 3.4.42. Service providers with SEN also experience barriers in providing accessible arts. The task group were informed, in one case of direct discrimination, an arts centre worker was told due to their dyslexia and lack of experience, a VCS organisation would not provide her support in taking over management of the community centre.

Black and Minority Ethnic (BME) Communities

- 3.4.43. There is little representation of the diverse communities of Leicester through participating artists.
- 3.4.44. In light of the earlier displayed under-target BME figures, LAAM has worked this past year to ensure Leicester’s Arts offer is more culturally inclusive and broadly appealing, through designated outreach work. For instance with predominantly BME women’s group Krafty Women, and through selection of CAF awarded organisations.
- 3.4.45. In 2017/18, the audience of CAF-supported projects was as follows:



³⁰ [The Mighty Creatives \(2014\) Disabled Children and Young People: Engagement in arts and culture in the East Midlands in an environment of restrained resources p.26](#)

- 3.4.46. Similarly, Phoenix Arts Theatre has successfully raised their participation of BME individuals by 5.1% since last year, to 22.7% of their total audience. Curve identified approximately 65% of people attending the theatre over the last year were from black and minority ethnic communities and that approximately 35% were first-time attendees.
- 3.4.47. BME engagement work from Phoenix includes offering diverse cultural perspectives and on-screen representations of people, places, narratives and themes, with a programme that is locally and culturally relevant.
- 3.4.48. **Recommendation: Aim to expand in-house audio guides to include the four most common Leicester languages, English (72.5%), Gujarati (11.5% pop.), Panjabi (2.4% pop.), and Polish 2.0% pop.)³¹. It is recognised that this may require additional funding.**
- 3.4.49. Phoenix Arts Centre has successfully engaged more BME people through recently adopting a new community outreach approach, which involves working more intensively and directly with several neighbourhoods, including St. Matthews Estate, Belgrave and Highfields, to develop an understanding of each community's specific needs. Community outreach work has included community cinemas, creative workshops, film-making projects and arts and creative media events.

³¹ Office for National Statistics (2011) Census

Case Study 5: Krafty Women's Group

A similar approach to New Parks 'Life at Work' was taken with a group in Highfields, the 'Krafty Women's Group'. The Outreach Officer gave the group objects to handle; the group were taken on a museum tour and were able to contribute to the exhibition via object selection, and writing the text for the accompanying exhibition book. This exhibition was also marked with a celebratory launch event.

This project shared the struggles of the aforementioned example in that it was challenging to maintain engagement over differing meeting days/times, and the need for a gradual introduction to the project from a personable figure, as this group was already meeting for a different purpose.

Following the project, the group collectively visited a related exhibition, with service users then visiting the museum independently, demonstrating that this project successfully opened up this cultural space for these women.

Of both projects, the Outreach Officer stated:

"You must build relationships with hard-to-reach groups in their home environment. When you have established a rapport, you can then get them to come into a museum, and show them, *'this is a welcome place for everyone, including you'*".



Krafty Women's Group, Highfields

3.5. Barriers for Service Providers

- 3.5.1. Voiced across the service, by representatives of independent community centres in the outer estates, major city centre organisations such as Curve Theatre and Phoenix Arts Centre lack suitable venue space.
- 3.5.2. "Our strategic analysis identifies venue capacity as a major constraint on further growth in audiences, earned income and our ability to involve new communities" – John Rance, CEO, Phoenix Arts Centre³².

³² Phoenix Arts Centre (2018) Written submission

- 3.5.3. In regard to the annual Open Arts Exhibition, LAAM stated that the exhibition has been inconsistent for the past 5 years in terms of dates and location, so it's assumed that a stable home and timetabling in New Walk Museum will support increased artist uptake.
- 3.5.4. **Recommendation: Ensure that new projects introduced to existing groups fit the existing arts routine as closely as possible (ideally using the same day, time and location). This recommendation is dependent on the organisations' ability to formulate a strong partnership.**
- 3.5.5. LAAM also expressed concern over a lack of local usable venues across Leicester, stating the collapse of infrastructure of existing youth groups and youth arts groups is a major barrier to engagement.
- 3.5.6. The commission felt that with the necessary closure of many community centres, making better use of Leicester's public spaces and buildings should be a priority.
- 3.5.7. As part of their 2017-2027 Cultural Strategy, Coventry intends "greater use of enhanced city-centre architecture, heritage assets, parks and neighbourhood public spaces for performances and showcasing the cities"³³
- 3.5.8. **Recommendation: With the development of new City Centre public spaces, the programme developer should be encouraged to include LAAM-managed activities, in addition to their current private-sector only schedule.**
- **The better utilisation of the city's open space facilities will also remove the intimidation felt by some towards having to enter an Arts building, to engage with the arts (see: 3.4.3.).**
 - **While the Animation of Public Spaces strategy doesn't have a specific budget attached to it, facilitating a percentage of internal-led activities alongside the private-led activities also has the potential to make this project less costly.**
- 3.5.9. **Recommendation: Consider introducing discounted rates to hire out LCC heritage facilities for non-for-profit organisations or organisations with specific aim to expand Leicester's offer to those hard-to-reach groups in disengaged areas.**

3.6. Staffing

- 3.6.1. To maintain quality, community arts service staff are frequently forced to work unpaid overtime and pay for resources themselves (The Mighty Creatives 2014 p.42).

³³ [Coventry City Council \(2016\) Draft Coventry Cultural Strategy 2017-2027 p.33](#)

- 3.6.2. Under tighter budgets, short-term solutions are becoming increasingly more common, which has brought about an increase of freelance workers with insufficient training³⁴.
- 3.6.3. While it is often economical to opt for freelancers over permanent staff, without proper training and accountability, this method of cost reduction threatens the service's consistent quality and access to necessary care for users with additional needs.
- 3.6.4. Due to cost, arts organisations are also opting to use amateurs instead of professional teachers, again, threatening the service's consistent quality.

3.7. Income Generation Targets

- 3.7.1. With tough income generation targets to hit, LAAM acknowledged income generation targets mean ensuring diverse engagement, representative of Leicester, can be difficult.
- 3.7.2. This was echoed by De Montfort Hall, who stated that operators who provided these shows were financially driven, so were not interested in where their audiences came from³⁵.
- 3.7.3. While income generation targets can hinder comprehensive engagement, it was felt any recommendations to expand equalities plans within the LAAM could detract from the service's overall good engagement work. Research suggests developing addendums to equality policies does not guarantee any better provision.
- 3.7.4. National Portfolio Organisations are criteria-led and the few criteria determining NPO status are broad enough that they capture a culture of good practice, but do not impose specific targets that can damage an organisations' ethos. Leicester's expansion of our NPOs demonstrate both the income targets at present and equalities targets placed upon these NPOs by ACE are no doubt conflicting, but attainable simultaneously for the LAAM and Leicester's other NPOs.

3.8. Partnership Working

- 3.8.1. "For a City of its size, Leicester has a huge amount on offer, but it's not always well co-ordinated" – Ben Carpenter, Chair of the Contemporary Visual Arts Network, East Midlands.
- 3.8.2. LAAM has recognised there are opportunities for partnership, such as unifying the Open Exhibition's subsidiary exhibitions at LCB Depot and 2 Queens. Attenborough Arts Centre is interested in collaboration and

³⁴ [The Mighty Creatives \(2014\) Disabled Children and Young People: Engagement in arts and culture in the East Midlands in an environment of restrained resources p.44](#)

³⁵ [Leicester City Council: Heritage, Culture, Leisure & Sport Scrutiny Commission Meeting, 14th November 2017](#)

Leicester Print Workshop already runs an open submission exhibition for print work that also presents an opportunity to work together. The commission strongly support this integration.

- 3.8.3. While this is an example of Leicester Arts organisations wanting to work together, some arts organisations may be less inclined to instigate partnerships, due to increasingly depleting funding pots which, in turn, cause greater competition.
- 3.8.4. It was suggested many organisations would rather maintain ownership than reach greater success collaboratively. Conversations around funding development and bid writing suggested that there was a gap in resourcing here, but the institutions would prefer authorship to remain internal.
- 3.8.5. However, many artist-led groups have relied on LAAM for non-financial support. LAAM works as a partner to groups such Silver Vine Arts, Tetrad, the Eye Gallery and Leicester Sketch Club.
- 3.8.6. Due to both funding cuts and mismanagement, numbers of community artists and arts groups in Leicester are decreasing. Such advisory services must be recognised as integral to the sustainability of community arts groups. Many started as arts evening classes and formed as groups to exhibit their work together.
- 3.8.7. **Recommendation: Ensure implementation of the recommendations set out in the internal document ‘An Open Future’ (2017), particularly:**
- **Provide one-off advice to service providers, which can be made more regular if the clients’ activity fits the Leicester Arts and Museums priorities;**
- 3.8.8. It must be acknowledged that not all artists want to be ‘community’ artists and lose autonomy over their work. Some artists may therefore also wish to charge an extortionate fee for ‘community arts’ hire, or as mentioned earlier, frequently have to utilise amateurs to deliver projects.
- 3.8.9. Aforementioned projects such as Curve’s ‘Fashioning a City’ and LAAM’s ‘Life at Work’ demonstrate exemplary partnership work, as these organisations have outsourced their resources of trained professionals and artefacts to existing community groups, providing for disengaged individuals the opportunity to experience a high quality arts programme, in a group setting they are already comfortable in.
- 3.8.10. **Recommendation: Collaboratively map Leicester’s current Arts offer to identify what is on offer and where across the city, as well as clearly demonstrating the gaps, helping LAAM and Leicester’s NPOs better target their outreach work.**

- 3.8.11. Coventry, City of Culture 2021, has curated a 2017-2027 Cultural Strategy consisting of five goals for cultural growth;
1. Partnership
 2. Lifelong Learning
 3. Diversity
 4. Health and Well-being
 5. Economic Growth³⁶
- 3.8.12. Focusing on the first goal, Coventry is prepared to nurture a more open relationship between the Arts, both professional and amateur, the city council, communities, universities, local businesses and charities, with aim to maximise resources, infrastructure, innovation and investment³⁷.
- 3.8.13. While many organisations may wish to remain autonomous, for the Arts offer to remain at its present quantity in Leicester without sacrificing quality, it is essential that partnerships are encouraged.
- 3.8.14. Additionally, through a lack of clear communication with other organisations, some arts organisations have been offset in the line of other agencies' work.
- 3.8.15. In the case of Soft Touch, the task group were informed that when this arts organisation had gone out into the community to hold their street-based creative activities (as part of stage 1 of their *UpSTart* project), police officer arrival and suspicion often disbands harder-to-reach young adolescents willing to engage. The police presence leads to targeted potential users experiencing feelings of fear, especially for those who may have had a negative police experience.³⁸
- 3.8.16. **Recommendation: Generate more productive and long-lasting partnerships, with the aim to create a 'United Leicester' (of the arts), using Coventry's example following their City of Culture Bid:**
- **Arts organisations require establishing better relations with the Ward councillors, GPs, police, and other arts providers, to ensure these services are working cohesively to support each organisation.**
 - **Encourage arts organisations to share practical resources (i.e. objects suitable for exhibitions, venues, experiences of particular successes/concerning factors and databases of information) with one another. The necessary provisions to protect valuable items should be in place.**
 - **Lead by example by working to improve relationships with related organisations across Leicester, to ensure a stronger Offer.**

³⁶ [Coventry City Council \(2016\) Draft Coventry Cultural Strategy 2017-2027](#)

³⁷ [Coventry City Council \(2016\) Draft Coventry Cultural Strategy 2017-2027 p.30-2](#)

³⁸ Task Group Meeting 3

- 3.8.17. **Recommendation: Make GPs aware of local arts services and encourage them to recommend and provide referrals for ongoing arts classes to those with conditions that could find such treatment beneficial, i.e. individuals who are experiencing depression, loneliness, Post-Traumatic Stress Disorder, anxiety and stress.**

3.9. Communicating the Offer

Users

- 3.9.1. While Leicester Art Week stands as a positive example of continued partnership work, the Contemporary Visual Arts Network East Midlands suggested that for the purpose of sharing audiences between organisations, this work was somewhat inefficient, and could in the future be better supported through online communication.
- 3.9.2. **Recommendation: Streamline and integrate communication of Leicester's Arts Offer, by adopting one or more of the following approaches:**
- a. **Using a single, overarching account on social media, advertising events for all arts organisations across Leicester;**
- OR
- b. **Maintaining social media accounts as independent, but introducing a universal Hashtag e.g. '#LoveLeicesterArts' (based on the established 'Love Leicester' app), to be used cross-platform and cross-organisation;**
- OR
- c. **Editing the path from the Council website homepage to the 'Visit Leicester' sister website, to simplify access;**
- OR
- d. **Introducing a promotional blog on culture in the city, that Leicester students could write for in an intern/volunteer capacity.**
- 3.9.3. That considered, for some groups, such as older people, people with a disability or multiple disabilities, and those for whom English is a second language, traditional forms of marketing should not be overlooked in their necessity to achieving effective communication.
- 3.9.4. **Recommendation: Develop communication methods with communities and organisations to publicise Leicester's arts offer more widely to those that are currently disengaged with the services offered.**

Service Providers

- 3.9.5. Following its year as City of Culture, Liverpool City Council compiled a guidebook, 'Open City – Arts for Everyone', describing all the city's venues

and organisations, providing key contacts and details, and what the organisations can offer community groups.

- 3.9.6. This guidebook was designed *specifically* for community groups with the intention of supporting them, acknowledging the lack of uptake in available opportunities and how these groups' priority is fulfilling their aims and objectives; there often not being the time for such groups to do substantive research, plan out trips or arrange tickets.³⁹
- 3.9.7. Likewise, Manchester recognised that good communication is essential to engagement and actions must be taken to ensure those who generally do not participate in cultural activity are aware of what is taking place. After finding out many local councillors were not aware of what was happening across the city, the 'In MCR' guide was distributed to all members, to keep their constituents informed.

Ward Members

- 3.9.8. In gathering information from Curve, it was discussed that long term there is a hope to sustain and build the relationships with communities and Councillor engagement is key to this.
- 3.9.9. As part of this review, Councillors were encouraged to go into their ward and feedback the local Arts offer, to capture the varied situation across Leicester, as well as to offer insight into how in tune Councillors are with the Arts offer in their ward. Many came back demonstrating passion for both the successes and concerning gaps in their ward's offer.
- 3.9.10. **Recommendation: Elected Members are invited to attend and to promote local arts events, and in doing so, are given better understanding of the opportunities/concerns for their constituents.**

3.10. Conclusions

- 3.10.1. Undoubtedly a lot of excellent work is happening to ensure as many people as possible are engaging with the arts and cultural offer in the city. However, the commission have found that there are still gaps with certain communities, either unable to or unwilling to engage.
- 3.10.2. There has been substantial evidence given on the barriers facing people's engagement with the city's offer which has been compiled into this report but what was obvious to the commission members is that communication still needs to be improved and more needs to be done to encourage those that have an interest to engage.
- 3.10.3. It has to be acknowledged that we are in a difficult climate and much of the city's resident's face a time of uncertainty with finances and face difficult decisions to ensure that their families have food on their plate and a roof

³⁹ [Liverpool City Council \(2011\) Open City – Arts for Everyone: The Open City Guidebook](#)

over their head. This makes spending further money on an arts or cultural events very challenging for them, but we need to ensure that the wellbeing benefits of these events are open to them without adding extra pressure where possible, and allow for the enjoyment of arts and culture to be shared with all, regardless of background.

4. Financial, Legal and Other Implications

4.1. Financial Implications

There are no directly quantifiable implications, although additional activity usually represents a call on the time of staff in the Council and elsewhere, and sometimes requires additional funding. Therefore before particular recommendations are implemented, any specific implications should be identified and addressed. – Colin Sharpe, Head of Finance, Ext 374081

4.2. Legal Implications

There are limited legal implications arising from the recommendations of this report. In relation to recommendation 2.15 it should be noted that there may be issues arising in relation to Data Protection due to the transfer of data. It is advised that prior to the Council receiving or sharing any information that this is checked with Information Governance.

In relation to some of the other recommendations which are LCC based then advice should be sought to ensure that, once detailed plans are established, there are no legal issues, for example recommendation 2.6 may need the Council to secure third party agreement or in relation to 2.16 we need to assess what advice is being provided and on what basis.

Emma Horton, Head of Law (Commercial, Property & Planning), Ext 371426

4.3. Climate Change Implications

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

Mark Jeffcote, Environment Team, Ext 37 2251

4.4. Equality Implications

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

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

The report reviews engagement with Leicester's arts, culture and heritage offer and specifically examines barriers to engagement with the offer by some protected groups, with a particular focus on race, age, sex and disability. The report also examines geographical and socioeconomic barriers which widens the approach to inclusion.

The recommendations of the report will support the council in meeting its equalities duties by seeking to remove or reduce disadvantages experienced by people in relation to a protected characteristic or in relation to their socioeconomic status, and by encouraging people who are underrepresented to participate in arts, culture and heritage activities.

One of the key recommendations which will support the council in meeting its equalities objectives is to engage with communities and individuals living in Leicester to find out what they would like from the offer. Consideration could also be paid to whether there is merit in widening out the approach to also consider whether there are barriers to access for people from across all protected characteristics, including the protected characteristics of sexual orientation and gender reassignment.

Although the recommendations of this report will aid the council in meeting the aims of the Public Sector Equality Duty, there should be on-going consideration of the equalities implications as the approach is refined. There may be future projects, arising from the report and its recommendations, which would benefit from further consideration of the equalities implications and possibly a full equality impact assessment in certain circumstances. Whether an Equalities Impact Assessment is required will be dependent upon how work develops and whether the changes are likely to have a disproportionate impact on any protected group; this is usually the case where there are significant changes or a reduction in provision. Advice can be sought from the Corporate Equalities team on whether an Equalities Impact Assessment is required for specific projects, as appropriate.

Hannah Watkins, Equalities Manager, Ext 375811

5. Acknowledgements

With thanks and acknowledgement to those who compiled and provided evidence:

1. Andy Reeves, Youth and Community Practitioner
2. Benedict Carpenter, Associate Head of Visual and Performing Arts and Associate Professor of Fine Art, De Montfort University.
3. Claire Ward, Director of Communications and Fundraising, Curve Theatre.
4. Hetha Copland, Area Development Manager, Neighbourhood Services, LCC
5. Hugo Worthy, Visual Arts Officer, LCC
6. Jeremy Webster, Deputy Director, Attenborough Arts Centre
7. Joanna Jones, Head of Arts and Museums, Arts and Museums, LCC
8. Joanne Randall, Manager, New Parks Community Hub
9. John Rance, Chief Executive Officer, Phoenix.
10. Jonathan Platt, Head of Heritage Lottery Fund, East Midlands
11. Kevan Grantham, Arts Manager, Arts and Museums, LCC
12. Lee Walker, Scrutiny Support Officer, Manchester City Council
13. Linda Harding, Outreach Officer, Arts and Museums, LCC
14. Lisa Pidgeon, Director and Arts for Health Practitioner, Little Bird SOS
15. Mark Charlton, Head of Public Engagement, De Montfort University.
16. Megan Arianna Law, Scrutiny Policy Officer, LCC
17. Mike Dalzell, Director Tourism, Culture and Inward Investment, LCC
18. Nisha Popat, Business and Development Manager, Arts and Museums, LCC
19. Pudding Bag Productions
20. Punum Patel, Ward Community and Engagement Officer, LCC
21. Rebecca Houlton, Arts Advisory & Grants Officer, LCC
22. Sally Norman, Co-Director, Soft Touch Arts
23. Suba Das, Associate Director, Curve Theatre
24. Tony Spittle, Admin & Business Support Officer, LCC
25. Yasmin Canvin, Director, Leicester Print Workshop.

6. Officers to Contact

Megan Arianna Law
Scrutiny Policy Officer
Tel: 0116 454 0464
Email: Megan.Law@leicester.gov.uk

Overview Select Committee
Draft Work Programme 2018 – 2019

Meeting Date	Topic	Actions Arising	Progress
21 Jun 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue Budget Monitoring Outturn 2017/18 4) Capital Budget Monitoring Outturn 2017/18 5) Income Collection April 2017 - March 2018 6) Review of Treasury Management Activities 2017/18 7) Scrutiny Commissions Work Programmes: <ul style="list-style-type: none"> • HCLS Review: Engagement with Leicester's Arts, Culture and Heritage Offer Report 		
13 Sep 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revised Scrutiny Handbook 4) Scrutiny Report 2016-18		
1 Nov 18	1) Tracking of petitions 2) Questions to City Mayor 3)		
13 Dec 18	1) Tracking of petitions 2) Questions to City Mayor 3)		
7 Feb 19	1) Tracking of petitions 2) Questions to City Mayor 3)		
4 Apr 19	1) Tracking of petitions 2) Questions to City Mayor 3)		

Forward Plan Items

Topic	Detail	Proposed Date

Leicester City Council

PLAN OF KEY DECISIONS

On or after 1 July 2018

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 July 2018

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1. A place to do business

What is the Decision to be taken?	NEW OPPORTUNITIES To approve the investment in new opportunities through the use of New Opportunities funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	None.
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

What is the Decision to be taken?	DECISIONS ACTING AS ACCOUNTABLE BODY TO THE LLEP Decisions as a consequence of being the Accountable Body to the Leicester and Leicestershire Enterprise Partnership, as and when they arise
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	Proposals will have been subject to the LLEP governance processes
Who can I contact for further information or to make representations	Colin.Sharpe@leicester.gov.uk

What is the Decision to be taken?	HAYMARKET CAR PARK REFURBISHMENT PROVISION OF LIFT TO THE THEATRE AND PURCHASE OF HAYMARKET HOUSE To approve a new lease and refurbishment of the Haymarket car park and together with the purchase of the long leasehold interest in Haymarket House and onward letting to Travelodge.
Who will decide?	City Mayor (Individual Decision)
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	
Who can I contact for further information or to make representations	Neil.Gamble@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 phases of Connecting Leicester including schemes in the Market area, Pocklingtons Walk/Horsefair Street, London Road/Lancaster Road and Great Central Street/Northgate Street – 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 Jul 2018
Who will be consulted and how?	Public, stakeholder and planning application consultation carried out on each scheme as appropriate.
Who can I contact for further information or to make representations	Andrew.I.Smith@leicester.gov.uk

What is the Decision to be taken?	MEMBERSHIP OF MIDLANDS CONNECT SUB-NATIONAL TRANSPORT BODY For Leicester City Council to be a constituent member of a statutory Midlands Connect Sub-National Transport Body covering the whole of the Midlands
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	Consultation will be carried out by Midlands Connect of interested parties and stakeholders
Who can I contact for further information or to make representations	Garry.Scott@leicester.gov.uk

3. A low carbon city

No decisions due to be taken under this heading for the current period

4. The built and natural environment

What is the Decision to be taken?	TECHNICAL SERVICES REVIEW - TRANSFORMING DEPOTS To approve a programme of rationalisation, disposal and improvement of the Council's depots. Planned capital expenditure is expected to be funded from the proceeds of disposals.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	No external consultation is required, as this relates to the Council's operational arrangements.
Who can I contact for further information or to make representations	Philip.Davison@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 Jul 2018
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

No decisions due to be taken under this heading for the current period

7. Our children and young people

What is the Decision to be taken?	ADDITIONAL SCHOOL PLACES To approve capital funding for additional school places
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	Schools
Who can I contact for further information or to make representations	Rob.Thomas@leicester.gov.uk

What is the Decision to be taken?	REMODELLING OF THE YOUTH OFFENDING SERVICE
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	Statutory partners through the Youth Offending Management Board
Who can I contact for further information or to make representations	Julia.Conlon@leicester.gov.uk

What is the Decision to be taken?	DETERMINATION OF STATUTORY PROPOSALS - PROPOSED BRINGING TOGETHER OF FOSSE PRIMARY SCHOOL AND SLATER PRIMARY SCHOOL
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
Who will be consulted and how?	Statutory consultees and partners through the publication of statutory proposals
Who can I contact for further information or to make representations	Rob.Thomas@leicester.gov.uk

8. Our neighbourhoods and communities

No decisions due to be taken under this heading for the current period

9. A strong and democratic council

What is the Decision to be taken?	REVENUE OUTTURN 2017/18 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
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 OUTTURN 2017/18 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jul 2018
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 2018/19 PERIOD 3
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Aug 2018
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 2018/19 PERIOD 6
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
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
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What is the Decision to be taken?	REVENUE BUDGET MONITORING 2018/19 PERIOD 9
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
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 OUTTURN 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 May 2019
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 2018/19 PERIOD 3
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Aug 2018
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 2018/19 PERIOD 6
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
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
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What is the Decision to be taken?	CAPITAL MONITORING 2018/19 PERIOD 9
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
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 OUTTURN 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 May 2019
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 2018/19 TO 2019/20
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
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 2019/20 TO 2021/22
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
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
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What is the Decision to be taken?	HOUSING REVENUE ACCOUNT 2019/20 BUDGET AND CAPITAL PROGRAMME
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2019
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?	INVESTMENT PROPERTY To approve the purchase of investment property through use of Investment Property funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jun 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

What is the Decision to be taken?	HOUSING REVENUE ACCOUNT 2019/20 BUDGET AND CAPITAL PROGRAMME
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2019
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?	INVESTMENT PROPERTY To approve the purchase of investment property through use of Investment Property funding.
Who will decide?	City Mayor/Executive

When will they decide?	Not before 1 Jun 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

