



Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: THURSDAY, 13 DECEMBER 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

Information for members of the public

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- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

Further information

If you have any queries about any of the above or the business to be discussed, please contact: **Julie Harget, Democratic Support Officer on 0116 454 6357.** Alternatively, email julie.harget@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE:

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- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**

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

- 3. CHAIR'S ANNOUNCEMENTS**

- 4. MINUTES OF THE PREVIOUS MEETING**

Appendix A

The minutes of the meeting of the Overview Select Committee held on 1 November 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. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

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

7. PETITIONS

The Monitoring Officer to report on any petitions received.

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

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

9. 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.

10. REVISED JOINT HEALTH AND WELLBEING STRATEGY [Appendix C](#)

The Acting Director of Public Health submits a report that presents the draft Revised Joint Health and Wellbeing Strategy 2019 – 2024. The submission is made in response to a recommendation from the Health and Wellbeing Scrutiny Commission that the strategy be presented to the Overview Select Committee to enhance the corporate ownership of the strategy.

The Overview Select Committee is asked to note the contents of the update and engage with and support the consultation process in January.

11. DIGITAL TRANSFORMATION PROGRAMME UPDATE [Appendix D](#)

Members will receive a power point presentation that provides an overview of Leicester City Council's digital transformation programme. Members are invited to note and comment as they see fit.

12. REPORT OF THE FINANCE TASK GROUP [Appendix E](#)

The Committee will receive the report of the Finance Task Group which met on 29 November 2018 to consider the following finance reports.

Minutes of the meeting of the Finance Task Group held 29 November 2018 (**Appendix E**)

Revenue Budget Monitoring Period 6 2018 / 19 (**Appendix E1**)

Capital Budget Monitoring Period 6 2018/19 (**Appendix E2**)

Mid-Year Review of Treasury Management Activities 2018/19 (**Appendix E3**)

Income Collection: April 2018 – September 2018 (**Appendix E4**)

13. SCRUTINY COMMISSIONS' WORK PROGRAMMES **Appendix F**

a) To receive and endorse the following Scoping Document:-

NHS Workforce (Health and Wellbeing Scrutiny Commission)

14. OVERVIEW SELECT COMMITTEE WORK PROGRAMME **Appendix G**

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.

15. PLAN OF KEY DECISIONS **Appendix H**

Members are asked to consider the Plan of Key Decisions and in particular, note any items pertaining to their own scrutiny commissions.

16. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
OVERVIEW SELECT COMMITTEE

Held: THURSDAY, 1 NOVEMBER 2018 at 5:30 pm

P R E S E N T :

Councillor Singh (Chair)
Councillor Govind (Vice Chair)

Councillor Bajaj
Councillor Cleaver

Councillor Gugnani
Councillor Khote

Councillor Cutkelvin
Councillor Grant

* * * * *

In Attendance

Councillor Myers – Assistant City Mayor, Entrepreneurial Councils' Agenda

35. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dawood and Westley. The City Mayor also submitted his apologies.

36. DECLARATIONS OF INTEREST

Councillor Govind declared that in respect of the Scrutiny Report into the review of the Bus Services Act 2017, he worked for a bus company.

37. CHAIR'S ANNOUNCEMENTS

The Chair paid tribute to Councillor Mo Chohan who had passed away very suddenly, and also Vichai Srivaddhanaprabha who along with four others had lost their lives in the helicopter crash at King Power Stadium. The Chair said that there was deep regret that Leicester had lost such great ambassadors.

At the request of the Chair, Members, all present observed a one-minute silence as a mark of respect.

38. MINUTES OF THE PREVIOUS MEETING

Members were asked to agree that the minutes of the previous meeting of the Overview Select Committee held 13 September 2018, were a correct record.

At the request of Cllr Grant, an amendment was agreed to minute item 29: Questions for the City Mayor – CAGE, to insert the words '*quite rightly*' to the first sentence of the text as follows:

Councillor Grant said that concerns had been raised with him, that while the council had '*quite rightly*' expressed strong views about far-right extremism in the city, the council had not apparently expressed similar concerns about an organisation called CAGE.

AGREED:

that the minutes of the meeting of the Overview Select Committee held 13 September 2018, subject to the above amendment, be confirmed as a correct record.

39. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

No updates were given on actions previously agreed.

40. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

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

41. PETITIONS

The Monitoring Officer reported that no petitions had been received.

42. TRACKING OF PETITIONS - MONITORING REPORT

AGREED:

that the current position be noted and petitions referenced 29/06/2018, 19/07/2018, 27/07/2018 and 22/05/2018 marked petitions process complete, be removed from the monitoring report.

43. PRESENTATION ON THE PREVENT PROGRAMME

Daxa Pancholi, the Head of Community Safety and Protection, Sean Abruthnot, Prevent Co-ordinator and Police Inspector William Knopp were present to deliver a power-point presentation on Prevent.

The Head of Community Safety and Protection introduced the presentation, a copy of which is attached to the back of the minutes and stated that Leicester was a multicultural city with a long-standing reputation for community cohesion; from time to time however there were people who posed a threat to the community.

Members considered the presentation and comments and queries raised included the following:

- In response to a question about referrals from schools, Members heard that schools submitted the largest numbers of referrals, possibly because teachers heard conversations and comments which concerned them.
- The Home Office provided funding for a Prevent Education officer who worked with local schools; Members heard that schools had a duty in respect of Prevent.
- In response to a question about training on Prevent for Councillors, the meeting heard that Prevent training was held as part of the Member Development Programme and a further session could be arranged if required. The Member suggested that it would be most appropriate to hold this in the new municipal year.
- Councillor Grant referred to a question about CAGE that he had raised at the previous meeting of the Overview Select Committee. Councillor Grant asked how an organisation such as CAGE, which was not prescribed fitted in with the Prevent Programme.

Inspector Knopp replied that CAGE was an extremist group and as such if the group was meeting in the city, they would look to see that the venue was appropriately sighted on the risks associated with that group. The Prevent partnership would look to see if it was appropriately chaired and ideally that a counter narrative would be offered.

Members heard that CAGE had held a meeting in a private venue in July and the group that hosted them had allowed Prevent to attend. At that event, representatives from Prevent had been permitted to challenge some of the views expressed. Inspector Knopp added that when groups such as CAGE visited, it was important that there was a robust response from partners and that an alternative view put forward to what was an exaggerated grievance narrative.

- A Member asked about the number of radical groups existing in Leicester and Inspector Knopp responded that they were seeing an increase in the number of far right and extreme right-wing groups. Some of the groups appeared on the surface to be acceptable, but had anti-migrant and anti-Islam views
- A Member asked about the role the Youth Commissioner had in the Prevent Programme and the Prevent Co-ordinator said that as he was relatively new to Leicester, he had not yet had the opportunity to work with the Youth Commissioner but was keen to do so. The Head of Community Safety and Protection added that the Young People's Council were very interested and engaged in this agenda.

- In relation to the emergence of far-right groups, a Member asked as to what point the Ward Councillors might be involved if that emergence was happening in their community. Inspector Knopp said that they were trying to map prevent referrals to where there were incidents of hate crimes to see where there was an overlap. Councillors should expect to be briefed where there was a real impact on community safety.
- It was noted that Leicester City chaired the Leicester, Leicestershire and Rutland Prevent Steering Group and the Head of Community Safety and Protection explained that there was some work to be done to improve communications as people were not always aware what the Prevent Programme was about. She and the Prevent Co-ordinator were working on a communication plan to ensure council officers and the wider city were more aware and they were constantly reviewing the situation. Members heard that the Home Office had issued some good practice guidance and the work that Leicester was doing had been extensively fed into that.
- A Member expressed concerns that there were lots of groups that Prevent were not engaging with and Inspector Knopp responded that they were keen to engage with the wider community. He referred to a product funded by the Home Officer called Channel Positive Messages by which they worked with lay audiences and demystified the channel process by which information was received and safeguarding measures were implemented. They were trying to put this across to as many people as possible but finding groups that wanted to engage with Prevent was proving to be problematic. Inspector Knopp welcomed any suggestions for groups that they could take this product to. Members heard that Prevent officers were working to establish whether there was a range of representative groups across all the different protective characteristics, to enable a wider representation. The Head of Community Safety and Protection reiterated that they welcomed contact details of people that they could talk to.
- A Member commented that she would like more information on Channel Positive Messages and was informed that the next event would be held on 14 November at St Philip's Centre from 6 – 9 pm. A separate event could be held for Councillors if requested.
- A Member commented that as a Muslim she had suffered from a lot racism and discrimination. She said that Prevent engaged with children and men at Mosques, and also with the Youth Council but questioned how the Prevent officers engaged with women and mothers of those children, some of whom spoke different languages. She also asked how Prevent engaged with the white community, as Muslims suffered from racism from them. Inspector Knopp replied that women had been identified as a key demographic group that they needed to engage with; women knew what was happening in the home and were a strong influence. However, this was a challenge, as for some women there were barriers in attending meetings. It may be that there was a need for women only or men only meetings. Measures were being taken to address this issue, but it was recognised that more needed to be done. The Prevent Co-ordinator added that an interfaith women's only forum

met monthly at St Philip's Centre, to discuss issues such as hate crime and radicalisation.

- A Member commented that many sporting clubs and groups were required to have a child protection co-ordinator, and he suggested that Prevent officers might find it useful to contact them as a way forward in engaging with the wider community.

The Chair drew the discussion to a close and commented that the efforts the Prevent Officers were making was focussed and going in the right direction. He thanked the officers for their presentation.

AGREED:

that the presentation and comments from Members be noted.

44. QUESTIONS FOR THE CITY MAYOR

No questions were raised for the City Mayor, or for Councillor Myers, Assistant City Mayor for Entrepreneurial Councils' Agenda.

A Member commented that he would like all the Assistant City Mayors to attend meetings of the Overview Select Committee. The Chair responded that this was a suggestion that should be discussed with the Executive.

45. DRAFT SCRUTINY REPORT 2016-2018

Councillor Singh, Chair of the Overview Select Committee presented the Draft Scrutiny Report 2016-2018 and said that this had also been sent to the previous Chairs of the different Commissions to seek their views. The Scrutiny Report would be submitted to Full Council on Thursday 15 November 2018.

The Chair invited comments and questions. Comments from Members, included the following:

- Councillor Cutkelvin, Chair of the Health and Wellbeing Scrutiny Commission stated that the Commission had been pleased that the Local Authority had kept the sports services 'in house' rather than contracting them out to other providers. Councillor Cutkelvin added that the Leisure Centres were a very important part of the city's health economy and health and wellbeing going forward.
- Councillor Cleaver, Chair of the Adult Social Care Scrutiny Commission welcomed the references in the report to the Commission's in depth look at communication relating to autism. She expressed concerns that there were people with little knowledge of autism and suggested that everyone needed to try for a better understanding of the condition. It may be that someone was not mis-behaving in a public place, but just had different communication skills. Councillor Cleaver thanked everyone who had contributed towards this work on autism.

The Chair thanked all the Scrutiny Chairs and Members for their work in the Commissions over the previous two years and stated that Members would have a further chance to comment on the report at Full Council.

AGREED:

that the Draft Scrutiny Report 2016-2018 and Members' comments be noted and forwarded to the meeting of Full Council on 15 November 2018.

Councillor Cutkelvin left the meeting at this point and did not return.

46. SCRUTINY COMMISSIONS' WORK PROGRAMMES

Scoping Document: Community Asset Transfer Strategy

Members were asked to receive and endorse the scoping document for the Community Asset Transfer Strategy; a review of the Neighbourhood Services and Community Involvement Scrutiny Commission. The scoping document was presented by Councillor Gugnani, Chair of the Scrutiny Commission.

AGREED:

that the Overview Select Committee endorse the Community Asset Transfer Review Scoping Document.

Members were asked to receive and endorse the following reports of reviews carried out by Scrutiny Commissions:

Review of the Bus Services Act 2017 – the impacts and opportunities. A report of the Economic Development, Transport and Tourism Scrutiny Commission.

Councillor Khote, Chair of the Economic Development, Transport and Tourism Scrutiny Commission presented the review and said that positive progress had been made by the Council and bus companies, including extra bus lanes and the Haymarket Bus Station. There were still challenges however to increase bus use, make it more affordable and attractive and to improve the customer experience.

The Chair commented that he looked forward to the time when the City Mayor had more powers relating to bus services in Leicester.

It was noted that there were issues with the technology which didn't always work with the different bus companies. Councillor Khote explained that there were five different bus companies in Leicester and they were working towards a multi ticketing system. The Assistant City Mayor for Entrepreneurial Councils' Agenda commented that an integrated bus system worked very well in London, but he said that it appeared that this sort of common sense approach did not apply elsewhere.

AGREED:

that the Review of the Bus Services Act 2017 by the Economic Development and Transport and Tourism Scrutiny Commission be endorsed and forwarded to the Executive.

End of Life Care – A review report of the Adult Social Care Scrutiny Commission

The review report was presented by Councillor Cleaver, Chair of the Adult Social Care Scrutiny Commission. Councillor Cleaver commented that people were often fearful to talk about death but those early conversations were important. Councillor Cleaver commended the Adult Social Care service saying that they did a very good job in providing quality end of life care.

AGREED:

that the Review of End of Life Care by the Adult Social Care Scrutiny Commission be endorsed and forwarded to the Executive.

Members were thanked for their work on the Scrutiny Commission Review reports.

47. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

The Overview Select Committee Work Programme was considered and noted.

48. PLAN OF KEY DECISIONS

The Chair asked Scrutiny Chairs to be mindful of items on the Plan of Key Decisions, that related to their Commissions.

AGREED:

that the Plan of Key Decisions be noted.

49. CLOSE OF MEETING

The meeting closed at 7.03 pm.

Prevent Presentation

Overview Scrutiny Committee



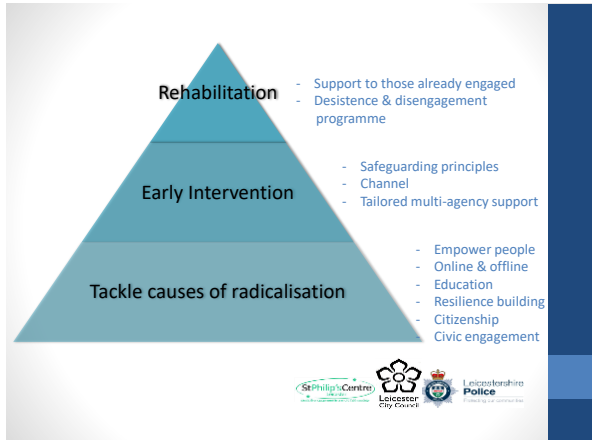
Partnership Approach

- The Prevent Duty & Local Delivery – Sean Arbuthnot, Prevent Co-Ordinator
- Counter Terrorism Local Plan – Insp. Bill Knopp
- Leicester/ Leicestershire Approach – Daxa Pancholi, Head of Community Safety & Protection



Prevent Duty

Under the Counter-Terrorism and Security Act 2015, public authorities have a duty to **“have due regard to the need to prevent people from being drawn into terrorism”**, known as the Prevent duty.



Channel

- Mental Health
- Social Services
- Health
- Education
- Probation & Prisons
- Youth Offending Service
- Mentoring



It exists in **non-criminal** space, providing interventions and support where necessary to individuals who have come to the attention of partner agencies and the general public for exhibiting behaviours that suggest they may be going down an extremist route



Counter Terrorist Local Profile

- Document - describes national threat from CT related to local communities
- Indicates priorities
- Informs engagement strategy, Prevent Delivery plan and commissioning decisions
- Produced yearly and refreshed every quarter
- Helps partners understand their local risk
- Official Sensitive so not a public facing document



Leicester/ Leicestershire Approach

- Prevent Steering Group (LLR)
 - To share information - risks & threats in LLR;
 - To develop/ deliver a local Prevent Action Plan;
 - To commission activity with partners;
 - To communicate Prevent work;
 - To manage performance outcomes.



Multi-Agency Partnerships supported by a VCS embedded Prevent Co-Ordinator



Leicester City Council

- Leicester City - one of 30 national "priority areas" .
- Executive Lead - Cllr Master, Assistant City Mayor (Neighbourhood Services)
- Head of Community Safety & Protection acts as the council's Prevent Lead.
- Worked with key council teams across the council
- Over 50 champions
- On-going training programme



Leicester Delivery Model Via SPC

- Nationally recognised model of good practice
- Supporting LCC and a wide range of other statutory and voluntary organisations
- Identifying and establishing new and emerging projects
- Working with existing projects to address new threats.



Reclaim Radical

- LCC Young Advisors
- Toolkit to enable difficult conversations
- Global issues, terrorism, extremism, radicalisation
- Practical steps to create a 'safe space'
- Participatory approach to youth engagement
- Exercises and films to promote discussion



<http://www.leicesterprevent.co.uk/reclaim-radical/>



LCFC Community Trust

- Sport & engagement
- Provision in areas highlighted by CTLP
- Community champions, leaders and coaches
- Workshops on radicalisation and extremism
- Female-only activities and workshops
- Work with faith institutions



Real Talk

- Streetvibe YPS
- Augmented reality workshop
- Far right extremism
- Challenges stereotypes
- Fake news, propaganda, critical thinking
- Building resilience to radicalisation



Real Talk



20,349 likes
 Great first day recording for my upcoming @bbc5live report on tackling the proliferation of extremist content online. I was lucky enough to join Prevent coordinators as they delivered an open workshop for interested students in Leicester - more details to follow.



Thank You For Listening



Daxa.Pancholi@leicester.gov.uk
spcprevent@gmail.com
William.Knopp@leicestershire.pnn.police.uk





Leicester
City Council

WARDS AFFECTED
All Wards - Corporate Issue

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Overview Select Committee

13 December 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 (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	COMPLETE?
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. 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 Housing Association 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 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	No
10/09/2018	Rt. Hon Jonathan Ashworth MP	Petition over concerns about the speed of traffic on Guilford Road	(p)		Knighton	Cllr Moore presented to Council 4 October 2018	Andrew L Smith	<p>An acknowledgement letter was sent to Jon Ashworth MP on 10th September, following which a paper copy of the petition from Mr and Mrs Cox was received, and an acknowledgement letter sent to them on 17th September. The lead officer wrote to Jon Ashworth MP on 19 October 2018, with information that various empirical data, such as recorded personal injury accidents and vehicular speeks have been collected. A number of options are now under consideration and a formal response to the petition is being development. the lead officer met with the lead petitioner on site on the morning of 8th October 2018 to discuss in detail the petitioners concerns. A proforma has been developed and sent to the Director for checking.</p>			AMBER	No

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 (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	COMPLETE?
27/09/2018	Mr Lenny Moule	Petition calling for traffic calming measures and a 20mph speed limit on Stokes Drive and Darlington Road	(p)	161	Beaumont Leys	Cllr Waddington presented to Council 4 October 2018	Andrew L Smith	The Lead Officer held a meeting at the Pavillion on Stokes Drive allotments with the lead petitioner and fellow petitioners on 24 October 2018. The lead officer emailed ward councillors on 25 October 2018 requesting comments on the petition. The lead officer emailed internal stakeholders on 25 October 2018 and the police on 29 October 2018 requesting comments on the petition. The police confirm that speeding generally in an increasing problem for residents across the inner city areas and suggest that Stokes Drive and Darlington Road are used as a cut through for motorists from the A50 up to New Parks Boulevard. A proforma has been developed and sent to the Director for checking.			AMBER	No
28/09/2018	Mr Jitu Gosai	Petition to double lane the eastbound stretch of A563 Glenfrith Way between Hallgate Drive junction and Anstey Lane Roundabout	(p)	92	Beaumont Leys	Cllr Rae Bhatia presented to Council 4 October 2018	Andrew L Smith	Petition sent to Divisional Director			AMBER	No
03/10/2018	Salma Patel	Petition requesting the moving of a bus stop and installation of cameras on the bus lane on Humberstone Road to address problems for Oak Street / Farringdon Street residents	(p)	88	North Evington		Andrew L Smith	Petition sent to Divisional Director			AMBER	No
15/10/2018	Arran Bains	Petition requesting the council cancel installation of 18 speed cushions in the Downing Drive & Marydene Drive roads	(p)	40	Evington		Andrew L Smith	Petition sent to Divisional Director			AMBER	No
16/10/2018	Nazir Malek	Petition requesting maintenance / pruning of the overhanging trees and shrubs affesting the Pluto Close estate.	(p)	24	Wycliffe		John Leach	The lead officer has met with the lead petitioner, Cllr Aqbany and the Chair of St peters TARA to discuss the petition and the proposed tree works which were well received. Th sites cyclical tree survey was completed in September 2018 and works have been recommended to many of hte trees. These works will be issued at the start of the 2019/20 financial year April 2019. The proposed works will address the high density of trees within the site by removing the poor specimens and trees that are causing issues such as direct contact with structures, obstruction of CCTV / Street lighting and disruption of pathways. A proforma has been developed and sent for checking prior to submission to Scrutiny Chair.			AMBER	No
16/10/2018	Nazir Malek	Petition requeing the Council provide treatment measures of a domestic pest infestation across the estate of rats and mice.	(p)	23	Wycliffe		John Leach	This has been forwarded as a service request relating to Housing estate for a response, and will no longer be treated as a petition.				

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	COMPLETE?
23/10/2018	Janice Gannon	Petition requesting the Council cancel proposed cuts to the public opening hours of the New Parks Leisure Centre	(p)	38	Western	Ms Gannon presented to Cncl 15/11/18	John Leach	Petition sent to Divisional Director			AMBER	No
05/11/2018	Jessica Adams / Nick Thompson	Petition calling for the Council to reconsider the seven permanent speed reduction refuges on Shanklin Drive	(p)	30	Knighton		Andrew L Smith	Petition sent to Divisional Director			AMBER	No

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



Revised Joint Health and Wellbeing Strategy

Report for: Overview Select Committee

12 December 2018

Lead Director: Ivan Browne, Acting Director of Public Health

Useful information

- Ward(s) affected: All
- Report author: Ivan Browne, Kate Huszar & Andrea Thorne
- Author contact details: ivan.browne@leicester.gov.uk
- Report version number plus Code No from Report Tracking Database: v1

Suggested content

1. Purpose of report

This paper presents the draft Joint Health and Wellbeing Strategy (JHWBS) 2019-2024 to the Overview Select Committee. This submission has been made in response to a recommendation from the Health and Wellbeing Scrutiny Commission that the JHWBS be presented to OSC to enhance the corporate ownership of the strategy.

2. Background

The production of a Joint Health and Wellbeing Strategy (JHWBS) is a statutory duty of the Health and Wellbeing Board and the overall ownership and governance sits with this board.

The JHWBS represents an overarching strategy for key improvements to health and wellbeing for Leicester, over the next 5 years. It will inform and provide focus for all other plans and strategies relating to health and wellbeing and is to be used by the local authority, healthcare organisations and other partners, serving the city.

The previous strategy 'Closing the Gap', launched in 2013, requires renewal to ensure that the JHWBS continues to meet the evolving health needs of the Leicester population. The content of this JHWBS 2019 -2024 has been developed using the most current local intelligence, including; the Joint Strategic Needs Assessment, outcomes from our locally commissioned Health and Wellbeing Survey, local population projections and health profiles, as well as intelligence from key partner organisations.

3. Development

The content of the revised 2019-2024 JHWBS has been developed collaboratively through a series of engagement workshops, with a wide range of local stakeholders and interested parties, to ensure they were able to shape and engage with the content from the outset. The four workshops covered the following themes;

- Healthy Places
- Healthy Minds
- Healthy Start
- Healthy Lives

Each workshop was well attended, and a number of key themes emerged from them. This included a recognition of a need for greater support, actions and initiative that promote good health at the early stages of life. It was also made evident that the JHWBS needed to place greater emphasis on seeking to address 'the causes of the causes' of ill health i.e. socio economic and environmental factors.

Subsequent to the engagement workshops, a number of additional opportunities were made available to develop and revise the content further. This was done through; development sessions with the Health and Wellbeing board members, a JHWBS workshop with local councillors, presentations and Q&A with the Joint Integrated¹ Commissioning Board, Adult Social care, Children's Trust Board, Leicester Safeguarding Adults Board and Leicester Safeguarding Children's Board. Furthermore, direct engagement has occurred with key stakeholders, including; University Hospitals Leicester, Leicester's Clinical Commissioning Group, Healthwatch and Voluntary Action Leicester.

LCC directorates have contributed to the development of the Health and Wellbeing Strategy and offered objectives and targets for the action plan. They have engaged in one or more of the following ways:

- Through the strategy workshops which took place to help shape the strategy content
- Feedback through divisional meetings
- Through individual meetings with senior representatives of the directorate

The following LA directorates have specifically engaged in the development process:

- City Developments and Neighbourhoods
- Culture and Neighbourhood services
- Housing
- Estates and Building services (Environment team)
- Adult Social care
- Public Health
- Domestic and Sexual Violence
- Education and Children's services

¹ The Joint Integrated Commissioning Board (JICB) is an operational group reporting to the Health and Wellbeing Board working on areas of shared pressures and responsibilities. Membership includes senior managers from Adult Social Care, Children and Young People's Services, Public Health within the local authority and senior managers and governing body members from Leicester City CCG.

4. 2019-2024 JHWBS Content

The 2019-2024 JHWBS places greater focus on the wider determinants of health i.e. looking at the impact of poverty, deprivation, housing and education, alongside key local health issues, such as the impacts of multi-morbidity. Also the need to support and care for people with long term clinical conditions, such as diabetes, heart disease and cancer.

The JHWBS comprises of five theme areas:

- **Healthy Places** – this theme recognises that the environments in which we live and work, play a crucial role in health and wellbeing. Factors such as the way the environments are designed and how they can potentially influence a person's lifestyle choices (e.g. the degree of physical activity taken) are considered within this area. The theme aims to make places and spaces that people occupy, as healthy and safe as possible. This could be homes, schools, workplaces, parks and open space etc. All environments physical, social and online are considered in this theme.
- **Healthy Minds** – this theme highlights the importance of mental wellbeing and its relevance to everyone in society. Tackling the issues of the increasing prevalence of mental ill health and the link between poor mental and poor physical health are captured within this theme. It also seeks to tackle emerging issues such social isolation and loneliness and the importance of 'parity of esteem' between physical and mental health within services and wider society.
- **Healthy Start** – this theme emphasises how important the early formative years are to good mental and physical health as an adult. The developed strategy recognises the significant influence of this stage on long term life attainments such as education, employment, habits and behaviours and overall life expectancy. Maternal mental health, key issues such as post-natal depression and infant mortality are also covered in this section.
- **Healthy Lives** – this theme supports people in the maintenance of healthy lives through healthy choices and offers support to people who may already have a chronic condition; such as CVD or diabetes or are multi-morbid, to remain in the best possible health. It identifies actions to support people to live healthier lives by learning, engaging with the world around them and providing access to skills training and education.

- **Healthy Aging** – this theme supports people to age positively, confidently and comfortably. The focus is to support people to live longer, fulfilled lives and to have more years in good health. It seeks to address challenges posed by multi-morbidity and dementia as well as social isolation and loneliness which is very pronounced amongst this group. Overall the aim is to focus on building age-friendly environments as well as the appropriate provision of personalised support to those in need.

5. The Action Plan

The actions necessary for delivering the aims and objectives of the strategy are set out within an action plan that will accompany the JHWBS. To support monitoring and delivery of the individual contributors to the JHWBS, under each theme sits the related objectives, specific action and the responsible partner (s).

The objectives and actions presented here have been developed to highlight the importance of Place and the relevance of Mind to all areas of the Strategy and action plan. As the strategy focuses on the wider determinants of health it is difficult to numerically measure progress for some of the objectives, in these cases we will seek alternative ways to evidence progress such as case studies. The plan will be delivered and monitored through various subgroups that identify as contributing to the objectives of these themes.

Key partner's such as the NHS, police etc. have already had the opportunity to contribute to the revised strategy but will have further opportunities to contribute to both the strategy and action plan during the consultation period.

6. Consultation.

The consultation period for the strategy will run from January 2019, this will be an online consultation via the LCC consultation pages.

6. Recommendations

The OSC are asked to note the contents of this update and engage with and support the consultation process in January.

7. Financial, legal and other implications

7.1 Financial implications

7.1.1 There are no direct financial implications arising from this report.

Rohit Rughani, Principal Accountant, Ext 37 4003

7.2 Legal implications

There are no specific legal comments on this report at this stage as the consultation process is commencing.

Jenis Taylor, Principal Solicitor (Commercial) Tel 0116 454 1405

7.3 Climate Change and Carbon Reduction implications

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

Aidan Davis, Sustainability Officer, Ext 37 2284

7.4 Equalities Implications

When making decisions, the Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not.

Decision makers need to be clear about any equalities implications of the proposed option. In doing so, we must consider the likely impact on those likely to be affected by the recommendation and their protected characteristics.

Protected groups under the Equality Act are age, disability, gender re-assignment, pregnancy/maternity, race, religion or belief, sex and sexual orientation.

The consultation proposed for January 2019 needs to be accessible for all of Leicester's diverse communities and people from across all protected characteristics. Any equality related issues which arise as part of the consultation should be used to further develop the proposals.

The Strategy is designed to have positive impact across all protected characteristics and if as part of the ongoing work around the action plan there are any specific

proposed service changes, it may be the case that an Equality Impact Assessment is required, advice can be sought from the Equalities Team.

Sukhi Biring, Equalities Officer, Ext 374175

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

N/A

8. Background information and other papers:

JHWBS and Action Plan

9. Summary of appendices:

JHWBS and Action Plan

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

No

11. Is this a “key decision”?

No



The Joint Health and Wellbeing Strategy



TABLE OF CONTENTS

PREFACE	3
OUR VISION	4
INTRODUCTION	5
WHY DOES LEICESTER NEED A HEALTH AND WELLBEING STRATAGY?	6
OUR APPROACH	8
THEMES	9
HEALTHY PLACES	10-11
HEALTHY MINDS	12-13
HEALTHY START	14-15
HEALTHY LIVES	16-17
HEALTHY AGEING	18-19
ENGAGEMENT AND CONSULTATION	20
DELIVERY AND MONITORING	20

PREFACE

TO BE ADDED ONCE INITIAL CONSULTATION PERIOD IS COMPLETE

Our Vision:

**“To give everyone the opportunity
to achieve and maintain good
mental and physical health over
the course of their life”**



INTRODUCTION

What is the role of this Health and Wellbeing Strategy?

The Joint Health and Wellbeing Strategy (JHWBS) is a strategy that will present the health priorities in Leicester. The Strategy will highlight several key areas that the Local Authority and Leicester's Health and Wellbeing Board will be focusing on over the next five years.

This strategy is a document that sets out an overarching plan to improve health and wellbeing of people in Leicester. It will influence the work of other key partners and can be used as a framework for the health challenges that need to be addressed in the city. The Strategy looks at health and wellbeing at a population level, through communities and demographics. As a result, individual health needs, inequalities, or experiences of healthcare will not be discussed in this work.

The Strategy is underpinned by an **Action Plan**. This document is aligned with objectives identified within this strategy and sets out actions that call for joint working. It also creates a framework for monitoring progress towards achieving our vision.

It must be noted that the strategy has been developed in a time of extreme financial pressure across all parts of the public sector. The principles and actions laid out in this Strategy and action plan will be better achieved if opportunities for collaborative work across different sectors are fully embraced. This may involve using existing assets to the community, such as community groups and voluntary sector organisations, as well as working with wider strategic partners.

This collaborative way of working may not be without challenges. However, we believe that working together to address health inequalities across Leicester is the best way to have a long-lasting, positive impact on the health of the city's residents.

The content of this strategy is based on several sources. These sources include the latest Joint Strategic Needs Assessment [JSNA] series, other key strategies and expertise from professionals across a range of different disciplines.



WHY DOES LEICESTER NEED A HEALTH AND WELLBEING STRATEGY?

There are significant health inequalities between different areas within Leicester. It is a city with many areas of deprivation, and the difference in health outcomes between the most and least deprived areas in the city is stark. There is a seven-year difference in life expectancy between men living in the most and least deprived areas of the city, and people living in the most deprived areas of Leicester will live more years in poor health. Closing the gap between these two groups can only be achieved by focusing on those in greatest need and looking at the many different factors that may influence their health.



The health behaviours that people adopt are framed and shaped by the wider environment that people are part of. This means that behaviours such as smoking, excessive drinking, drug use, poor diet and inactivity are greater in some areas of the city. These behaviours contribute to a shorter life expectancy overall and to the rates of heart disease, cancer and respiratory disease. These are the leading causes of death in the city.



Around 48,500 people in Leicester are multi-morbid, a term that means an individual is living with more than one long term physical or mental health condition. Locally, 25% of people living with diabetes have five or more additional health conditions, and 35% of those living with depression have three or more additional health conditions.





There is a clear link between people's mental and physical health. When a person is struggling with poor mental health, their physical health is likely to suffer too. People with poor mental health are more likely to engage with unhealthy behaviours and poor lifestyle choices, contributing to premature death. In Leicester it is estimated that between 34,000 and 38,000 people live with a common mental health problem, and around 3,400 people live with an enduring mental health condition.

It is estimated that around 30,000 people are socially isolated in the city. This impacts on people of all ages, particularly older people. However, this is growing increasingly common amongst younger people (16-24 years) as well. As Leicester has an ageing population this is particularly challenging for this age group. Social isolation has a direct negative impact on mental and physical health and can make existing health problems worse.



OUR APPROACH

This document is a call to action to tackle the origins of ill health in our communities; Marmot calls this 'the causes of the causes'. A focus on the wider determinants of health means that we consider the impact of the wider environment on people's health and wellbeing.

Greater access to health care services alone will not adequately address health needs or improve wellbeing. We need a holistic approach, one which considers the broad factors that determine a person's health and wellbeing. These include our unique characteristics, our communities and relationships. Figure 1 demonstrates how these factors interact.

Our strategy is to develop a sense of purpose which will help us to draw on existing assets and resources to protect health and wellbeing. This approach requires organisations and communities to work together to provide new, wide-ranging solutions to established, complex health problems.

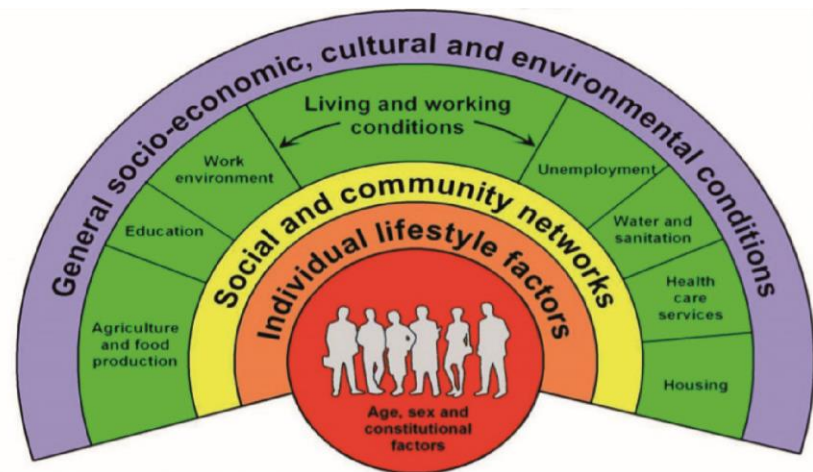


Figure 1 the Determinants of Health (Dahlgren and Whitehead 1992)

Therefore, our vision for this strategy is:

'To give everyone the opportunity to achieve and maintain good mental and physical health over the course of their life'



THEMES

The content of this Strategy uses a number sources, including:

- Leicester's Joint Specific Needs Assessments;
- Leicester Health and Wellbeing Surveys;
- Health Needs Neighbourhood Profiles
- The priorities and objectives set out by several existing strategies.

The Strategy has been shaped by stakeholder views expressed at the Strategy and Action Plan workshops. These helped to develop the following themes for health and wellbeing in Leicester:



Healthy Places

Healthy Minds

Healthy Start

Healthy Lives

Healthy Aging

HEALTHY PLACES

Ambition:

To make Leicester the healthiest possible environment in which to live and work

Why is it important to health?

The environments in which we live and work impact on our quality of life, our health and life expectancy. Healthy eating, regular exercise and active travel are easier choices when our environment is safe, our homes are comfortable, and our jobs are secure.

People living in urban environments, with air and noise pollution and lack of green spaces and mobility options generally have poorer health and lower than average life expectancy. The relationship between

employment and health is close. Being unemployed is rarely good for health, while secure occupations are linked to positive health, jobs which are insecure, low-paid and stressful can make people ill.

A healthy place promotes good health. It has green and open spaces, libraries and museums, the air is fit to breathe, and the houses are of a decent standard. A healthy place has a sense of community, neighborliness and connectedness.

Key issues affecting Leicester

People in the most deprived areas of Leicester live on average 7 years less than those who live in the least-deprived. Three out of four of Leicester residents live in communities that are among the 40% most deprived nationally.

The local Health and Wellbeing Survey (2018) reports that half of Leicester residents are concerned with air quality. It varies across the city, detrimentally impacting on the most deprived areas. Motor vehicles are the greatest contributor to atmospheric pollution locally. The most common form of transport to the city centre is by car (36%), followed by bus (31%) and

walking (25%), however, within the city centre itself more residents walk (35%) or ride a bike (8%).

Almost half the residents of Leicester either own their house or have a mortgage; 19% rent through either the Local Authority or Housing Associations. Most residents feel their accommodation meets their needs, though private and social renters have concerns their property is too small, in need of repairs, cold or damp (5%). One in five households in Leicester are overcrowded; this impacts on particularly people who are unemployed (35%) and who are private renters (28%).

Local surveys find that, in general, residents are satisfied with the areas where they live, though people who rent local authority homes are more likely to feel less satisfied with their area.

Most Leicester residents say they use parks, waterways, open or green spaces

once a week, and only 11% say they never use them. Half of Leicester residents feel safe in their local area after dark. Four in five people are satisfied with local green space, although people in some deprived areas report being much less satisfied.

Examples of what are we currently doing to improve people's mental health

❖ **Air quality**

- Promote sustainable transport across the city as a health benefit and to improve air quality

❖ **Standard of housing**

- Ensure all local authority housing meets decent home standards

❖ **Open and green spaces and waterways**

- Promote the health benefits of using local open, green spaces and waterways

Through this strategy, we will:

- Influence the environment to make healthier choices more accessible
 - Ensure decent homes are within the reach of every citizen
 - Improve air quality
- Develop and encourage healthy neighbourhoods and a sense of community

Details of specific actions that underpin these objectives can be found in the Action Plan.

HEALTHY MINDS

Ambition:

To promote positive mental health within Leicester across the life course

Why is it important to health?

Good mental health and wellbeing is vitally important, both for quality of life and overall life expectancy. Mental health problems, ranging from depression and anxiety to more complex mental health conditions affect a large proportion of people in Leicester. Suicide in Leicester largely follows the national average rate; however, it is still a major cause of early death in the city, particularly amongst middle-aged men.

There is a clear link between mental health and physical health. When a person is struggling with poor mental health, their physical health is likely to suffer too. This is partly because people with mental ill health are more likely to engage in risk taking behaviour, such as smoking, or drug and alcohol misuse. People with poor mental health are also more likely to have a poor diet and have lower levels of physical activity.

People with both poor mental and poor physical health may not receive appropriate treatment for their physical health problem. This may be for a variety of reasons, such as GPs only being given enough time to treat one issue that the patient presents with. Stigma experienced by people with a mental health condition may also make them less likely to access healthcare in general for fear of judgement, be that for a physical or mental health problem. Stigma and discrimination lie at the root of many problems that people with a mental health problem may experience. To address them, there is a need for parity of esteem between mental and physical health problems.

Social isolation and loneliness are becoming an increasing challenge in communities. There are clear links between loneliness and poor mental and physical

Key issues affecting Leicester

It is estimated that between 34,000 and 38,000 people in Leicester have a common mental health problem and around 3,400 people have a more complex mental illness, such as schizophrenia. A high number of people in the city are admitted to hospital or receive emergency care for poor mental health, but enduring improvements in mental health remain poor.

Leicester has areas with high levels of deprivation and people living in these areas are more likely to experience poor mental health. The Health and Wellbeing survey found that people who are aged 20-24 or 25-34, men, BME residents, working age adults and people who do not work due to sickness or disability are likely to report their mental health as being 'poor' in comparison to other groups. People

reporting poor mental health are also less likely to be satisfied with the area that they live in, and less satisfied with the green space in the city. They are less likely to receive the well-established physical and mental health benefits of accessing green space in the city.

People with poor mental health are less likely to engage in protective behaviours that benefit their mental and physical health. They are less likely to do the recommended amount of weekly exercise,

less likely to eat five a day, and more likely to smoke and drink than residents reporting good mental health. This puts them at greater risk of poor physical health.

People reporting poor mental health are more likely to run out of money by the end of the month which may lead to economic exclusion. Social isolation and loneliness is also higher amongst people amongst this cohort, which suggests that people with a mental health problem may feel less connected to their local community.

Examples of what are we currently doing to improve people's mental health?

- ❖ **Suicide prevention and support**
 - Developing a campaign entitled 'Start a Conversation: Suicide is Preventable' to convey that small actions can save lives
- ❖ **Support positive mental health amongst children and young people**
 - Working towards all schools in Leicester, Leicestershire and Rutland providing emotional resilience training by 2021
- ❖ **Using cultural assets to support the mental health of local people**
 - Encouraging a greater use of parks, open spaces and waterways to support people's mental health.
- ❖ **Changing stigmatising behaviour and attitudes around mental health problems**
 - Working to spread a wider awareness of mental health across the city, through the Time to Change Leicester campaign

Through this strategy, we will:

- Support positive mental health among children and young people
- Improve resilience to mental health problems among working age adults
 - Promote zero suicides in Leicester

Details of specific actions that underpin these objectives can be found in the Action Plan.

HEALTHY START

Ambition:

Give Leicester's children the best start in life

Why is it important to health?

Having the healthiest possible start in life is of great importance. How we start our lives has a huge impact on our future quality of life, and our life expectancy. This stage of life sets the scene for how our mental and physical health will be in the future.

Many things impact on a child's health, such as the level of deprivation in the area they grow up in, the education they receive, and the influence of their family and peers. One of the most important influences is the health and lifestyle choices of the mother during pregnancy, and the family environment when their child is born. These issues in particular are important in terms of reducing infant mortality and in influencing the lifestyle behaviours of the child.

Other important issues such as encouraging breastfeeding, ensuring that the child receives immunisations, maintains a healthy weight, has good oral health and engages in exercise during their childhood are also key areas to consider. It is also important to support children and young people to have positive mental health and to feel confident from a young age.

In addition, we need to recognise that new technologies may have an impact on children's health and wellbeing. These could be emerging issues such as the impact of screen time on the levels of physical activity a child does, or the impact of social media on mental health and wellbeing

Key issues affecting Leicester

Compared to other cities in the UK, Leicester is a 'young city'. It is estimated that 41% of young people aged 0-15 live within the 20% most deprived areas nationally. Children in deprived areas are more likely to have poor mental and physical health compared to their peers.

Infant mortality, particularly Sudden Infant Death Syndrome, is high in Leicester, particularly in deprived areas. Certain lifestyle choices of the expectant mother (such as smoking, excessive drinking, or

substance misuse) are a risk factor for infant mortality and illness. Protective behaviours such as breastfeeding and providing childhood immunisations reduce infant mortality, but the rates for both of these remain low in Leicester. Children's oral health is steadily improving, but it continues to be a challenge in the city.

Maintaining a healthy weight is important for children. The National Child Measurement Programme shows that 20% of Reception age children and 37% of Year

6 children in the city are overweight or obese. Encouraging children and young people to participate in protective behaviours such as exercise, and making healthier eating choices, is a crucial element of encouraging children to maintain a healthy weight.

The 2017 JSNA for Children in Leicester suggests that there are around 2,000 children aged five to ten living with a mental health problem. On average, half of these will be conduct disorders, such as ADHD, and emotional disorders, such as

anxiety, are also common. Autism Spectrum Disorder affects a small proportion of children in Leicester and affects around 1% of all children in Leicester. Diagnosis of ASD is mainly seen in boys.

A crucial part of maintaining good mental health is providing an environment for children to develop good social skills and confidence in themselves, and timely diagnosis for children who may be suffering from a mental health problem.

Examples of what are we currently doing to improve children's health?

❖ Reducing infant mortality

- Reducing the risk factors of infant mortality

❖ Physical activity/sports

- Encouraging each school in Leicester to participate in the Daily Mile initiative

❖ Oral Health

- Developing a programme in nurseries and schools to promote good oral health, under the Healthy Teeth, Happy Smiles logo

Through this strategy, we will:

- Help women and their families to experience a healthy pregnancy
 - Work with new parents to provide a healthy start for babies
- Support families and caregivers to influence and practice positive health behaviours with children
- Provide children with good conditions which enable them to learn and develop

Details of specific actions that underpin these objectives can be found in the Action Plan.

HEALTHY LIVES

Ambition:

Encourage people to make sustainable and healthy lifestyle choices

Why is it important to health?

Leading a healthy life as long as possible is important, as it helps to improve our quality of life and life expectancy. Lifestyle choices such as smoking, excess drinking of alcohol, poor diet and a lack of exercise contribute to around 40% of premature deaths in the city. The consequences of poor health choices in middle age may also have a negative impact on health in later life.

Living a healthy lifestyle also reduces the risk factors associated with developing long term mental and physical health conditions. It is also a way for people with chronic health conditions to manage these well and prevent their health from becoming worse. This is important for people who are multimorbid, meaning that they suffer with one or more long term chronic illness.

There are many wider factors that have an influence on a person's health, such as employment, a sense of purpose and having meaningful social connections. Worklessness can contribute to poor physical and mental health, and people who are workless can sometimes engage in unhealthier and less protective behaviours than people who are working. Having access to cultural resources, such as art or theatre, and opportunities for learning outside of work both help overall health and wellbeing, as they generate a sense of purpose. Feeling included in the local area and community through things like strong relationships with friends, family and faith groups is also key to good health throughout our lives.

Key issues affecting Leicester

The three leading causes of death in Leicester are cardiovascular disease (CVD) (accounting for 28% of deaths), respiratory disease (14%) and cancer (24%). Statistics show that people living in deprived areas are more at risk of developing these conditions in their lifetime. Other chronic conditions, particularly diabetes, are also a challenge in Leicester. 28,000 people are currently diagnosed with diabetes, but there are an additional 30,529 people who are thought to have the condition and are undiagnosed. The number of people who are living with

more than chronic illness is increasing, particularly amongst people.

Lifestyle factors can have a big impact on these conditions. The local Health and Wellbeing Survey suggests that a high proportion of people in the city are likely to be overweight or obese. Amongst people who drink alcohol, 9% drink over the recommended limit. The survey also shows that only 21% of people eat the recommended five portions of fruit and vegetables per day, which is lower than the national average of 26%. The amount of exercise people engage in has increased since the 2015 survey, but not amongst

people who are unemployed, disabled or are in poor health.

Unemployed people are more likely to self-report that they have 'poor' mental and physical health. They are also more likely to smoke, less likely to exercise and more likely to run out of money before the end of the month. This group, along with disabled people and people with a long-term illness, are recorded as experiencing increasing amounts of financial difficulty, being worse off in 2018 than they were in 2015. The lifestyle choices that are seen in this group could be linked to economic precarity, and

the nature of many health activities having a high cost, such as gym memberships or the cost of fresh produce. Exclusion from expensive activities may also contribute to social isolation and loneliness.

Most people in the city are satisfied with the area they live in, but levels of giving back to the community through volunteering in the city are low (17% vs 23% nationally).

Examples of what we are currently doing to help people live a healthy life?

- **Preventing cardiovascular disease**
 - Encouraging people, who are eligible, to have an NHS health check
 - Working as part of the Cities Changing Diabetes programme, to raise awareness of the condition, improve care and timely access to diagnosis
- **Preventing respiratory diseases**
 - Supporting people to reduce or stop smoking, through the work of the prevention team.
- **Reducing risk factors for chronic illnesses or cancer**
 - Encouraging more people to become physically active for low or no cost, through initiatives such as promoting Active Leicester.

Through this strategy, we will:

- Increase the number of people engaging in protective behaviours
- Address the prevalence and management of chronic conditions
- Support an increase in accessing lifelong education and good quality employment
- Take steps to reduce social isolation and loneliness amongst people living in the city

Details of specific actions that underpin these objectives can be found in the Action Plan.

HEALTHY AGING

Ambition:

Enable Leicester's residents to age comfortably and confidently

Why is it important to health?

In modern society 'age' can be less about chronology and more to do with subjective health and wellbeing; about how we feel. Healthy Aging is our commitment to longer life expectancy and a better quality of life for older people in Leicester.

As people live longer, retirement becomes more important. Protecting health and wellbeing means supporting older people to have a continued sense of purpose; to be able to share their expertise, to do something new, to volunteer and give back to society. It also means supporting people through bereavement, those at risk of poverty and helping people that are frail to get the additional help and support they need.

Healthy aging is also about equalities. As discrimination against the elderly is common, so age is a protected characteristic. Many older people suffer double discrimination, for example women and people from minority groups.

About 40% of people aged over 65 have a limiting long-term health condition and are at increased risk of developing sensory

impairments such as loss of vision.

Cognitive impairment is a factor, and there needs to be an effective care pathway to promote early diagnosis of, and effective support for, people with dementia. This means that older people need appropriate, timely access to the support they require to stay independent for as long as possible.

Supporting older people to manage their wellbeing can be about promoting good lifestyle choices such as a healthy diet, fluid intake, exercise, oral health, flu vaccination and regular health checks.

Maintaining good mental health in old age means helping people to cope with social isolation and loneliness. This can be complicated by issues such as the move to digital access to services which, while helping people to stay connected, can be a source of anxiety and vulnerability.

Many older people support others by being carers, providing childcare or financial support. While this can help people with a sense of purpose, it can also have a detrimental impact on health and wellbeing.

Key issues affecting Leicester

While people in Leicester are increasingly living longer, on average men will spend 17 and women 23 of those years in poor health. In addition, 7,000 people in the city are classed as being frail or have 5 or more chronic health conditions.

The onset or progress of some health-related conditions can be influenced by lifestyle factors. The local Health and Wellbeing Survey notes that residents over

the age of 65 were less likely to smoke and had better mental wellbeing than younger counterparts but that they have a higher risk of obesity, exercise less and drink more alcohol than is recommended.

Health services and some local authority settings are moving towards digital platforms and away from traditional forms of communication. While many adult social care service users

benefit from this, the Health and Wellbeing Survey shows that people over 65 reject the use of technology such as apps to improve their health even when recommended by a GP. Taken together these show the risks to the quality of life for many older people.

Around 3,000 people are diagnosed with dementia in Leicester, of which 97% are aged over 65, and around 3,000 have a sight loss or visual impairment. These

conditions make it difficult for people to travel independently or access cultural and leisure facilities. Living with a visual or hearing impairment or with dementia can exacerbate a person's feelings of loneliness and isolation, which in turn often leads to depression and other physical or mental health conditions. It is estimated that between 4,500 and 8,000 older people in Leicester suffer from depression or severe depression.

Examples of what are we currently doing to promote healthy aging?

- **Managing dementia in the community**
 - Creating 'dementia friendly' public spaces
- **Working towards managing the health of multimorbid people**
 - Delivering the frailty pathway
- **Empowering older people to live independent lives for longer**
 - Embedding a model of support that promotes wellbeing, self-care and independence

Through this strategy, we will:

- Support older people to have good wellbeing and feel safe in their own homes
- Encourage older people to utilise and engage with their local communities
 - Help older people to manage and protect their health

Details of specific actions that underpin these objectives can be found in the Action Plan.



ENGAGEMENT AND CONSULTATION

Consultation surrounding the Health and Wellbeing Strategy and Action Plan has occurred in three ways:

- Public Health ran a series of five workshops, for each of the five main themes of the Strategy. Stakeholders, partners, and professionals from a range of organisations were invited to make suggestions for improving health and wellbeing in each area.
- The aims and objectives were developed by engaging with authors of existing strategies and plans that

relate to the wider determinants of health and wellbeing.

- An engagement roadshow was carried out with several partners to raise the awareness of the strategy, and to give the opportunity to comment and input on a draft version.

The Strategy document and Action Plan has also gone through a public consultation period, which gave organisations and members of the public an opportunity to engage with the document and make comment.

DELIVERY AND MONITORING

- The city's **Health and Wellbeing Board** is responsible for ensuring that there is a health and wellbeing strategy. The content of this strategy will help provide focus and direction for the work of the board.
- This strategy will have **an action plan** that sits behind it to drive collaborative working and progress. This will contain objective measures to monitor advancement of each theme. It will also hold development objectives that are less tangible and difficult to quantify but will evidence its contribution to positive health wellbeing in the city through other means.
- Overall the **monitoring and delivery** will be supported by subgroups reporting to the health and wellbeing board



The Joint Health and Wellbeing Strategy ACTION PLAN

The purpose of this action plan is to support the vision of the strategy which is: **'To give everyone the opportunity to achieve and maintain good mental and physical health over the course of their life'**. The structure of this emphasises the collaborative approach to addressing the objectives that are identified in the strategy itself. It has a clear approach to setting out our aims (WE WILL), the specific actions that need to be completed (BY) and the partners involved in meeting these objectives (INVOLVING). It should be noted that the action plan refers to departments and there will be individual teams within these larger departments that will be working on specific objectives.

The aims and objectives presented here have been developed to highlight the importance of Place and the relevance of Mind to all areas of the strategy and action plan. It should be noted that aims and objectives have been placed within the most appropriate theme, however there is a high degree of overlap between the themes which means that aims and objectives are applicable to more than one theme.

As the strategy focuses on wider determinants of health it is difficult to numerically measure progress for some of the objectives, in these cases we will seek alternative ways to evidence progress such as case studies. The plan will be delivered and monitored through various subgroups that identify as contributing to the objectives of these themes.

HEALTHY PLACES

Ambition	WE WILL	BY	INVOLVING	BECAUSE
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">50</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Make Leicester the healthiest environment to live and work in</p>	<p>1. Influence the environment to make healthier choices more accessible</p>	<p>a) Improve the provision of healthy food options in businesses and communities to help reduce obesity levels in adults and children</p>	<ul style="list-style-type: none"> ❖ Neighbourhoods and Environmental Services ❖ Planning, development and transportation ❖ LLEP ❖ Finance ❖ Public Health 	<p>The built and natural environment are major determinants to health and wellbeing. These three actions address Leicester’s food landscape, open and green space and the building infrastructure, all of which can influence a person’s behaviour. Quick and easy access to fast food in the highstreets may influence a person to have an unhealthy diet, whilst having open and green and blue space in close proximity may make it easier for people to do physical activity.</p>
		<p>b) Continue and develop initiatives which preserve and encourage use of green, open and blue spaces which support good physical and mental health in people</p>	<ul style="list-style-type: none"> ❖ Planning, develop and transportation ❖ Neighbourhood and environmental services ❖ Tourism, culture and tourism ❖ Public Health ❖ Canals and wellbeing trust ❖ Delivery, communications and political governance 	
		<p>c) Work with planning and associated department to prioritise those applications that support city residents</p>	<ul style="list-style-type: none"> ❖ Planning, development and transportation 	

		to make choices that benefit their health and wellbeing	<ul style="list-style-type: none"> ❖ Estates and building services ❖ Neighbourhoods and environmental services ❖ Public Health 	
	2. Ensure decent homes are within the reach of all citizens	a) Deliver the Health Through Warmth Scheme to support reduction in hospital admissions over winter	<ul style="list-style-type: none"> ❖ Housing ❖ Finance ❖ Neighbourhoods and Environmental services ❖ Public Health ❖ Adult Social Care 	Housing can affect an individual's health and wellbeing. Having a roof over your head and a warm, dry, safe place to live can prevent extreme negative impacts on physical and mental health. Having comfortable housing in a safe environment can make us feel more connected to and confident within our communities.
b) Support vulnerable people to maintain a stable level of health while in their home and help maintain their tenancies		<ul style="list-style-type: none"> ❖ Housing ❖ Adult Social Care ❖ Finance ❖ Public Health ❖ CCG ❖ Digital Transformation 		
c) Improve the number of households prevented from becoming homeless after seeking help to support mental ill health and risk of substance misuse.		<ul style="list-style-type: none"> ❖ Housing ❖ Finances ❖ Public Health ❖ Neighbourhoods and environmental services 		
d) Maintain and improve housing standards in the public and private sector to ensure properties are safe, healthy places to live in		<ul style="list-style-type: none"> ❖ Housing ❖ Estates and building services ❖ Planning, development and transportation ❖ Public Health 		

3. Improve air quality	a) Increase the uptake of more sustainable transport options to encourage active and sociable communities	<ul style="list-style-type: none"> ❖ Planning, development and transport ❖ Sports Service ❖ Public Health ❖ Neighbourhood and environmental services ❖ Housing 	The major human sources of air pollution are the combustion of fuels for heat, electricity and transport. More deprived areas in the city tend to have higher concentrations of pollutants than the less deprived areas. Regardless of socioeconomic status, urban areas tend to have higher pollutant levels than rural areas.
	b) Work with transport sectors to reduce their environmental impact and reduce harm to resident's health	<ul style="list-style-type: none"> ❖ Planning, development and transport ❖ Neighbourhood and environmental services ❖ Public Health 	
	c) Introduce an ultra-low emission zone for all vehicles to reduce risk or development of chronic conditions caused by pollution	<ul style="list-style-type: none"> ❖ Planning, development and transport ❖ City barrister and head of standards ❖ Public Health ❖ Tourism, culture and investment 	
4. Develop and encourage healthy neighbourhoods and a sense of community	a) Involve the communities wants and needs in the development of health improvement to improve long term engagement in positive health behaviours	<ul style="list-style-type: none"> ❖ Delivery, communications and political governance ❖ Neighbourhood and environmental services ❖ Digital transformation ❖ Public Health 	<p>Safety in the community has a huge impact on our ability to interact, go outside, and be active. Living in a safer community makes us more likely to use local assets, such as parks and community centres.</p> <p>Any decision making that occurs about a person's community should have community members at its heart. Involving the community in decisions about its health will make for more meaningful and sustainable change in health behaviours.</p>

			<ul style="list-style-type: none"> ❖ Sport service ❖ Planning, development and transport ❖ Adult social care and commissioning 	
		<p>b) Ensure everyone living in Leicester feels sufficiently safe within their communities to actively participate in positive health choices</p>	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Planning, development and transportation ❖ Housing ❖ Estates and building services ❖ Tourism, culture and investment ❖ Public Health 	
		<p>c) Support and influence asset-based approaches and development to support health and wellbeing across the city</p>	<ul style="list-style-type: none"> ❖ Adult social care and safeguarding ❖ Adult social care and commissioning ❖ CCG ❖ Sports service ❖ Public Health ❖ Planning, development and transportation ❖ Neighbourhood and environmental services ❖ Tourism, Culture and investment 	

HEALTHY MINDS

Ambition	WE WILL	BY	INVOLVING	BECAUSE
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">To promote positive mental health within Leicester and across the life course</p>	<p>1. Support positive mental health among children and young people</p>	<p>a) By 2021 all Leicester schools will adopt the Route to Resilience programme to deliver leadership which protects the mental health of children, young people and staff.</p>	<ul style="list-style-type: none"> ❖ Public Health ❖ Children’s Social Care and early help ❖ Learning and inclusion ❖ Clinical Commissioning Groups (CCG) ❖ Leicestershire Partnership NHS Trust (LPT) 	<p>Ensuring that mental health is considered throughout each stage of school will support both pupils and teachers.</p> <p>At school, children should be encouraged to be interested in life, feel hopeful about their futures, and have opportunities to enjoy themselves. Schools need to foster an environment where children feel trusted, understood, valued and safe.</p> <p>Taken together, these factors can help children and young people to be resilient, to have the strength to cope during stressful life events.</p>
		<p>b) Work with stakeholders who support young people in their families, schools and communities to implement strategies to combat bullying and loneliness</p>	<ul style="list-style-type: none"> ❖ Learning and inclusion ❖ Children’s social care and early help ❖ Public Health ❖ Young people’s council 	
		<p>c) Work with partner organisations to encourage children and families to build relationships that sustain their mental wellbeing</p>	<ul style="list-style-type: none"> ❖ Children’s social care and early help ❖ LPT ❖ Public Health ❖ Young people’s council 	
	<p>2. Improve resilience to mental health problems among working age adults</p>	<p>a) Employers in Leicester will be encouraged to sign the <i>Time to Change Leicester</i> pledge to challenge stigma and discrimination linked to mental illness</p>	<ul style="list-style-type: none"> ❖ Time to Change Leicester ❖ Public Health ❖ LLEP 	<p>The promotion of positive health and wellbeing within the workplace can have a significant impact on an organisation, the economy and society; all of which derive from the wellbeing of employees. The</p>

		b) Promote the 5 ways to wellbeing to improve resilience of working age adults to mental health problems	<ul style="list-style-type: none"> ❖ Time to Change Leicester ❖ Public Health ❖ Delivery, communications and political governance 	workplace can present challenges and barriers to maintaining good mental wellbeing yet creating a healthy environment and supporting the wellbeing of employees can create a positive, proactive workforce by improving aspects such as productivity and levels of sick leave. Therefore, it is important for employers to develop a workplace culture where open and honest communication is encouraged, bullying and harassment is not tolerated, and people are treated with dignity and respect.
		c) Support medical professionals in the use of non-medication interventions for working age adults who are experiencing low-level stressful circumstances	<ul style="list-style-type: none"> ❖ Public Health ❖ CCG 	
	3. Promote zero suicide in Leicester	a) Lead a conversation in Leicester to improve education, care and treatment about suicide and suicide prevention	<ul style="list-style-type: none"> ❖ Suicide Prevention Partnership ❖ Public Health ❖ Delivery, communications and political governance 	Every year, about 28 people in Leicester die by suicide. Suicide is often the accumulation of many stressful life events, such as relationship breakdown, poor mental health, or managing debt. Promoting zero suicide requires a change in the way people think and talk about the issue of suicide. This involves key partners such as education services so that support in Leicester is focused on prevention, early intervention and personalised care. This will stop people reaching crisis and prevent people from feeling that taking their own lives is their only option.
		b) Improve support for people bereaved or affected by death by suicide	<ul style="list-style-type: none"> ❖ Public Health ❖ Leicestershire County Council ❖ The Office of the Police and Crime Commission ❖ Digital transformation 	
		c) Support the delivery of the local Suicide Prevention Strategy and Action Plan	<ul style="list-style-type: none"> ❖ Suicide Prevention Partnership ❖ Leicester Samaritans ❖ Leicester county Council ❖ The Office of the Police and Crime Commission 	

			❖ LPT	
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HEALTHY START

Ambition	WE WILL	BY	INVOLVING	BECAUSE
	1. Support mothers and their babies to experience a healthy pregnancy	a) Provide a supportive workforce that can provide accessible, appropriate advice for women who disclose they have been victims of domestic or sexual violence at any stage of pregnancy in any setting	<ul style="list-style-type: none"> ❖ Public Health ❖ Domestic and sexual violence ❖ Adult social care and safeguarding ❖ Neighbourhood and environmental services 	<p>Experiences during pregnancy can have an impact on the health and wellbeing of a mother and baby during the term of pregnancy and also the relationship and development after birth.</p> <p>Domestic violence is a common health problem in pregnancy. It can be physical, sexual, emotional, psychological or financial. Domestic abuse puts the mother and unborn baby's life at risk and the emotional stress can affect a baby's development. Smoking during pregnancy can create severe complications during pregnancy such as increasing the likelihood of premature births, miscarriages and still births. Smoking can restrict the essential oxygen supply to a baby and can have implication on development.</p>
		b) Encourage pregnant women and their families to decrease or stop smoking to reduce harm to mother and baby	<ul style="list-style-type: none"> ❖ Public Health ❖ Housing ❖ Children's social care and early help ❖ Learning and inclusion 	
	2. Support new parents to provide a healthy start for babies	a) Provide environments which encourage mothers across Leicester to breastfeed their babies	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Children's social care and early help ❖ LPT ❖ Public Health ❖ Housing 	<p>Improving the environment and community acceptance of breast feeding will facilitate efforts in improving breastfeeding for longer. Breastfeeding has long-term benefits for babies lasting right into adulthood, any amount of breast milk has a positive effect. The longer women breastfeed, the longer the protection lasts and the greater the benefits.</p>
		b) Reduce risk factors for infant mortality by providing timely information and support	<ul style="list-style-type: none"> ❖ Public Health ❖ LPT ❖ Housing 	

			<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services 	
		c) Encourage parents to understand the importance of interactions and communication in the development of new born babies	<ul style="list-style-type: none"> ❖ Children's social care and early help ❖ LPT ❖ Public Health 	
	3. Support families and caregivers to influence and practice positive health behaviours with children	a) Develop play and learning opportunities in Leicester's cultural and public places to support the development of skills that facilitate good mental and physical health	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Tourism, culture and investment ❖ Learning and inclusion ❖ Sport service ❖ Public Health 	Developing opportunities for families to teach positive health behaviours can be adopted in many different creative ways, working with museums and libraries to develop age-appropriate messages around health and wellbeing.
		b) Develop and complete a strategy to respond to the needs of children affected by parental substance misuse	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Children's social care and early help ❖ Public Health 	
	4. Support children to have the conditions which enable them to learn and develop	a) Continue to develop initiatives in the school environment which facilitate sustainable positive health behaviours	<ul style="list-style-type: none"> ❖ Learning and inclusion ❖ Planning, development and transport ❖ Public health ❖ Sports service 	The conditions in which children learn and develop are improved by good physical health, eating a balanced diet and getting regular exercise. Children benefit by having time and freedom to play and being part of a family that gets along well most of the time. It is important for young people to attend schools which look after the wellbeing of all its pupils.
		b) Promote education about positive relationships through schools and college to aid good emotional development	<ul style="list-style-type: none"> ❖ Learning and inclusion ❖ Children's Social care and early help 	

			❖ Public Health	
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HEALTHY LIVES

09

Encourage people to make sustainable and healthy lifestyle choices

Ambition	WE WILL	BY	INVOLVING	BECAUSE
	1. Increase the number of people engaging in protective behaviours	a) Support organisation and communities to develop initiatives that aim to make residents more active particularly focusing on the inactive	<ul style="list-style-type: none"> ❖ Sports Service ❖ Neighbourhood and environmental services ❖ Public Health ❖ Planning, development and transport 	Lifestyle choices such as these have a huge impact on a person's wellbeing and on the healthcare service. It is important for action around these to be considered by healthcare and non-healthcare services as it is evident that both interlink in supporting sustainable behaviour change.
		b) Improve the access to affordable, healthy food for all, whilst seeking to address the underlying causes that promote unhealthy foods choices	<ul style="list-style-type: none"> ❖ Public Health ❖ Learning and inclusion ❖ Neighbourhood and environmental services ❖ Finance ❖ Planning, development and transportation ❖ Tourism, culture and investment ❖ Estates and building services 	
		c) Create environments that only support responsible drinking within the recommended guidelines to reduce risk of alcohol specific illness/mortality.	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Finance ❖ City barrister and head of standards ❖ Public Health ❖ Housing 	

		<p>d) Continue to support people to stop smoking within the home and public places to limit illness and health condition associated with smoking and passive smoking.</p>	<ul style="list-style-type: none"> ❖ Housing ❖ Neighbourhood and environmental services ❖ Public Health ❖ City barrister and head of standards ❖ Delivery communications and political governance ❖ Housing ❖ Finance 	
2. Address the prevalence and management of chronic conditions		<p>a) Deliver a targeted service that supports people to make long term positive lifestyle change and continue to live independently</p>	<ul style="list-style-type: none"> ❖ Public Health ❖ Sports Service ❖ CCG ❖ Adult social care and safeguarding ❖ Digital transformation ❖ Delivery, communications and political governance 	<p>Living with a chronic condition can make life difficult to manage and reduce the ability for people self-manage and lose independence early and thus increase the demand of healthcare services. Support in prevention and management of chronic conditions requires many partners to work together across the city.</p> <p>A large portion of people in Leicester are suspected to be living with diabetes, but may not have a diagnosis, encouraging this group to attend NHS health checks and general GP appointments is of key importance.</p>
		<p>b) Increase the number of eligible people taking up the offer of an NHS Health Check to prevent development of long term conditions</p>	<ul style="list-style-type: none"> ❖ Public Health ❖ CCG ❖ Adult social care and commissioning 	
		<p>c) Improve the provision of initiatives supporting healthy lifestyles to prevent the rise in the prevalence of diabetes and to support those with the existing condition.</p>	<ul style="list-style-type: none"> ❖ Diabetes Centre ❖ Public Health ❖ CCG ❖ Leicester University ❖ Sport service ❖ Adult social care and commissioning 	

3. Support an increase in accessing lifelong education and good quality employment	a) Increase the number of individuals who gain basic level skills via an adult and family learning curriculum to improve employment and earning potential for a better ability to lead a healthier lifestyle.	<ul style="list-style-type: none"> ❖ Adult Skills and learning service ❖ Adult social care and commissioning ❖ Adult social care and safeguarding ❖ LLEP ❖ Leicestershire Cares ❖ Neighbourhood and environmental services ❖ Digital transformation 	Education and employment have a direct impact on an individual's ability to live a healthy life, which can therefore additionally impact on the whole family network. Poor education can influence the ability to gain a good paying job and thus create difficulties in affording good quality education, quality childcare and buying more nutritional food.
	b) Encourage employers to actively support the mental and physical health of their employees by creating supporting, inclusive environments that encourage and facilitate healthy behaviours	<ul style="list-style-type: none"> ❖ Delivery, communications and political governance ❖ LLEP ❖ Planning, development and transport ❖ Public Health ❖ Sport service ❖ Leicestershire Cares ❖ Digital transformation 	
	c) Increase the number of people moving into employment/ education who are classed as NEET in order to improve their quality of life and long term mental and physical health	<ul style="list-style-type: none"> ❖ Learning and inclusion ❖ Adult skills and learning ❖ Neighbourhood and environmental services ❖ Public health 	

	<p>4. Take steps to reduce social isolation and loneliness amongst people living in the city</p>	<p>a) Encourage people suffering from, or at risk of, social isolation and loneliness to access resources available in their school, workplace or communities</p>	<ul style="list-style-type: none"> ❖ CCG ❖ Adult social care and commissioning ❖ Adult social care and safeguarding ❖ Public health ❖ Learning and inclusion ❖ Housing ❖ Neighbourhood and environmental services ❖ Leicestershire cares ❖ Leicester aging together 	<p>Social isolation and loneliness can have a detrimental impact on health, similar to many long-term physical health conditions. Encouraging organisations to support people who may be at risk of social isolation through community groups, social groups at work or at school will help people feel more valued as part of their local communities. Organisations should also be aware of services in the local area that can help individuals who may need further mental health support, to encourage their engagement in the community.</p>
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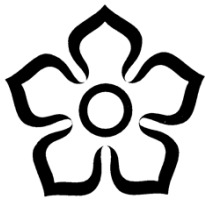
HEALTHY AGEING

Ambition	WE WILL	BY	INVOLVING	BECAUSE
<p>Enable Leicester residents to age comfortably and confidently</p>	<p>1. Support older people to have good wellbeing and feel safe in their own homes</p>	<p>a) Support the mental health of older people by enabling them to remain in their own homes for as long as possible</p>	<ul style="list-style-type: none"> ❖ Housing ❖ Neighbourhood and environmental services ❖ Digital transformation ❖ Adult social care and safeguarding ❖ Public Health ❖ Redcross 	<p>A welcoming, safe and familiar living environment is very important for facilitating good health. For older people remaining in familiar environments can reduce stress and improve a sense of community and belonging. This is about making sure that older people, particularly the vulnerable are kept safe from any form of exploitation and abuse. It is also about making sure that homes are safe and secure places to be.</p>
		<p>b) Facilitate supportive, friendly environments where older people are safe from exploitation and abuse to support good health and wellbeing</p>	<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Adult social care and commissioning ❖ Leicester Ageing Together ❖ Public Health ❖ Tourism, culture and investment ❖ Planning, development and transportation ❖ Housing 	
		<p>c) Working with older people to make sure that their homes are safe and secure</p>	<ul style="list-style-type: none"> ❖ Housing ❖ Neighbourhood and environmental services 	

			<ul style="list-style-type: none"> ❖ Leicester Ageing Together ❖ Estates and building services ❖ Public Health 	
2. Support informal carers to continue to care and improve their health and wellbeing KH-I think we need to move this to lives- carers can be any age	a) Using cultural and community assets to support mental and physical health of carers		<ul style="list-style-type: none"> ❖ Neighbourhood and environmental services ❖ Sport service ❖ Tourism, culture and investment ❖ Adult Social care and commissioning ❖ Leicester ageing together 	Carers are an important part of our society. They enable care to take place within the home and fulfil a role that may otherwise have to be fulfilled by a statutory body. The work of caring is stressful and takes a toll on the health and wellbeing of the carers themselves. It is important to recognise the work that carers do and support them to maintain good mental and physical wellbeing.
3. Support older people to utilise and engage with their local communities	a) Encourage older people to utilise parks, open spaces and waterways in the city as these spaces support good mental and physical health		<ul style="list-style-type: none"> ❖ Neighbourhood and environmental service ❖ Planning, development and transportation ❖ Public health ❖ Sport Service ❖ Delivery, communications and political governance ❖ Leicester ageing together 	*REWORD TO FIT BECAUSE BETTER The community is vital in supporting older people to feel included and valued. A person's social network can have a significant impact on health and assets within the community can help improve and strengthen reliance to mental and physical health problems. Therefore, it is important to help enable older people to make full use of the local spaces and places around them. It involves recognising and working with partners to overcome any barriers to their participation. This includes making opportunities for multigenerational activities, breaking down barriers and increasing social inclusion. It will also help to recognise the valuable contributions that older people can and do make to society.
	b) Encourage older people to access leisure and cultural spaces in the city to overcome Social isolation and improve mental and physical health		<ul style="list-style-type: none"> ❖ Sports service ❖ Neighbourhoods and environmental services 	

			<ul style="list-style-type: none"> ❖ Planning, development and transportation ❖ Tourism, culture and investment ❖ Public Health 	
		<p>c) Encourage opportunities in communities for multigenerational work between older people and children/young people to pass on skills, knowledge and experience and help to facilitate good mental health in older people</p>	<ul style="list-style-type: none"> ❖ Children's social care and safeguarding ❖ Learning and inclusion ❖ Adult social care and commissioning ❖ Leicestershire Cares ❖ Public Health 	
4. Support older people manage and protect their health		<p>a) Ensure that environments encourage older people to practice protective behaviours around healthy eating, exercising, not smoking, drinking to help to prevent deteriorations in health.</p>	<ul style="list-style-type: none"> ❖ Public health ❖ CCG ❖ Adult social care and commissioning ❖ Sports service ❖ Neighbourhood and environmental services ❖ Leicester ageing together ❖ Royal Voluntary Service 	<p>Continuing to practice protective behaviours into old age can help people to live in good health for longer. It may also help to protect against some illnesses occurring or prevent existing ones from worsening. This is about working with partners to encourage older people to recognise the importance of protecting their health as they age and supporting them to manage their health.</p>
		<p>b) Ensure that environments support frail older people suffering with ill health to maintain as good health as possible to avoid or minimise future deteriorations</p>	<ul style="list-style-type: none"> ❖ CCG ❖ Adult social care and safeguarding ❖ Housing 	

			<ul style="list-style-type: none">❖ Planning, development and transportation❖ Public health❖ Leicester Ageing Together❖ Royal Voluntary Service	
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Leicester
City Council

Minutes of the Meeting of the
HEALTH AND WELLBEING SCRUTINY COMMISSION

Held: THURSDAY, 23 AUGUST 2018 at 5:30 pm

P R E S E N T :

Councillor Cutkelvin (Chair)
Councillor Fonseca (Vice-Chair)

Councillor Chaplin
Councillor Dr Moore

Councillor Cleaver
Councillor Pantling

Councillor Dr Sangster

In Attendance:

Councillor Clarke, Deputy City Mayor with responsibility for Environment, Public Health and Health Integration

Also Present:

Councillor Inderjit Gugnani

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17. DECLARATIONS OF INTEREST

Members were asked to declare any interests they might have in the business on the agenda. No such declarations were made.

25. REVISED JOINT HEALTH AND WELLBEING STRATEGY

The Director of Public Health submitted the Revised Joint Health and Wellbeing Strategy. Ivan Browne, Consultant in Public Health introduced the report and referred to the Action Plan to support the strategy.

Members considered the report and raised comments and queries which included the following:

- The strategy was welcomed but a concern was raised that people sometimes experienced stress and illness because of their job, bad management or poor working conditions. A Member commented that she

would have liked to see more emphasis on this in the report. The Consultant in Public Health explained that they had been working with the Highcross and looking at mental health at work. He said that there was a need to change the culture as people were often unwilling to admit that they had mental health issues. The Member responded that there was a need to talk to the managers as the emphasis should not be on the person who was ill but on those who were managing their staff.

- It was noted that the Joint Health and Wellbeing Strategy was a statutory duty of the Health and Wellbeing Board. In response to a question, Members heard that local businesses were not represented on the Board, although efforts were being made to change that. The work however that was being undertaken with the Highcross was critical.
- A Member referred to the ambitions set out in the strategy, one of which was to ensure decent homes for everyone. She said there were some very sad situations in the city and she expressed concerns as to whether this was achievable.
- Views were expressed that the Revised Joint Strategy should be discussed with other Councillors as it was a significant document that cut across everything the council delivered. The Chair suggested that the findings of the consultation should be brought to the Overview Select Committee.
- The Chair said that the strategy referred to a grass roots approach working with individuals and community groups and expressed concerns that with pressure of those community groups, there was a limit as to what they could provide.

AGREED:

that the findings following the consultation on the Revised Joint Health and Wellbeing Strategy, be brought to the Health and Wellbeing Scrutiny Commission and the Overview Select Committee as appropriate.

Overview of

Leicester City Council's

71 Digital Transformation Programme

Overview Select Committee

13 December 2018



Leicester
City Council

Appendix D

Digital Transformation and Smart Cities

Digital Transformation Programme:

- Leveraging technology to transform and modernise internal processes to improve service design, delivery and information.

Primary focus – Internal with significant external impact

Smart Cities Programme:

- Leveraging technology to transform and improve the City environment and communal wellbeing of citizens.

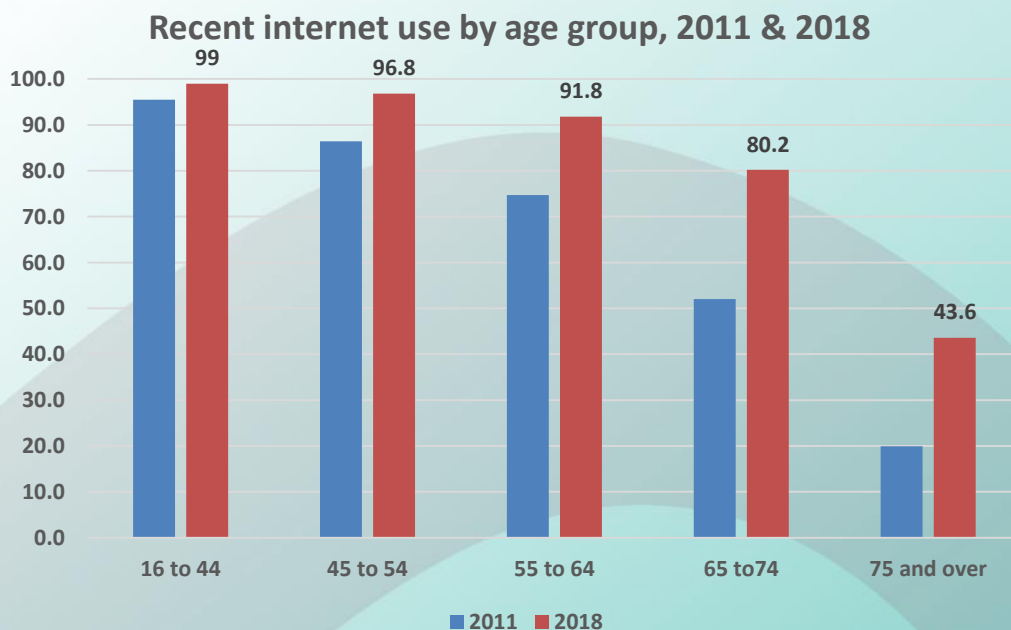
Primary focus – External with significant external impact



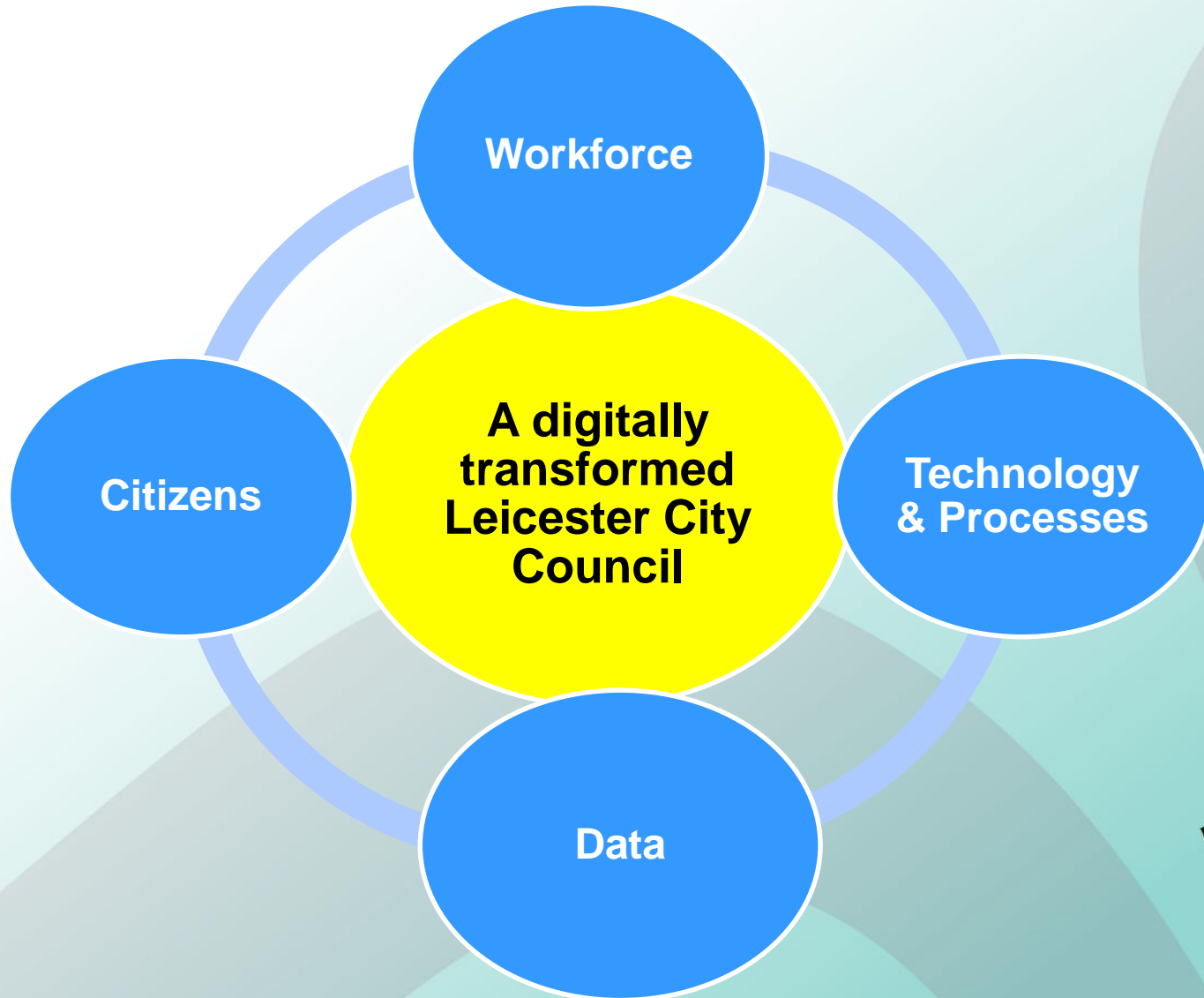
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Context – internet usage

- In 2018, **89.8% of adults in the UK were recent internet users***. 8.4% of adults had never used the internet in 2018, down from 9.2% in 2017.
- In 2018, **78% of adults in the UK use a smartphone** up from 39% in 2012.
- In 2018, **86.7% of adults in Leicester** were recent internet users.
- Of those in the UK who have **never used the internet more than half were aged 75 years and over**. **20% of disabled adults had never used the internet** in 2018.



Four key areas for Digital Transformation



LCC Digital Transformation Vision

For us a digitally transformed Council will mean....

75

We are a forward looking council embracing the opportunities that digital technology and data provide through a digitally skilled and enabled workforce.

We use technology and data innovatively to deliver citizen friendly services that are flexible, smart and value for money.

We support citizens so that they are capable and confident in using technology.

Our objectives

76

Theme	Objectives
Citizen focused approach	<ul style="list-style-type: none"> • Ensure we have a multi-channel offer appropriate to the needs of citizens & services • Design digital journeys to make them the easy default option for the majority of services & users
Decision making through insights	<ul style="list-style-type: none"> • Accurate, timely and useful data is captured securely, efficiently and effectively to support decision making and service delivery • Data is shared appropriately and openly where this can help achieve outcomes of benefit to our citizens • External business intelligence is used to identify and evaluate future trends and innovations
Digitally transformed service delivery	<ul style="list-style-type: none"> • Appropriate and lean processes and service design • Change is owned and managed effectively by services to maximise benefits • Technology supports services in working smarter and achieving improved outcomes • Services are using data to gather insights which drive service change and improvement • Working in collaboration with others across the organisation and external partners
Achieving cashable savings & efficiencies	<ul style="list-style-type: none"> • Technology supports us in achieving leaner processes which are automated wherever possible • Reduced IT business application landscape and support costs • Achieving cashable savings as well as wider benefits and efficiencies from use of technology • Staff are equipped with technology that is appropriate to the needs of their role

Activities against objectives (1)

Citizen-focussed approach

Now

- Reviewing all 380 eforms
- Online calendar bookings
- Developing corporate customer-centric standards

77

In 6 – 12 months

- Expansion & integration of Love Leicester-type app
- Customer friendly, intuitive website
- Customised My Accounts
- Exploring use of webchat to help online users
- SMS messages to remind, alert customers
- Single sign on



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Activities against objectives (2)

Digitally Transformed Service Delivery

- End to end processing – integrations with back office systems
 - Online, upfront payments
 - Online opportunities to increase income
 - Corporate solutions
 - IT rationalisation
- Current key projects – delivery over next 3 to 9 months.**
Regulatory Services, Registration Services, De Montfort Hall, Neighbourhood Services, Health & Safety Training, Festivals and Events



Activities against objectives (3)

Decision making through insights

Vision: LCC to be a data driven, intel-led organisation

- **Reviewing the use of data across the Council**
- **Data – Capture, Cleanse, Join up, Analyse and Apply**

Benefits

- **Predict and prevent adverse events; debt collection, customers tell us once; improved performance monitoring; improved decision making**


Proof of Concept – Domestic and Sexual Violence Unit

Open Data Portal

- **Dynamic, relevant, accurate, useful to wide range of users**
- **Two-way upload to encourage app creation for Leicester citizens' benefit AND improve our business intelligence**

Corporate metrics

Work in progress

Measure	Baseline	
To increase the split of Forms and Self Service channel at the expense of Face to Face and Telephony	Channel Mix	25% of contacts are on-line / self serve
Maximise My Account forms / Reduction in Service (Mediated) Forms	Unique Mediated Forms	99
Increase sign up to MyAccount	MyAccount Sign Up	58k Sign-ups to MyAccount
80 Increase customer satisfaction rating for forms	Customer Satisfaction	 4.2 out of 5
Use of Single Sign On across portals	Portals	12
Reduction in public facing LYNC and PBX telephone lines	ACD Coverage	108 ACD Queues 45% of all telephone lines
Increase process availability through forms / self-service methods	On-line Availability	380 Forms c. 40% of all processes available on line
Reduce usage of payment methods where an LCC operative is required	Payment Channels	33% of payments are done face to face



Summary – your views

- Do the scope and objectives of the programme reflect what you expect?
- How else could we improve our customer interactions?
- What services in your view are a priority for digital transformation?
- What metrics are you interested in?

Appendix – other objectives

Theme	Objectives
Citizen focused approach	<ul style="list-style-type: none"> • Our citizens are capable and confident in using technology in their interactions with us • We support our customers to be capable and confident in going on-line <p>Focus on digital inclusion – part of the Corporate Equality Strategy and action plan and being led by Equalities Team</p>
Digitally skilled & enabled workforce	<ul style="list-style-type: none"> • A digital and data skilled workforce who champion the use of technology in developing and delivering customer focused services • A culture where the workforce is open to change and innovation and which positively embraces technology to continuously improve how we work • A workforce where technology enables smarter and more flexible working • Organisation has the skills and capacity to both deliver and embed changes effectively <p>Focus on our workforce – being led by HR's Organisational Development Team</p>

Overview Select Committee (OSC) Finance Task Group

Minutes of Meeting held on 29th November 2018

Present

Cllr Baljit Singh, Chair of Task Group
Cllr Ratilal Govind, Vice-Chair
Cllr Inderjit Gugnani
Cllr Virginia Cleaver
Cllr Jean Khote
Amy Oliver, Chief Accountant

Apologies

Cllr Elly Cutkelvin
Cllr Mohammed Dawood
Cllr Ross Grant
Cllr Nigel Porter
Cllr Paul Westley
Alison Greenhill, Director of Finance

1. Revenue Budget Monitoring – Period 6, 2018/19

- 1.1 Cllr Singh introduced the revenue monitoring report, highlighting the additional spending review savings to be approved by the Executive.
- 1.2 Members were pleased that the Council is not forecasting an overspend in 2018/19, unlike other Councils. But noted it was important for the Council to continue to achieve Spending Review targets to balance the budgets in future years.
- 1.3 Members discussed the overspend in coronial services and asked about our responsibilities in this area. It was confirmed to members this was a statutory responsibility of the Council. Members asked if there had been any additional costs in relation to the recent helicopter crash at Leicester City Football Club. It has since been confirmed there have been additional costs incurred by the Council and these relate largely to the Coronial service but full costs are still to be calculated. We are currently in contact with the King Power insurers regarding the potential to reclaim these costs via the insurers. This is a work in progress and may take some time before we know if these are net costs to us.
- 1.4 Concerns were raised by members regarding the current review being completed by the CCG as detailed in Appendix B, paragraph 12.2 of the report. Members asked for an update on the work being done with the CCG to jointly agree a way forward. It has since been confirmed that the Adult Social Care Department has set up a panel with Health, to jointly review the cases where the CCG has determined that the health contribution to a joint funded package is no longer required. The process of review is on-going and we are aiming to agree the funding position before the end of the financial year. If this cannot be achieved, the cases will escalate through formal dispute procedures that are already in place.

1.5 The continued pressures in Children's Services were highlighted by members who noted that this was a national issue and not unique to Leicester.

2. Capital Budget Monitoring -Period 6, 2018/19

2.1 Members noted the spend to date of £41.6m, and the recommendations within in the report.

2.2 Members were pleased to note the addition to the capital budget for the work being completed to improve the public realm on University Road. Funding is being provided by the University.

3. Mid-Year Review of Treasury Management Activities 2018/19

3.1 Cllr Singh introduced the report, noting it reviews how the Council has conducted its investment and borrowing activities during 2018/19.

3.2 Attention was drawn to the repayment of £51m of bank loans, reducing the Council's gross borrowing to £188m. This decision was taken once favourable terms were offered by the lender and advice taken from our treasury advisors.

3.3 Amy Oliver highlighted that investments had continue to rise this year, even after the repayment of borrowing. The Council continues to perform well on investments and is forecasting to receive more interest than budgeted. This is also reported in the revenue monitoring report.

4. Income Collection Report April 2018 – September 2018

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

4.2 Amy Oliver noted it was positive to see that the collection rate for council tax had remained at similar levels to last year, even with a 6% rise. Members were pleased to note taxpayers were continuing to pay their bills.

4.3 Members were pleased that the backlog on processing housing benefits had reduced from £2.9m in September 2017 to £1.4m in September. Members asked about the monitoring of performance in housing benefits, and Amy Oliver confirmed this was reviewed by Audit & Risk Committee.

4.4 Members discussed the level of debt written off in the year. Amy Oliver confirmed the value of debt written off was low (less than 1%) of the total debt raised in a year. This is demonstrated by the graph on page 5 of the report.



Revenue Budget Monitoring – Period 6, 2018/19

Decision to be taken by: City Mayor
Overview Select Committee date: 13th December 2018
Lead director: Alison Greenhill

Useful information

- Ward(s) affected: All
- Report author: Amy Oliver
- Author contact details: amy.oliver@leicester.gov.uk

1. Summary

This report is the second in the monitoring cycle for 2018/19 and forecasts the expected performance against the budget for the year.

The scale of Government funding cuts has put departments under pressure to provide services with less funding. This is a national issue and recent articles in the press have highlighted councils that are overspending and have not achieved planned saving targets. The LGC recently reported 80% of councils are expected to overspend during 2018/19. The average overspend for Unitary Authorities is estimated at £2.3m in this financial year.

The level of overspends forecast nationally by councils demonstrates the challenge all authorities face, and it is pleasing that the Council is forecasting it will not overspend its budget this year. This does not mean we can become complacent, as the Council is still seeing continued growth in demand in Adult Social Care and Children's Services. Further to this only with the achievement of the Spending Review targets will the council progress towards balancing the budget in future years.

The key issues during the last few years have been the continued pressures within Adult Social Care and Children's Services. These continue to loom large, particularly given the large sums involved and the impact increases in demand for statutory social care can have on the Council's entire budget. It is encouraging to report that, at this stage of the year, both departments forecast they can live within their resources. Adult Social Care has not experienced an overspend since 2015/16.

As previously reported, there are some significant pressures in City Developments and Neighbourhoods. The department has adopted the approach of planning to over-achieve its required savings for the Council's budget strategy and using the first fruits of this policy to balance its budget. Following the realignment of budgets in period 3, along with achievement of spending review savings the department is now forecast to remain in budget for the year.

In 2015, the Council agreed a new policy for repaying debt incurred on previous years' capital expenditure. This would have saved considerable sums of money, but implementation was deferred until the budget outlook necessitated it (in effect, we are simply slowing down debt repayment). We believe that the position now requires this change to be made, and doing so in 18/19 will increase the amount available for the managed reserves strategy (to support future years' budgets). Consequently, the capital financing budget is forecasting a large underspend, but this arises from a deliberate policy change.

It is our usual practice to use this report to seek Executive approval to budget reductions arising from savings achieved by means of management action within the

monitoring reports. With the advent of the Spending Review 4 programme and to aid clarity of the report, these are shown in a separate appendix (Appendix C).

2. Recommendations

2.1 The Executive is recommended to:

- Note the emerging picture detailed in the report;
- Approve the budget reductions arising from achieved spending review savings, as detailed in Appendix C of this report;
- Note a saving of £500k as a result of a change in treatment of VAT for Sports Services.

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 2018/19 was £259.7m.

Appendix A summarises the budget for 2018/19. Whilst all departments are forecasting spend very close to budget, this arises from active management of the budget (and the use of one off sums set aside for this purpose);

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

Appendix C details the budget amendments required, consequent to spending review savings;

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 21st February 2018 on the General Fund revenue budget 2018/19.

Period 3 Monitoring report and minutes of OSC Finance task group presented to OSC on 13th September 2018.

6. Summary of appendices:

Appendix A – P6 Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances;

Appendix C – Spending Review Savings

7. Is this a private report?

No

8. Is this a “key decision”?

Yes

Revenue Budget at Period 6, 2018/19

2018-19 Period 6 Monitoring	Current Budget for Year	Forecast @ Period 6	Variance
Neighbourhood & Environmental Services	31,720.8	31,721.2	0.4
Tourism Culture & Inward Investment	5,989.9	5,990.1	0.2
Planning, Development & Development	15,845.2	15,845.1	(0.1)
Estates & Building Services	4,473.8	4,473.7	(0.1)
Departmental Overheads	629.8	629.7	(0.1)
Fleet Management	31.0	30.9	(0.1)
Adults Skills & School Organisation & Admissions	(80.2)	(80.2)	0.0
Housing Services	3,106.3	3,106.1	(0.2)
City Development & Neighbourhoods	61,716.6	61,716.6	0.0
Adult Social Care	104,014.4	104,014.4	0.0
Public Health & Sports Services	20,538.4	20,538.4	0.0
Strategic Commissioning & Business Support	586.7	586.7	0.0
Learning Services	10,648.6	10,648.6	0.0
Children, Young People & Families	54,960.4	54,960.4	0.0
Departmental Resources	(6,575.4)	(6,575.4)	0.0
Education & Childrens Services	59,620.3	59,620.3	0.0
Delivery, Communications & Political Governance	5,424.6	5,638.4	213.8
Financial Services	10,587.3	10,587.3	0.0
Human Resources	4,252.9	3,989.9	(263.0)
Information Services	9,374.3	9,374.3	0.0
Legal Services	2,628.5	2,628.5	0.0
Corporate Resources & Support	32,267.6	32,218.4	(49.2)
Housing Benefits (Client Payments)	500.0	500.0	0.0
Total Operational	278,657.3	278,608.1	(49.2)
Corporate Budgets	4,027.1	1,651.6	(2,375.5)
Capital Financing	14,020.6	5,930.8	(8,089.8)
Total Corporate & Capital Financing	18,047.7	7,582.4	(10,465.3)
Public Health Grant	(26,804.0)	(26,804.0)	0.0
Use of Reserves	(10,227.8)	(10,227.8)	0.0
TOTAL GENERAL FUND	259,673.2	249,158.7	(10,514.5)

Divisional Narrative – Explanation of Variances

Corporate Resources and Support

Corporate Resources Division is forecasting an underspend of £49k on a net budget of £32.3m, although £213k of additional Coroner's costs are anticipated (which are not met from the department's budget).

1. Finance

1.1. The Financial Services Division expects to break even.

2. Human Resources & Workforce Development

2.1. Human Resources are forecasting an underspend of £263k which will contribute towards the cost of Digital Transformation Team included in DCPG.

3. Information Services

3.1. Information Services is forecasting a break even position.

4. Delivery Communications & Political Governance (DCPG)

4.1. The Delivery, Communications and Political Governance Division forecasts an underspend of £49k, once the HR underspend is used to contribute to the costs of the Digital Transformation Team.

5. Legal, Registration & Coronial Services

5.1. Legal Services Division is forecasting a balanced outturn.

5.2. Coronial Services are forecasting an overspend of £213k due to high costs in pathology tests, and increased workload, continuing the pattern of recent times. The overspend will be funded from Corporate Reserves in line with normal policy.

City Development and Neighbourhoods

The department continues to forecast a balanced outturn on a net budget of £62.3m. Divisional budgets are on track, following the budget realignments agreed in the period 3 report, as a consequence of savings achieved.

Following a review, a further £209k p.a. is to be charged by the Department to the Housing Revenue Account, which reflects a more accurate assessment of the cost of services provided. This will contribute to the Department's Spending Review 4 savings.

6. Planning, Transportation and Economic Development

6.1. The division is forecasting a balanced budget outturn. There are pressures on income budgets (including parking, planning and advertising), which are being managed by income from bus lane enforcement and by controlling expenditure budgets.

7. Tourism, Culture & Inward Investment

7.1. Following the realignment of budgets in period 3 to deal with the Markets income pressure, the division is forecasting a balanced outturn.

8. Neighbourhood & Environmental Services

8.1. Accounting changes between the General Fund and Housing Revenue Account have identified £209k savings for the department and will contribute to Spending Review 4 savings.

9. Estates & Building Services

9.1. The Division has adopted the corporate landlord model and reorganised the budgets reflecting the new organisational structure. For the current year, a balanced outturn is now forecast.

9.2. The budget assumes that shops currently being managed by the HRA will transfer to the general fund. This has now happened. As a consequence, the division's budgets have been reduced to reflect net income of £623k arising from shop rents.

10. Housing General Fund

10.1. The General Fund Housing Service is forecasting a balanced outturn, however the Homelessness Service continues to face recruitment challenges, as the introduction of the Homelessness Reduction Act

increases demand for front-line staff. A recruitment process is currently underway for 5 FTE Homelessness Prevention Officers.

- 10.2. The service has benefited from additional ring-fenced grants during the year to prevent homelessness, which are being spent to reduce rough-sleeping and provide easily accessible early prevention.

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. The HRA is forecast to underspend by £1.1m, excluding revenue used for capital spending (which is reported through capital monitoring).
- 11.2. Income is forecast to be £0.3m higher overall than the budget. An additional £0.1m income is expected from hostels operating at full capacity and an improved bad debt position suggests that £0.6m can be released from the bad debt provision. Offset against these, in-year rental income from dwellings is expected to be £0.4m below budget, a variance of 0.5%.
- 11.3. As reported at Period 3, unplanned lift refurbishment work and maintenance of the district heating network will cost £0.4m. A further £0.2m will now be spent this year on preventative maintenance work to the pipework entering blocks of flats. Due to the large number of repair jobs undertaken so far this year, a £0.1m overspend on materials is forecast. These total £0.7m of extra costs.
- 11.4. Management and Landlord Services are projected to overspend by £0.1m. There will be costs of £0.4m to compensate tenants moving from Goscote House, an increased cost of £0.2m for contributions towards General Fund services as described above, and £0.1m associated with electricity costs. Offsetting these, an underspend of £0.6m will arise from holding vacancies across the service.
- 11.5. Savings of £1.6m will be made in 18/19 on capital financing costs, of which £0.8m will be one off. The reasons for this are explained in paragraph 15.3.

Adult Social Care

12. Adult Social Care

- 12.1. The department is forecasting to spend £104m as per the budget.
- 12.2. The most significant item since the first quarter's report is the notification by the CCG they are revisiting the health funding element awarded to a number of jointly funded packages of care. This is as a result of the CCG requesting that their Commissioning Support Unit (CSU), who took over the contract from the previous provider in April 2017, re-assess existing cases to ensure that any health funding awarded is in line with national guidance. A number of cases have been identified to us where the CSU review has identified that health funding should be withdrawn. We are working with the CCG to review these assessments jointly and agree a way forward. On an annual basis the impact could be a reduction in our joint funded income of nearly £2m. The final impact has yet to be finalised for 2018/19.
- 12.3. Notwithstanding the potential reduction in income the department is still forecasting to remain within the budget as a result of a one-off staffing savings and in year savings from the Independent Living Floating Support service which will cease from 31 March 2019 following an Executive decision on 1 August. Full year savings will contribute to corporate spending review targets.

Health Improvement & Wellbeing

13. Public Health & Sports Services

- 13.1. The department is forecasting to spend £20.5m as per the budget.
- 13.2. The budget of the department will be reduced by £0.5m. This is following a change in VAT treatment of sports services' income after a legal judgement. This change means the Council is no longer required to pay over 20% of the income to HMRC.

Education and Children's Services

14. Education and Children's Services

- 14.1. The department is forecasting to spend £59.6m as per the budget. The significant pressures in social care and transport reported in the first quarter's revenue report remain. These are being dealt with this

financial year by using one off departmental funds as planned in the budget.

- 14.2. The number of looked after children stood at 677 at the end of September, a reduction of 5 since the beginning of the year. High cost external residential placements have reduced from 40 at the beginning of the year to 36 at the end of September. However, placements with independent fostering agencies have increased (from 98 to 111) because of insufficient suitable internal foster carers being available. Work is ongoing to increase the number of internal foster carers.
- 14.3. The new Functional Family Therapy Child Welfare team and MST Child Abuse and Neglect teams became operational in September. The success of these teams alongside the existing ones is key to achieving savings in placement costs.
- 14.4. Existing home to school and contact transport arrangements have been reviewed for all existing LAC, and tighter controls put in place for new transport requests. As a result expenditure this year is forecast to be less than last year, however there remains an ongoing budget pressure.
- 14.5. Home to school transport cases for SEN children remains a significant issue and all cases are being reviewed to ensure they meet the existing policy criteria.
- 14.6. In 2018/19 the High Needs Block (HNB) allocation of £45.1m is £2.8m less than the planned expenditure and this will be funded from DSG reserves as planned. A review of centrally provided SEND services paid from the HNB is currently being completed and will report back shortly.

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. At present we are forecasting a £10.5m underspend.
- 15.2. Corporate budgets are showing a £2.4m underspend largely due to spending review savings achieved in year. The spending review savings will be transferred to earmarked reserves as part of the

managed reserves strategy, and be available to support the 2019/20 budget.

- 15.3. Significant savings are forecast in respect of capital financing. Historically the Council has borrowed to fund part of the capital programme. When the Council borrows it is required to set money aside to repay the debt annually, in line with our minimum revenue provision policy. In November 2015, the Council approved a new policy, that was more in line with an asset's life, and which would generate savings of around £6m to £7m per year. However, in subsequent budgets, Council decided to delay implementing this policy until required by the budget position (in effect, the saving arises through paying off debt more slowly). It is now intended to implement the policy with effect from 2018/19, which creates a substantial saving to support the managed reserves strategy. This helps us to balance the budget for future years. Additionally, the Council has purchased pooled property funds to the value of £8.2m in line with the treasury strategy. This helps us diversify our investment strategy and achieve better returns. Perversely, these investments require a charge to be made to the Council's accounts (some types of investment do not). We can do this by using sums paid in excess of minimum revenue provision in earlier years. When the units are eventually sold, the money will be set aside again for debt redemption.
- 15.4. In May the Council repaid a loan of £51m, in an exercise to save money. This is generating a saving in 18/19 of £0.9m for the General Fund (falling to £0.3m in 19/20) and £1.1m for the HRA (falling to £0.3m in 19/20).
- 15.5. In addition to the above interest received on investments is higher than budgeted, forecasting to generate additional income of £0.9m to the Council. This is due to an increase in interest rates and higher cash balances than anticipated. The higher cash balances are mainly due to factors such as council tax, government grants being received before costs are incurred.

Spending Review Savings

As members are aware, the Council needs to achieve substantial savings to live within its means in future years. The key means by which we seek to achieve these is the spending review programme. The current round has been termed Spending Review 4.

The table below lists the savings achieved for which it is now sought to make budget reductions.

Description of Saving	Department	2018/19	2019/20	2020/21	2021/22
		£'000	£'000	£'000	£'000
Information Services-Savings from IT Contracts	Corporate Resources	0	750	882	899
Staffing efficiency review of museums	TCII	100	100	100	100
Shopmobility- Increase in donations to purchase equipment	PTD	15	15	15	15
		115	865	997	1,014

Appendix E2
Executive Decision Report

**Capital Budget Monitoring –
Period 6, 2018/19**

Decision to be taken by: City Mayor

Overview Select Committee date: 13th December 2018

Lead director: Alison Greenhill



City Mayor

Useful Information

- Report author: Amy Oliver
- Author contact details: amy.oliver@leicester.gov.uk

1. Summary

- 1.1 The purpose of this report is to show the position of the capital programme for 2018/19 as at the end of Period 6.
- 1.2 This is the second capital monitoring report of the financial year. Further quarterly reports and an outturn report will be presented as the year progresses.

2. Recommendations

- 2.1 The Executive is recommended to:

- Note total spend of £41.6m for the year to date.
- Note the progress in delivery of major projects, as shown at Appendix A.
- Note progress on spending work programmes, as shown at Appendix B.
- Note that the great majority of provisions remain unspent as shown at Appendix C.
- Approve the addition of £303k to the HRA Capital Programme relating to infrastructure costs at Saffron Velodrome, as detailed in Appendix D, Para 1.2.
- Approve the addition of £250k to the City Centre Street Improvements programme, to improve the public realm on University Road. This will be funded by the university.
- Approve the addition of £50k, to grant fund replacement of timber doors and windows of historic design on Saviour's Road.
- Approve the addition of £176k to the HRA capital programme to fund the additional insulation works, as detailed in Appendix B, Para 3.16.

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 2018/19 to 2019/20 Capital Programme was approved by Council on 30th November 2017.
- 3.2 At the 2017/18 Capital Outturn stage, a decision was taken to carry forward unspent resources from 2017/18 into 2018/19.
- 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;

3.4 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, i.e. they are awaiting a City Mayor decision. Spending cannot be monitored until such approval has been given.

3.5 Summary of the total approved 2018/19 to 2019/20 capital programme as at Period 6:

	£000
Projects	130,418
Work Programmes	66,017
Provisions	1,945
Schemes nearly complete	9,431
Total Immediate Starts	207,811
Policy Provisions	98,061
Total Capital Programme	305,872

3.6 Since the beginning of the year, the following changes have occurred to the capital programme from Period 3:

	£000
Finance, HR & Payroll System	400
Transport Improvement Works	30
Acquisition of Affordable Housing	900
Affordable Housing Programme 2013-17	1,083
Enterprising Leicester Loans	590
Leicester Strategic Flood Risk Management strategy	390
Local Growth Fund Projects (LLEP)	8,604
Parks Plant and Equipment (Saving)	(138)
Net Movements	11,859

These additions are included in the table at 3.5 above.

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

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

3.8 Capital Receipts

3.8.1 At Period 6, the Council has realised £5.1m of General Fund capital receipts. These receipts are not required to fund the current programme. In line with our policies, with the exception of any earmarked receipts, these are set aside for future capital programmes.

3.8.2 Right to Buy receipts this year have so far amounted to £9m.

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 on pages 9-21 within this Appendix.

Department / Division	Budget 2018/19 to 2019/20 £000	2018/19 Spend to Date £000
Corporate Resources	1,816	578
Adult Social Care	4,892	524
Planning, Development & Transportation	69,750	4,745
Tourism, Culture & Inward Investment	6,895	1,650
Neighbourhood & Environmental Services	269	8
Estates & Building Services	11,043	422
Children's Services	27,210	10,507
Public Health	3,619	116
Housing Revenue Account	4,924	960
Total	130,418	19,510

- 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 is drawn to expected completion dates and any project issues that have arisen.
- 1.3 A colour-coded rating of progress of each project has been determined, based on whether the project is progressing 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)	2018/19 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating @ Period 6
CRS	Automatic Call Distribution System Upgrade	203	155	48	Apr-18	Apr-19	Amber	Amber
CRS	Finance, HR & Payroll System	1,613	423	0	Jun-17	Apr-19	Red	Red
ASC	ICT Investment - Phase 2 - Liquidlogic	627	332	0	Jan-19	Mar-19	Green	Green
ASC	Improvement to Day Care Services at Hastings Road	267	192	0	Apr-16	Oct-18	Green	Green
ASC	Specialist Dementia Care Centre	1,548	0	0	TBC	TBC	Purple	Purple
ASC	Extra Care Schemes	2,450	0	0	TBC	TBC	Purple	Purple
CDN (PDT)	Leicester North West Major Transport Scheme	8,555	138	0	Mar-19	Mar-21	Amber	Amber
CDN (PDT)	North City Centre Access Improvement Scheme	10,559	2,688	0	Feb-20	Nov-20	Green	Green
CDN (PDT)	Anstey Lane Improvements for Ashton Green	7,900	0	0	May-19	Mar-20	Green	Green
CDN (PDT)	City Centre Street Improvements	2,262	318	0	Apr-19	May-19	Green	Green
CDN (PDT)	Townscape Heritage Initiative	796	452	0	Feb-18	Apr-18	Green	Green
CDN (PDT)	Waterside Strategic Regeneration Area	17,764	317	0	Mar-23	Mar-23	Green	Green
CDN (PDT)	St George's Churchyard	857	1	0	Aug-18	Aug-19	Amber	Amber
CDN (PDT)	Queen's Building (formerly Shahista House)	150	146	0	Dec-17	Sep-18	Green	Blue
CDN (PDT)	Great Central Street / Vaughan Way	2,740	31	0	Jan-19	Aug-19	Green	Green
CDN (PDT)	Ashton Green	404	275	0	Mar-18	Mar-19	Green	Green
CDN (PDT)	Pioneer Park	4,217	46	0	Jan-21	Jan-21	Green	Green
CDN (PDT)	Newarke Street Car Park improvements	247	99	0	Sep-18	Mar-19	Green	Green
CDN (PDT)	Connecting Leicester - Low Carbon Schemes	7,200	205	0	Nov-20	Nov-20	Green	Green
CDN (PDT)	Putney Road Link	4,859	28	0	Dec-19	Nov-19	Green	Green
CDN (PDT)	Abbey Park Precinct Wall	92	0	0	Aug-19	Aug-19	Green	Green
CDN (PDT)	Pioneer Park Commercial Workspace (formerly Dock 2)	1,148	1	0	Spring 18	Spring 20	Amber	Amber
CDN (TCI)	Jewry Wall Museum Improvements	1,069	306	0	Mar-19	TBC	Amber	Amber
CDN (TCI)	Leicester Market Redevelopment	5,030	1,145	(515)	Dec-18	Jun-19	Amber	Amber
CDN (TCI)	Abbey Pumping Station	317	135	0	Mar-19	Mar-19	Green	Green
CDN (TCI)	De Montfort Hall Improvement Works	479	64	0	Sep-18	Nov-18	Amber	Green

COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold
[Green] [Amber] [Red] [Blue] [Purple]

Dept/ Division	Project	Total Budget (£000)	2018/19 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating
CDN (NES)	Library Management System	130	0	0	Dec-18	Feb-19	Green	Green
CDN (NES)	Watermead Country Park - Additional Car Park	39	8	0	Mar-19	Mar-19	Green	Green
CDN (NES)	City Centre Playground	100	0	0	Mar-19	Mar-19	Green	Green
CDN (EBS)	Haymarket House, Car Parks & Lifts	10,067	294	0	Spring 19	Spring 19	Green	Green
CDN (EBS)	11-15 Horsefair Street	516	123	(166)	Nov-18	Mar-19	Amber	Amber
CDN (EBS)	Property Acquisition	0	0	0	N/A	N/A	N/A	N/A
CDN (EBS)	City Hall Power Backup	300	5	0	Sep-18	Mar-19	Amber	Purple
CDN (EBS)	Great Central Railway Museum	160	0	0	Oct-18	TBC	Purple	Purple
ECS	Waterside Primary School	1,223	854	0	Aug-19	Sep-20	Green	Purple
ECS	Additional Places - Inglehurst Junior	285	191	0	Sep-17	Sep-18	Green	Blue
ECS	Additional Places - Spinney Hill	231	38	45	Feb-18	Sep-18	Green	Blue
ECS	Additional Places - Marriott	1,000	0	(390)	Sep-18	Dec-18	Amber	Amber
ECS	Primary School Temporary Modular Buildings	681	169	150	Oct-17	Sep-18	Amber	Blue
ECS	Primary School Internal Reconfigurations	292	6	65	Sep-17	Sep-18	Amber	Blue
ECS	Carisbrooke Temporary Modular Buildings	53	6	(140)	Oct-17	Sep-18	Amber	Blue
ECS	Secondary School Places - PFI schools	400	656	(270)	Aug-19	TBC	Purple	Purple
ECS	Secondary School Places - Non-PFI schools	259	902	(700)	Jul-19	TBC	Amber	Purple
ECS	St Paul Temporary Modular Buildings	582	0	0	Sep-18	Nov-18	Green	Amber
ECS	English Martyrs Internal Refurbishments	206	14	0	Sep-18	Sep-18	Green	Blue
ECS	Fullhurst School Expansions	14,832	7,288	500	Aug-19	Feb-19	Green	Green
ECS	St John the Baptist Primary Extension	1,566	318	0	May-19	May-19	Green	Green
ECS	SEND Places Expansion - Phase 1	2,064	0	0	Nov-18	Mar-19	Green	Amber
ECS	Primary Pupil Referral Unit Expansion	2,657	0	0	Oct-19	Oct-19	Green	Green
ECS	Wigston Lane Children's Home	500	11	0	Nov-18	May-19	Green	Green
ECS	Children's Homes - Netherhall	264	11	0	Sep-17	Oct-18	Green	Green
ECS	Children's Homes - Tatlow Road	115	43	0	Dec-17	Sep-18	Green	Green
PH	Relocation of Sexual Health Clinic	1,374	116	0	Mar-18	Dec-18	Green	Green
PH	Leisure Centre Improvement Programme	2,245	0	0	Mar-20	Apr-20	Amber	Amber
Total (excluding HRA)		125,494	18,550	(1,373)				

COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold
[Green] [Amber] [Red] [Blue] [Purple]

Dept/ Division	Project	Total Budget (£000)	2018/19 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Previous Reported RAG Rating	Project RAG Rating
CDN (HRA)	St Leonard's Tower Block - Lift	100	0	(95)	Mar-18	TBC	Amber	Amber
CDN (HRA)	Exchange Demolition	100	0	0	Dec-17	TBC	Amber	Amber
CDN (HRA)	E-Communications (Mobile Working)	247	15	0	Aug-18	Mar-19	Amber	Amber
CDN (HRA)	Northgate Business Systems Phase 2	1,125	266	0	Mar-18	Mar-19	Green	Green
CDN (HRA)	Tower Block Redevelopment	352	679	(327)	Sep-18	Jan-19	Amber	Amber
CDN (HRA)	Goscote House Demolition	3,000	0	0	TBC	TBC	Green	Green
Total HRA		4,924	960	(422)				
Total (including HRA)		130,418	19,510	(1,795)				

COLOUR KEY : Successful Delivery Likely Successful Delivery Probable Successful Delivery Appears Unachievable Project Complete Project on Hold
[Green] [Amber] [Red] [Blue] [Purple]

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 in the next pages. This has been defined as any scheme that has a RAG Rating other than “green” or “blue”.

Capital Programme Project Monitoring 2018/19 Period 6

Corporate Resources

1. Projects Summary

Project Name	Approval 2018/19 to 2019/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Automatic Call Distribution System.	203	48	April 2018	April 2019	A
Finance, HR & Payroll System	1,613	0	June 2017	April 2019	R
Total	1,816	48			

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

2.1. **Automatic Call Distribution System** This project has halted and the contract terminated due to the application of the Public Contract Regulations 2015 prohibiting an uplift in price to the level of the functionality required to deliver the services needed identified within weeks of the award. The target operating model designed through the project is being implemented where possible using the existing system. The authority will go back out to the market during 2019.

2.2. **Finance System** The Council is implementing a new finance system. As previously reported implementation has slipped, and the project team and supplier are working together to determine how this can be recovered. Until a clearer picture emerges, the RAG rating remains at red.

Capital Programme Project Monitoring 2018/19 – Period 6

Adults

1. Projects Summary

Project Name	Approval 18/19 to 19/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)
ICT Investment – Phase 2 (Liquidlogic Enhancements)	627	0	January 2019	March 2019	G
Improvements to day care services at Hastings Road	267	0	April 2016	October 2018	G
Special Dementia Care Centre	1,548	0			P
Extra Care – Two Schemes	2,450	0			P
Total	4,892	0			

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

1.1 Specialist Dementia Care Centre This project has been on hold pending expected Government changes to benefit which could have affected the viability of the scheme. After a long period of uncertainty, the Government has announced that vulnerable people will still be able to claim the higher rate of intensive housing management as part of their housing benefit claim. Therefore, the original business case produced in 2014/15 will be re-visited to determine whether this type of accommodation is still required, and an update report will be presented to the Executive for consideration in due course.

1.2 Extra Care Schemes These schemes were on hold for the same reasons as the scheme above. However, the consortia who were going to develop the schemes have now confirmed that they still wish to proceed. Updated due diligence checks have been completed and it is likely the building of the new schemes will commence in January 2019.

Capital Programme Project Monitoring 2018/19 Period 6

Planning, Development & Transportation

1. Projects Summary

Project Name	Approval 2018/19 to 2019/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Leicester North West Transport Scheme	8,555	0	Mar 2019	Mar 2021	A
North City Centre Access	10,559	0	Feb 2020	Nov 2020	G
Ashton Green Highways Infrastructure	7,900	0	May 2019	Mar 2020	G
City Centre Street Improvements	2,262	0	Apr 2019	May 2019	G
Townscape Heritage Initiative	796	0	Feb 2018	Apr 2018	G
Waterside	17,764	0	Mar 2023	Mar 2023	G
St George's Churchyard	857	0	Aug 2018	Aug 2019	A
Queen's Building (former Shahista House)	150	0	Dec 2017	Sept 2018	B
Vaughan Way / Great Central Street	2,740	0	Jan 2019	Aug 2019	G
Ashton Green	404	0	Mar 2018	Mar 2019	G
Pioneer Park	4,217	0	Jan 2021	Jan 2021	G
Newarke Street Car Park Improvements	247	0	Sept 2018	Mar 2019	G
Abbey Park Precinct Wall	92	0	Aug 2019	Aug 2019	G
Pioneer Park Commercial Workspace	1,148	0	Spring 2018	Spring 2020	A
Connecting Leicester – Low Carbon Schemes	7,200	0	Nov 2020	Nov 2020	G
Putney Road Link	4,859	0	Dec 2019	Nov 2019	G
Total	69,750	0			

2. **Projects Commentary** (for **all** projects rated Amber, Red or Purple). An addition to the programme is also proposed.

2.3. **Leicester North West Major Transport Project** Work commenced on site as planned on 1st October 2018 and is programmed to continue until mid-June 2019. The target price of £1.8m submitted by the contractor in May was acceptable: although the total bill payable to the contractor is expected to rise due to compensation events, these will be kept as low as possible. Other costs are attributable to consultants' fees, modelling and equipment ordered directly by LCC. Officers are progressing options for the Fiveways junction (approx. £4.5m), for which external funding must be spent by March 2021.

2.4. **City Centre Street Improvements** It is proposed to add £250k to the City Centre Street Improvements allocation for initial design work on the University Road public realm scheme, adjacent to the University of Leicester campus. This will be funded entirely by the University.

2.5. **St George's Churchyard** The scheme for public realm improvements was presented to Planning Committee in January 2018 but was deferred. Conversations are ongoing with key stakeholders. It is anticipated that works, subject to planning permission, could commence in 2019.

2.6. **Pioneer Park Commercial Workspace** Land has been acquired from Homes England and a proposal to seek a development partner to develop new commercial space on the vacant site is being progressed. The opportunity to partner the Council has been advertised and two are now being assessed. The site will most likely be delivered in phases with the potential that the Council may retain some business space which could function as move-on space from Dock.

Capital Programme Project Monitoring 2018/19 Period 6

Tourism, Culture and Inward Investment

1. Projects Summary

Project Name	Approval 2018/19 to 2019/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Jewry Wall Museum Improvements	1,069	0	March 2019	T.B.C.	A
Leicester Market Redevelopment	5,030	(515)	Dec 2018	June 2019	A
Abbey Pumping Station	317	0	March 2019	March 2019	G
De Montfort Hall Improvement Works	479	0	Sept 2018	Nov 2018	G
Total	6,895	(515)			

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

a. **Jewry Wall Museum Improvements** The designs for walkway and initial museum refurb are at RIBA Stage 4. Once these are finalised, a decision will be made regarding which option to pursue.

2.2. **Leicester Market Redevelopment** The work on the screen wall has been delayed due to a number of site issues including poor ground conditions. Additional costs arising as a result and tenders received for work on the outdoor market would result in costs exceeding funds available. The various workstreams within the project are being reviewed as a result to reduce costs within the funding envelope.

Capital Programme Project Monitoring 2018/19 Period 6

Neighbourhood and Environmental Services

1. Projects Summary

Project Name	Approval 2018/19 to 2019/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating
Library Management System	130	0	Dec 18	Feb 19	G
City Centre Play	100	0	March 19	March 19	G
Watermead Country Park	39	0	March 19	March 19	G
Total	269	0			

Capital Programme Project Monitoring 2018/19 – Period 6

Estates and Building Services

1. Projects Summary

Project Name	Approval 18/19 to 19/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)
Haymarket House, Car Park and Lifts	10,067	0	Spring 2019	Spring 2019	G
11-15 Horsefair Street	516	(166)	Nov 2018	March 2019	A
City Hall Power Back Up	300	0	Sept 2018	March 2019	P
GCR Mainline Museum	160	0	Oct 2018	TBC	P
Property Acquisition	0	0	N/A	N/A	N/A
Total	11,043	(166)			

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

2.1 11-15 Horsefair Street Contractor has been appointed. Pre-commencement planning conditions discharged and materials samples for brickwork and stonework approved. The project cost plan has been re-profiled to include the additional wall re-build because of the structural steel projections from number 11 which cannot be removed. The project is now forecasting an overspend of £166k, which will be considered as part of the review of the market redevelopment scheme.

2.2 City Hall Power Back Up Further to completion of an options appraisal, EBS are in the process of evaluating the best option in respect of continuity of service.

2.3 Great Central Railway Mainline Museum This project is now on hold following the withdrawal of HLF funding in December 2017. GCR are considering options for an alternative scheme, and further meetings to discuss alternatives will be held with the City and County Councils in due course. Further site investigations and feasibility work are to be commissioned.

2.4 Property Acquisition The funds for this project have now been returned to the Commercial Property Acquisitions Policy Provision, due to the purchase of the property falling through.

Capital Programme Project Monitoring 2018/19 – Period 6

Children's Services

1. Projects Summary

Project Name	Approval 18/19 to 19/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)
Waterside Primary School	1,223	0	Aug 19	Sep 20	P
Additional Places - Inglehurst Junior	285	0	Sep 17	Sep 18	B
Additional Places - Spinney Hill	231	45	Feb 18	Sep 18	B
Additional Places - Marriott	1,000	(390)	Sept 18	Dec 18	A
Primary School TMBs	681	150	Oct 17	Sep 18	B
Primary School Internal Reconfiguration	292	65	Sep 17	Sep 18	B
Carisbrooke TMB	53	(140)	Oct 17	Sep 18	B
Secondary School Places – PFI Schools	400	(270)	Aug 19	-	P
Secondary School Places – Non-PFI Schools	259	(700)	Jul 19	-	P
St Paul TMB 2018	582	0	Sep 18	Nov 18	A
English Martyrs Catholic Internal Refurbishment 2018	206	0	Sep 18	Sep 18	B
Secondary Expansions – Fullhurst	14,832	500	Aug 19	Feb 19	G
SEND Places Expansion - Phase 1	2,064	0	Nov 18	Mar 19	A
Primary Pupil Referral Unit (PRU) Expansion (Netherhall)	2,657	0	Oct 19	Oct 19	G
St John the Baptist Primary Expansion	1,566	0	May 19	May 19	G
Children's Homes – Wigston Lane	500	0	Nov 18	May 19	G
Children's Homes – Netherhall	264	0	Sep 17	Oct 18	G
Children's Homes – Tatlow Road	115	0	Dec 17	Sep 18	G
Total	27,210	(740)			

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

2.1 Waterside Primary School The approved budget relates to activities up to the appointment of a Design and Build Contractor and some enabling works, all of which are substantially complete. Significant levels of site abnormalities, including ground contamination have emerged which have led to additional technical investigations and potential design solutions over and above the budget provision. Therefore the impact on the future scheme is being reviewed.

2.2 Additional Places – Marriott The project is moving towards delivery on site, with works expected to complete in 2018. The preferred solution is utilising Modern Methods of Construction to achieve programme and energy sustainability benefits. Total scheme costs have proven to be higher than originally expected.

2.3 Secondary School Places – PFI Schools RIBA Stage 4 activities are complete. The programme is now on hold whilst invest future place requirements are reviewed in detail, leading to an overspend against the original approval. In addition other costs were incurred such as planning fees and PFI technical reviews.

2.4 Secondary School Places – Non-PFI Schools RIBA Stage 4 activities are complete. The programme is now on hold whilst future place requirements are reviewed in detail. A significant overspend has accrued as the provision of fees has generally proved to be inadequate based on the work actually required and agreed fee scales.

2.5 St Paul TMB 2018 Works were substantially in September 2018, although the first floor rooms are not yet in use.

2.6 SEND Places Expansion – Phase 1 Procurement of the refurbishment works at Barley Croft, West Gate and Millgate is in progress. Works to provide teaching accommodation are due to be complete by the end of the Autumn term, with external works completed in January 2019. Delays have been experienced with the Ellesmere TMB. Several mitigation options are being discussed to address the associated implications.

Capital Programme Project Monitoring 2018/19 – Period 6

Public Health

1. Projects Summary

Project Name	Approval 18/19 to 19/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)
Relocation of Sexual Health Clinic	1,374	0	March 2018	December 2018	G
Cossington Leisure Centre (CLC)	600	0	July 2019	Sept 2019	A
Evington Leisure centre (ELC)	865	0	July 2019	Nov 2019	A
Aylestone Leisure Centre (ALC)	349	0	September 2019	September 2019	A
Braunstone Leisure Centre (BLC)	31	0	March 2020	March 2020	A
All Leisure Centres (excluding BLC)	400	0	September 2018 Phase 1 and September 2019 Phase 2	April 2020	A
Total	3,619	0			

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

2.1. **Leisure Centre Improvement Programme** Feasibility studies have identified that costs may be in excess of the programme funds. The schemes are currently being reviewed.

Capital Programme Project Monitoring 2018/19 – Period 6

Housing

1. Projects Summary

Project Name	Approval 18/19 to 19/20 (£000)	Forecast Under / (Over) Spend (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)
St Leonard's Tower Block - Lift	100	(95)	Mar 18	tbc	A
Exchange Demolition	100	0	Dec 17	tbc	A
E-Communications (Mobile Working)	247	0	Aug 18	March 19	A
Northgate Business Systems Phase 2	1,125	0	March 18	March 19	G
Tower Block Redevelopment	352	(327)	Sept 18	Jan 19	A
Goscote House Demolition	3,000	0	tbc	tbc	G
Total	4,924	(422)			

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

2.1 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. The existing lift can then 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.

2.2 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 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 later in 2018/19.

2.3 E-Communications (Mobile Working) The project has been subject to delays due to significant difficulties in sourcing suitable devices. Android smartphones and accessories have now been ordered for craft operatives on phase 1 of Total Mobile implementation (approximately 200 in total). Further work will be required to identify suitable devices for Voids staff in phase 2.

2.4 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. Since starting the refurbishment, it has been established that the ventilation duct has corroded where it passes through the concrete floor slab and will need to be replaced, which will increase the cost of the refurbishment by £327k.

WORK PROGRAMMES**1. Summary**

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

Department /Division	Approved to spend in 18/19 £000	2018/19 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Adult Social Care	184	0	0	157
Planning, Development & Transportation	12,168	2,465	1,200	0
Tourism, Culture & Inward Investment	2,448	1,250	0	0
Neighbourhood & Environmental Services	845	72	0	0
Estates & Building Services	1,270	932	0	0
Housing General Fund	5,883	1,102	1,665	0
LLEP	8,604	7,550	0	0
Children's Services	5,987	663	0	0
Total (excluding HRA)	37,389	14,034	2,865	157
Housing Revenue Account	17,090	6,012	4	(166)
Total (including HRA)	54,479	20,046	2,869	(9)

2. Summary of Individual Work Programmes

Work Programme	Dept/ Division	Approved £000	2018/19 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Dementia Friendly Buildings Initiative	ASC	184	0	0	157
Transport Improvement Works	CDN (PDT)	2,624	248	1,000	0
Bus Engine Retrofitting (DFT funded)	CDN (PDT)	2,200	0	0	0
Air Quality Action Plan	CDN (PDT)	76	1	0	0
Highways Maintenance	CDN (PDT)	2,920	866	0	0
Townscape Heritage Initiative - Business Grants	CDN (PDT)	661	51	200	0
Flood Strategy	CDN (PDT)	367	59	0	0
Festive Decorations	CDN (PDT)	46	0	0	0
Local Environmental Works	CDN (PDT)	400	119	0	0
Legible Leicester	CDN (PDT)	658	302	0	0
Parking Strategy Development	CDN (PDT)	238	275	0	0
Leicester Strategic Flood Risk Management Strategy	CDN (PDT)	1,473	104	0	0
Potential Strategic Development Sites Assessment	CDN (PDT)	405	393	0	0
Architectural & Feature Lighting	CDN (PDT)	50	0	0	0
Front Wall Enveloping	CDN (PDT)	50	47	0	0
Enterprising Leicester Loans	CDN (TCI)	993	993	0	0
Heritage Interpretation Panels	CDN (TCI)	13	2	0	0
Retail Gateways	CDN (TCI)	425	14	0	0
Arts & Museum Security Improvements	CDN (TCI)	40	0	0	0
Collaborate Business Project - Business Grants	CDN (TCI)	977	241	0	0
Parks Plant and Equipment	CDN (NES)	150	0	0	0
Allotment Infrastructure Phase 2	CDN (NES)	75	12	0	0
Replacement Tree Planting	CDN (NES)	86	0	0	0
CCTV Upgrade - Infrastructure	CDN (NES)	444	60	0	0
CCTV Upgrade - Neighbourhood Facilities	CDN (NES)	90	0	0	0
Euston Street Store	CDN (EBS)	790	450	0	0
Property Maintenance	CDN (EBS)	480	482	0	0
Private Sector Disabled Facilities Grant	CDN (HGF)	2,495	676	0	0
Repayable Home Repair Loans	CDN (HGF)	433	92	224	0
Leicester Energy Efficiency Fund	CDN (HGF)	50	5	0	0
Street Scene Improvements - Housing Estates	CDN (HGF)	50	10	0	0
Vehicle Fleet Replacement Programme	CDN (HGF)	2,855	319	1,441	0
Local Growth Fund Projects	CDN (LLEP)	8,604	7,550	0	0
School Capital Maintenance	ECS	3,462	627	0	0
BSF Schools' Landlord Lifecycle Fund	ECS	2,525	36	0	0
Total (excluding HRA)		37,389	14,034	2,865	157
Council Housing - New Kitchens and Bathrooms	CDN (HRA)	4,341	1,827	4	0
Council Housing - Boiler Replacements	CDN (HRA)	3,500	1,411	0	0
Council Housing - Rewiring	CDN (HRA)	1,860	847	0	110
Council Housing - Disabled Adaptations & Improvements	CDN (HRA)	1,374	282	0	0
Council Housing - External Property Works	CDN (HRA)	1,054	400	0	0
Council Housing - Fire and Safety Works	CDN (HRA)	1,150	374	0	0
Council Housing - Insulation Works	CDN (HRA)	174	163	0	(176)
Council Housing - Buy-backs	CDN (HRA)	880	406	0	0
Community & Environmental Works	CDN (HRA)	1,857	302	0	(100)
Acquisition of Affordable Housing	CDN (HRA)	900	0	0	0
Total HRA		17,090	6,012	4	(166)
Total (including HRA)		54,479	20,046	2,869	(9)

3. Commentary on Specific Work Programmes

- 3.1 Explanatory commentary for work programmes not currently progressing as planned, or for which issues have been identified is provided below. For monitoring purposes this has been defined as any scheme where material slippage is forecast.
- 3.2 **Dementia Friendly Buildings Initiative** – This programme is progressing as planned and the underspend is being released to fund other projects.
- 3.3 **Transport Improvement Works** - This includes bus pinch point schemes, 20mph schemes, surveys and charges for management of the programme. The bus pinch point schemes cover a number of schemes. Many of the schemes are at design stage but due to consultations and timing of the programme delivery there will be some slippage of £1m in to 2019/20. The majority of 20mph schemes are in progress with works programmed to complete towards the end of the year.
- 3.4 **Bus Engine Retrofitting (DFT funded)** - DFT Funded Bus Retrofitting Programme £2.2m has been awarded by the Department for Transport for the period 2017-19 towards retrofitting engines in 109 buses in the city fleet (operated by First, Arriva, Centrebus and Kinch) to achieve Emissions Euro Standard 6. This will assist in meeting EU air quality targets as part of the Council's Air Quality Action Plan. It is expected that the full £2.2m will be distributed to the bus companies by the end of the current financial year.
- 3.5 **Highways Maintenance** - The 2018-19 programme is now progressing at pace and will fully spend allocations this year. Over £1m of work was undertaken during the school summer holiday. Another £400k of carriageway work during October half term is planned. £500k of works to bridges have commenced this includes Rayner Road which is now complete and Havencrest Drive which is on site.
- 3.6 **Townscape Heritage Initiative - Business Grants**- The overall THI programme is progressing and in line with agreed spend. There will be some slippage from this year (2018-19) into the final year of the grant scheme (2019-20) due to minor project changes, including a delay in the development of a grant application for bringing vacant space back into use.
- 3.7 **Parking Strategy Development** – This scheme is showing slight overspend, a report is being prepared within the coming weeks to request a policy provision release to fund this.
- 3.8 **Leicester Strategic Flood Risk Management Strategy** - Current year spend is in line with the spend profile agreed with the LLEP. The majority of spend is expected to happen during the second half of the year as there is a dependency on partners completing their projects. The whole of this budget allocated for 2018/19 is expected to be spent.

- 3.9 **Architectural Feature Lighting** – This is a grant scheme which we have promoted to local businesses and property owners. We now have some initial interest, including two applications which look likely to be approved. It is likely that spend will be in quarter 4. It is difficult to predict whether all funding allocated will be spent as it is dependent on third party applications for grant funding.
- 3.10 **CCTV Upgrade** - The contracted work for the refurbishment of the infrastructure and replacement of cameras began in September 2018; work is well underway and the anticipated completion is February 2019. Minor issues have been encountered in the upgrading of the old copper wiring to fibre but this has not affected the contractor's work programme. Contractor claims have begun to be submitted but the subsequent contract payments are yet to be posted against the capital code.
- 3.11 **Repayable Home Repair Loans** - These loans support people, often Adult Social Care clients, to continue living independently within their homes. The service is demand-led, and a drop in the number of applications has led to a forecast underspend of £200k.
- 3.12 **Leicester Energy Efficiency Fund** - The £50k for Leicester Energy Efficiency Fund (LEEF) included in the Capital programme is currently being reviewed and therefore no spend is currently being incurred
- 3.13 **Vehicle Fleet Replacement Programme** - Of the £2.9m approval, £1.5m is scheduled to be spent during this year, supported by a detailed plan of vehicle purchases. This approach continues the cost effective management of the Council's vehicle fleet and will result in £1.4m being available for purchases in 2019/20.
- 3.14 **Schools Capital Maintenance** - Initial procurement exercises were unsuccessful due to the inexperience of contractors who tendered or no tenders being returned. Now the Council has its own framework agreement in place that these works can be called off from, a decision has been made to use this as the procurement route which should avoid any further delays in the works. A contract has been awarded for Lot 1 on this basis. Lots 2 and 3 have been combined and are currently out to further competition and a positive response is expected.
- 3.15 **Council Housing – Rewiring** - Re-wiring is forecast to underspend by £110k during the year. This is partly due to undertaking an approach in which circuits are upgraded rather than fully re-wiring properties. The resulting saving will be used to fund the overspend on Communal & Environmental works.
- 3.16 **Council Housing - Insulation Works** - Additional insulation work has been undertaken, over and above that provided for within the budget. This work is positive for tenants and the environment since it reduces energy consumption. It is proposed to increase the budget by £176k to be funded HRA revenue underspends.
- 3.17 **Council Housing - Communal & Environmental** - Unavoidable costs have been incurred in relation to waylighting along with unplanned work to reconfigure a property,

resulting in a forecast overspend of £100k. This will be funded with a budget transfer from rewiring works in year.

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 Period 6, the following budgets for capital provisions were unspent.

Provision	Dept/ Division	Approved £000	2018/19 Spend to Date £000	2018/19 Commit- ments £000	2018/19 Total £000	Remaining Budget £000
Local Investment Fund Support	CDN (TCI)	181	0	0	0	181
Feasibility and Development Studies	CDN (PDT)	250	8	0	8	242
Empty Homes Purchase	CDN (HGF)	50	2	0	2	48
New School Places - Contingency	ECS	750	0	0	0	750
Children's Services Buildings (Non-Schools)	ECS	500	0	0	0	500
Adventure Playgrounds & Youth Centres	ECS	25	0	0	0	25
Early Years - Two Year Olds	ECS	189	13	0	13	176
Total		1,945	23	0	23	1,922

PROJECTS SUBSTANTIALLY COMPLETE**1. Summary**

- 1.1 As at the end of Period 6, 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	Dept/ Division	Approved £000	2018/19 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Electronic Document System Replacement	CRS	330	0	0	100
Anchor Centre - new recovery hub	ASC	146	27	0	100
Friars' Mill Phase 1	CDN (PDT)	54	11	0	0
Carron Building	CDN (TCI)	18	0	0	0
15 New Street	CDN (EBS)	24	1	0	(57)
Braunstone Hall	CDN (EBS)	130	20	0	0
9 Midland Street Acquisition	CDN (EBS)	281	275	0	0
New School Places - Alderman Richard Hallam	ECS	340	0	0	0
New School Places - various	ECS	339	35	0	0
Secondary School Temporary Modular Buildings	ECS	6,003	1,049	0	0
Fullhurst/Braunstone Skills Centre Expansion	ECS	187	0	0	0
Targeted Basic Need - Kestrels' Field	ECS	151	0	0	0
Schools (Residual BSF Programme)	ECS	250	189	0	0
Children's Homes - Barnes Heath	ECS	15	3	0	0
Children's Services Contact Centres	ECS	33	1	0	0
Total (excluding HRA)		8,301	1,611	0	143
Affordable Housing Programme 2013-17	CDN (HRA)	1,130	368	44	0
Total HRA		1,130	368	44	0
Total (including HRA)		9,431	1,979	44	143

- 1.2 **Affordable Housing Programme 2013-17** - An addition of £303k to the HRA capital programme is required for the Council's contribution towards infrastructure costs associated with an affordable housing development at the Saffron Velodrome site. This will be funded from Right to Buy receipts.

POLICY PROVISIONS**1. Summary**

- 1.1 As at Period 6, the following policy provisions were still awaiting formal approval for allocation to specific schemes.

Department/ Division	Policy Provision	Amount £000
CDN (EBS)	Property Maintenance	3,762
CDN (PDT)	Economic Action Plan	11,117
CDN (PDT)	Air Quality Action Plan	740
CDN (PDT)	Parking Strategy Development	800
CDN (PDT)	Local Environmental Works	346
CDN (PDT)	Ashton Green Infrastructure	400
CDN (PDT)	Front Wall Enveloping	150
CDN (EBS)	Commercial Property Acquisitions	1,927
CDN (HGF)	Vehicle Replacement Programme	1,800
ECS	New School Places	59,031
ECS	School Maintenance	8,000
ASC	Extra Care Schemes	6,700
Total (excluding HRA)		94,773
CDN (HRA)	New Affordable Housing	2,988
CDN (HRA)	Other HRA Schemes	300
Total HRA		3,288
Total (including HRA)		98,061

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

- £788k released 3/5/18 for interim expansions of St Paul Primary and English Martyrs Secondary schools
- £2,064k released 4/7/18 for additional SEND school places
- £2,657k released 4/7/18 for the expansion of the Pupil Referral Unit in Netherhall
- £1,724k released 5/7/18 for the expansion of St John the Baptist CoE Primary School

- 1.3 Other releases from policy provisions from Period 3 (reflected in the tables above) are listed below:

- £93k for City Centre property acquisitions.
- £400k for Local environmental works
- £335k returned to Commercial Property Acquisitions due to the property purchase falling through.
- £174k Secondary School Places – Non-PFI schools.
- £312k Waterside Primary School

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

OVERVIEW SELECT COMMITTEE

13th December 2018

MID-YEAR REVIEW OF TREASURY MANAGEMENT ACTIVITIES 2018/19

Report of the Director of Finance

1. Purpose of Report

- 1.1 This report reviews how the Council conducted its borrowing and investments during 2018/19.
- 1.2 2018/19 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.
- 1.4 We report upon the premature repayment of £51m market loans. The revenue impact of this repayment is reported in the report “Revenue Budget Monitoring Period 6 2018/19” which is also presented to this meeting of the Overview Select Committee

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 them 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.

2.5 We have prematurely repaid £51M of loans which has resulted in one off and an ongoing revenue savings

3. **Recommendations**

3.1 Members of the Overview Select Committee are recommended to note the report and make 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 it prohibitively expensive to repay loans borrowed from the Public Works Loans Board. We have, however, prematurely repaid £51m of market loans having been offered favourable terms by the lender.

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 was described in the budget report.

Treasury Management Policy and Monitoring

- 4.6 The activities to which this report relates were governed by the Treasury Strategy for 2018/19 which was approved by the Council on 21st February 2018 . This establishes an outline plan for borrowing and investment. The strategy is drawn up in the light of the Council's expected borrowing requirements, its expected cash balances, the outlook for interest rates and the credit worthiness of the banks with whom the Council might invest its cash balances.
- 4.7 A twice-yearly report is submitted to your Committee reviewing the treasury activity undertaken in the year. This report is the mid-year report for 2018/19

Loans and Investments at Key Dates

- 4.8 Table 1 below shows the loans (money borrowed by the Council) and investments (money invested by the Council) as at 31/03/2018 and 29/10/2018. The rates shown are the averages paid and received during 2018/19.
- 4.9 £51M of bank loans were repaid and the level of gross debt (total loans borrowed) has been reduced from £239M to £188M. No new loans have been borrowed and no debt restructuring has taken place.
- 4.10 Investments have increased by £17m from £256m to £273m. .

Table 1- Loans & Investments

	Position at 31/03/2018 Principal £M	Position at 29/10/2018 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	20	4.5%

Gross Debt	239	188	4.4%
Treasury Investments			
Banks and Build Soc	33	33	
Other Local Authorities	189	172	
Government Debt			
Management Office	4	4	
Money Market Funds	23	55	
Property Funds	2	8	
Total Treasury Investments	251	272	0.8%
Local Investment Fund			
Loans	5	1	
Total Local Investment Fund Investments	5	1	8%
Total Investments	256	273	0.9%
NET INVESTMENTS	17	85	

4.11 The investments include £8m in property unit trusts. These are unit trusts which invest in property (as opposed to more traditional unit trusts that invest in share). The returns included in the table above do not include any movements in the value of these investments. This is because these investments are bought and sold in secondary markets but transactions are infrequent and so there is no firm quoted price for these investments as there would be for, say, a FTSE 100 company share or a government bond. However the fund managers regularly assess the value of the underlying investments and this data indicates that value of the underlying investments has increased marginally. When we close the accounts for 2018/19 we will gather information from brokers to form a robust view on the value of the investments as at 31st March 2019 and this will be reflected in the year-end review of treasury management activities for 2018/19.

5. Credit Worthiness of Investments & Interest Rate Outlook

5.1 2018/19 showed steady growth within the world economy whilst growth within the UK was steady - albeit at relatively low levels. Within the Eurozone many of the economic and financial tensions that followed the crisis of 2008 have eased but significant underlying issues remain. Tensions between the USA and trading partners remain a source of uncertainty. The impact of the UK's exit from the EU on the economy remains to be seen.

5.2 The core expectations of the Council's treasury advisors, Arlingclose, is for Bank Rate is to rise twice more in 2019 to a rate of 1.25%. Inflationary pressures, possibly following future devaluations in the value of the pound, could carry the risk of higher interest rates. On the other hand risks around Brexit could argue for bank rate increases to be moderated in order to support the UK economy.

5.3 The governments of the largest world economies, including the UK, have implemented measures to make banks less likely to fail but also to reduce the impact on the financial system and on tax payers if they do fail. The measures for dealing with a failing bank see investors who have lent or deposited money (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.

- 5.4 These developments were reflected in the Council's approach to managing credit risk in its Treasury Strategy for 2018/19. 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. Other lending has been part of pooled funds (see 5.5 below).
- 5.5 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.
- 5.6 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.
- 5.7 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 2 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.
- 5.8 The Treasury Strategy 2018/19 permits investment in property funds. Investments of £8m have been made in two funds, the Lothbury Property Trust and the Threadneedle Property Unit Trust.

6. Implementation of Borrowing & Investment Strategy

- 6.1 The strategy approved by Council for 2018/19 envisaged using cash balances instead of borrowing, and this strategy has been adhered to.
- 6.2 Given that the Council continues to have a high level of investments, active consideration is given to the possible early redemption of a limited amount of debt. This, however, is not straightforward as debt repayment usually involves the payment of a premium. The level of such premiums payable is generally high and premature debt redemption is usually not financially viable.
- 6.3 As at 31/03/2018 we held £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.

- 6.4 On 25th May 2018 we prematurely repaid three of these loans with a total face value of £51m paying a premium of £21m. (Premiums are always payable in these circumstances, because interest rates are lower now than they were when the loans were taken out).
- 6.5 Prior to agreeing this repayment the Council received a detailed report from its advisors, Arlingclose, showing that this transaction was favourable to the Council. We were aware also that terminating loan early cost the bank money.
- 6.6 The amount of the premium was based upon the rates of interest at which the Council was able to borrow from the Public Works Loans Board (PWLB). With premia calculated this way the Council could have repaid the existing loans and borrowed matching new loans from the PWLB had it wished to do so.
- 6.7 Rather than borrowing from the PWLB the Council simply repaid using cash balances. This option was financially favourable because the interest rate on cash balances was (and remains) lower than the interest paid on new PWLB loans.
- 6.8 This funding decision can be revisited in the future if borrowing from the PWLB becomes more favourable. However the interest rates on cash balances appears likely to remain lower than interest rates payable on new borrowing for a number of years. The overall effect of the repayment is a revenue budget saving which is discussed in the revenue budget monitoring report for period 6.
- 6.9 After the redemption LOBO loans with a face value of £20m remain. We will explore any viable options to repay these which present themselves

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. No new loans have been borrowed. The timing of the premature repayment of the loans reported above was driven by negotiations with the lender.
- 7.2 The Council benchmarks its investments and the latest data for the investment portfolio as at 30th September 2018.
- 7.3 Treasury investments comprise internally managed investments, longer maturity externally managed funds and our 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 30th September 2018. No comparative data is held for the local investment fund.

Table 2 – Key Performance Data

Investment	Leicester City Council Revenue return	All Authorities’ Revenue return
Internally managed	0.86%	0.76%

Longer term investments	3.64%	4.32%
Local Investment Fund	5.0%	n/a
Total	0.96%	1.25%

- 7.5 The average rate of interest on internally managed investments for participating authorities at 30th September is 0.76% whilst the Council's own rate is higher: 0.86%
- 7.6 The average rate of interest on all investments for participating authorities at 30th September is 1.25% whilst the Council's own rate is 0.96%. This is mainly explained by differences on income from longer term investments.
- 7.7 The average rate of return on longer term investments for participating authorities at 30th September is 4.32% whilst the Council's own rate is 3.64%. This category will cover a wide range of investments and there an unavoidable element of "comparing apples with orange". As at 30th September the Council's own investments comprised units in property unit trusts. These carry less risk than some other investment types and the lower risk equates to a lower investment return. In addition we selected property fund managers that invested in good quality properties with reliable tenants and such funds have a lower rate of return than more adventurous funds.
- 7.8 Higher investment returns are always available if higher credit risk is accepted. However, the trade-off between risk and reward was considered when investment strategies were set for 2018/19 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.
- 7.9 The benchmarking data also indicated that other authorities, on average, held more longer term investments and that this contributed to the higher return achieved by the average authority. Under normal circumstance the Council would have more longer term investments than it does but such investments were run down in order to ensure the availability of cash (£71m) to fund the premature repayment of LOBO loans that is reported above. It is likely that we will build up investments in longer term assets over the remainder of the year but the uncertainties created by Brexit mean that we will be more cautious than usual.

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.

10. **Current Regulatory Developments**

10.1 During 2017 and 2018 revised guidance has been issued by MHCLG and Cipfa with regards to “investments”. The possibility of further guidance being issued remains. The main impact has been to extend existing guidance dealing with treasury investments (as described in this report) to also deal with other investments.

10.2 The background to this is the very large scale investments made by some local authorities and, in particular, large direct investments in properties (sometimes outside of the authority’s own area) which have been made with borrowed money. Leicester City Council itself has not made direct investments in property solely to earn an income. Its approach is to invest in properties that support local economic development (and other service priorities) whilst still seeking a commercial return. Such investments do, however, fall within the new guidance. In essence the guidance seeks greater transparency around the non-treasury investments of authorities (which can be significant) and how the risks associated with these are managed.

10.3 We are working to prepare strategies and policies to be adopted in 2019/20 which focus on the matters of greatest significance for Leicester City Council

10.4 HM Treasury are concerned about authorities involved with very large scale investments. If it considers that the revised guidance is not applied in ways that meet its concerns, it is quite possible that more intrusive measures may be imposed.

11. **Financial and Legal Implications**

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

12. **Other Issues**

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

Corporate Parenting	No	
Health Inequalities Impact	No	

13. **Background Papers**

13.1 The Council's Treasury Management Strategy - "Treasury Strategy 2018/19" (Council 21st February 2018). The Council's Treasury Policy Document – "Framework for Treasury Decisions" – Council 29 March 2012.

14. **Consultation**

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

15. **Author**

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

Alison Greenhill
Director of Finance.



Income Collection
April 2018 –
September 2018

Decision to be taken by: N/A

Overview Select Committee date: 13th December 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 the first six months of 2018-19, 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.

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) performance in local tax and rent collection;
- b) continued progress in reducing old debt for other sources of income;
- c) concerns about the impact of Universal Credit affecting the ability to recover debt.

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

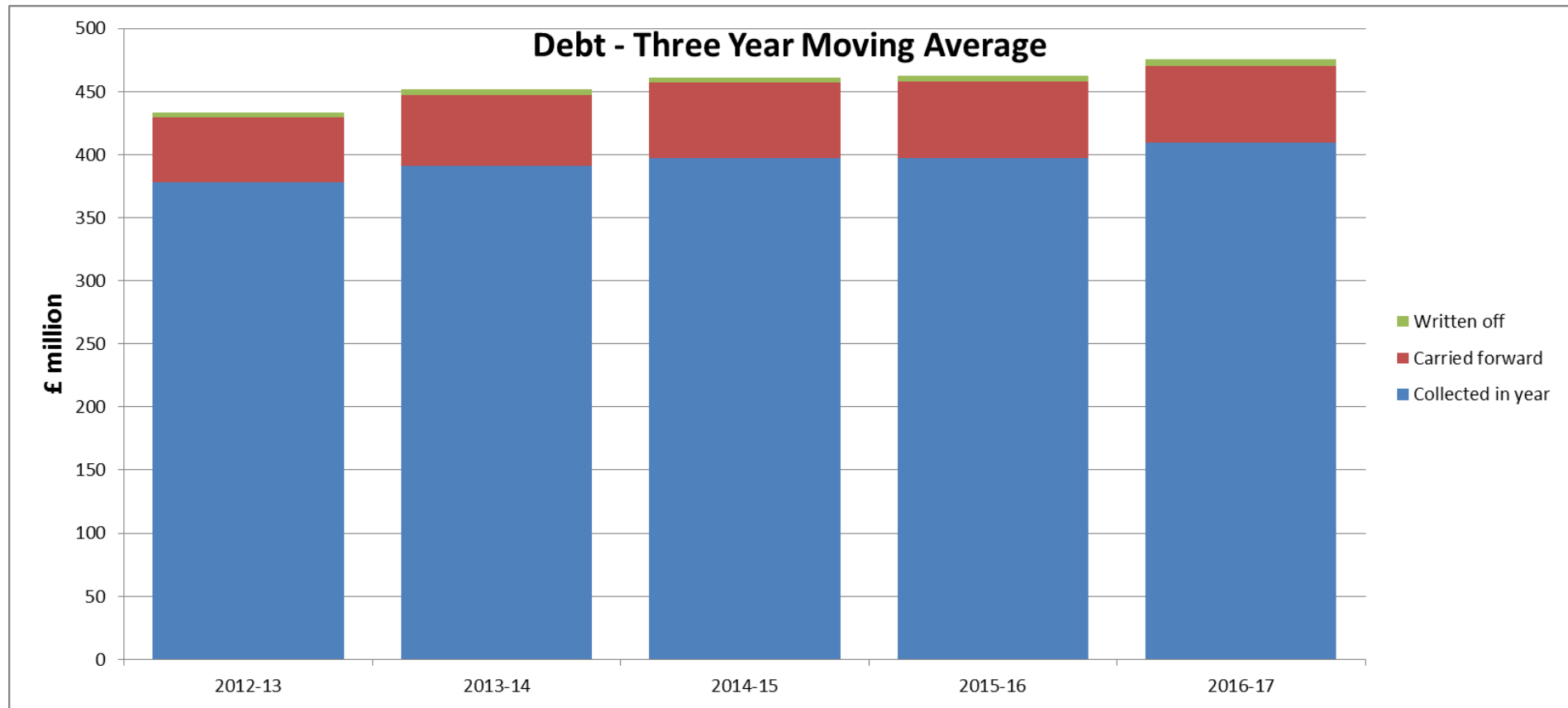
Debt Policy

6. Is this a private report?

No

Summary of all Debt

Income Type	Debts brought forward @ 1/4/2018	Amounts raised 2018-19 (to 30/09/2018)	Amounts collected 2018-19 (to 30/09/2018)	Amounts written off 2018-19 (to 30/09/2018)	Debts outstanding @ 30/09/2018	Debts outstanding @ 30/09/2017 for comparison
	£m	£m	£m	£m	£m	£m
Non Domestic Rates (including Costs)	11.11	109.59	(61.44)	(0.86)	58.40	56.57
Council Tax (including Costs)	15.53	129.81	(71.47)	(0.61)	73.26	66.66
Housing Benefit Overpayments	17.09	3.27	(2.93)	(0.36)	17.07	17.94
Council House Rents – Current Tenant Arrears	1.30	40.37	(39.76)	(0.11)	1.80	1.84
On and Off-Street Car Parking fines	1.58	2.01	(1.17)	(0.49)	1.93	1.52
Bus Lane Enforcement	1.01	1.03	(0.74)	(0.23)	1.07	0.86
Other Income	10.74	42.86	(40.54)	(0.27)	12.79	14.90
Totals	58.36	328.94	(218.05)	(2.93)	166.32	160.29
Summons Costs (for NDR and CT)-Information only as included in lines above.	1.56	0.91	(0.50)	(0.09)	1.88	1.80



Note: This chart is a moving average (eg 2014/15 is the average of 2013/14, 2014/15 and 2015/16). This treatment smooths anomalies in individual years and highlights trends. Consequently, 2016/17 is the latest year we can report.

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
11.11	109.59	(61.44)	(0.86)	58.40

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 within the year it is raised:-

- Collection to 30th September 2017 – 55.70%
- Collection to 30th September 2018 – 56.38%

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

As at 30th September 2018, we are 4th out of 13 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	8	44
Deceased – No Assets	0	0
Insolvent / Bankrupt/ Liquidated	77	812
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write ons	7	4
Totals	92	860

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

Changes

The changes arising from the 2017 revaluation are being phased in, as transitional measures drop out.

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
15.53	129.81	(71.47)	(0.61)	73.26

2.2 Background and comparator information

Background information

Council tax is a national tax, charged to 138,400 properties in Leicester.

Comparator information

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

- Collection to 30th September 2017 – 53.63%
- Collection to 30th September 2018 – 53.70%

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

As at 30th September 2018, we are 5th out of 13 authorities with comparable populations.

2.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	591	438
Deceased – No Assets	48	32
Insolvent / Bankrupt/ Liquidated	161	115
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write ons	406	22
Totals	1,206	607

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 6% increase in tax in 2018, (including a 3% precept to pay for Adult Social Care) does not appear to have affected collection.

The collectable debt as at 1st April 2018 was £155.5m compared to £145.5m as at 1st April 2017, an increase of £10.0m.

Universal Credit, full service was rolled out in Leicester on 13th June 2018. Early indications show that council tax payments are being maintained by customers affected by this change.

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 including costs

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
17.09	3.27	(2.93)	(0.36)	17.07

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 £2.2bn at January 2018. By its nature, overpaid benefit is very difficult to collect. Of the £17.07m, we have outstanding, there are recovery processes in place wherever possible e.g. via deductions from ongoing benefit and instalment arrangements.

Overall housing benefit debt is slowly decreasing:

- Outstanding debt at 30/09/2017 £17.94m
- Outstanding debt at 30/09/2018 £17.07m

Comparator information

There is no like for like comparator information available

3.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	198	40
Deceased – No Assets	4	3
Insolvent / Bankrupt/ Liquidated	31	42
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write offs	1,877	279
Totals	2,110	364

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

Changes

The migration to Universal Credit removes our ability to collect debt from ongoing benefit. We are closely monitoring the effect of this change; any claimant moving onto UC is notified of any outstanding balance immediately and given a range of options to make repayments.

The launch of the HB Debt Service Project allows LCC to submit cases to HMRC to gain details of any employment, so that subsequent applications can be made to employers for Direct Earnings Attachments. This obligates employers to recover any overpayments from their employees' earnings.

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.
- a training programme has enabled all benefit officers to implement ongoing benefit deduction or to send a payment request;
- Legislation permits us to deduct overpayments from other state benefits. Requests have been made to the DWP, but response times are poor as to whether deductions can or cannot be made. These cases are monitored closely: no other action can be taken until a response has been received.
- The overpayment team is prioritising high value debt and debt which can be recovered from ongoing benefit.

3.6. Processing backlogs

Backlogs

There remains a backlog of debt awaiting recovery; however it continues to be targeted and has reduced from £2.9m in September 2017 to £1.4 in September 2018.

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
1.30	40.37	(39.76)	(0.11)	1.80

4.2. Background and comparator information

The Council currently collects rent from approximately 20,600 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. Outstanding rent traditionally increases in the first half of the year, and the position is consistent with 30/09/2017.

4.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	0	0
Deceased – No Assets	0	0
Insolvent / Bankrupt/ Liquidated	0	0
All recovery options exhausted / irrecoverable at reasonable expense	607	109
Totals	607	109

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

Universal Credit Full Service (UCFS) commenced 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 are expected to make a new claim for Universal Credit (UC). It is anticipated that UC migration will be completed by 2022. Currently 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 own rent. 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.

The Income Management Team are working collaboratively with the Department of Works and Pensions and work coaches from the local Job Centre Plus to minimise any impact of Universal Credit.

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
1.58	2.01	(1.17)	(0.49)	1.93

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;
£50 or £70 if paid after 14 days.

Comparator information

The percentage of tickets issued during the year, paid at the 30th September;

- 2017/18 -66%
- 2018-19- 67%

5.3. Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	2,769	292
Deceased – No Assets	27	3
Insolvent / Bankrupt/ Liquidated	30	3
All recovery options exhausted / irrecoverable at reasonable expense	1,868	195
Totals	4,694	493

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

Changes

Recruitment of Civil Enforcement Officers in the latter half of 2017-18 has meant more PCN's being issued city-wide.

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
1.01	1.03	(0.74)	(0.23)	1.07

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 September 30th ;

- 2017/18- 58%
- 2018/19- 56%

6.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	1,944	67
Deceased – No Assets	4	0
Insolvent / Bankrupt/ Liquidated	45	4
All recovery options exhausted / irrecoverable at reasonable expense	1,797	157
Totals	3,790	228

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

Changes

None

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 including costs*

Uncollected debt b/f £m	Debt raised £m	Debt collected £m	Debt written off £m	Uncollected debt c/f £m
10.74	42.86	(40.54)	(0.27)	12.79

* Includes former tenant & non dwelling rent arrears not yet invoiced.

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. Over the last five years the council has been successful in reducing debt over 12 months old. But the old debt outstanding is the difficult to collect and we may not continue to see this reduction going forward.

Comparator information

Aged debt (that over 12 months) continues to decrease, from £4.42m in September 2017 to £3.68m in September 2018.

- 30/09/2016 £6.65m
- 30/09/2017 £4.42m
- 30/09/2018 £3.68m

7.3 Debt write-off

Reason for Write Off ↓	No.	Value £000
Unable to Trace	112	61
Deceased – No Assets	166	72
Insolvent / Bankrupt/ Liquidated	63	24
All recovery options exhausted / irrecoverable at reasonable expense, including adjustments for costs and write ons	904	113
Totals	1,245	270

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

<u>Changes</u>
None

7.5 Summary of measures taken to recover debt

<p><u>Debt recovery measures</u></p> <p>A first reminder is issued at 14 days; when an invoice remains unpaid. Seven days later a second reminder is issued.</p> <p>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;-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Referral to enforcement agent <input type="checkbox"/> Third party debt order <input type="checkbox"/> Attachment to earnings <input type="checkbox"/> Charging Order
--

Leicester City Council Scrutiny Review

'NHS Workforce'

A review of the Health and Wellbeing Scrutiny Commission

November 2018

Background to scrutiny reviews

Determining the right topics for scrutiny reviews is the first step in making sure scrutiny provides benefits to the Council and the community.

This scoping template will assist in planning the review by defining the purpose, methodology and resources needed. It should be completed by the Member proposing the review, in liaison with the lead Director and the Scrutiny Manager. Scrutiny Officers can provide support and assistance with this.

In order to be effective, every scrutiny review must be properly project managed to ensure it achieves its aims and delivers measurable outcomes. To achieve this, it is essential that the scope of the review is well defined at the outset. This way the review is less likely to get side-tracked or become overambitious in what it hopes to tackle. The Commission's objectives should, therefore, be as SMART (Specific, Measurable, Achievable, Realistic & Time-bound) as possible.

The scoping document is also a good tool for communicating what the review is about, who is involved and how it will be undertaken to all partners and interested stakeholders.

The form also includes a section on public and media interest in the review which should be completed in conjunction with the Council's Communications Team. This will allow the Commission to be properly prepared for any media interest and to plan the release of any press statements.

Scrutiny reviews will be supported by a Scrutiny Officer.

Evaluation

Reviewing changes that have been made as a result of a scrutiny review is the most common way of assessing the effectiveness. Any scrutiny review should consider whether an on-going monitoring role for the Commission is appropriate in relation to the topic under review.

For further information please contact the Scrutiny Team on 0116 4546340

To be completed by the Member proposing the review		
1.	Title of the proposed scrutiny review	NHS Workforce
2.	Proposed by	Councillor Elly Cutkelvin, Chair, Health and Wellbeing Scrutiny Commission
3.	Rationale Why do you want to undertake this review?	<p>Over recent years, the Health and Wellbeing Scrutiny Commission has repeatedly heard evidence from NHS providers about issues they face with adequate staffing levels and the impact that it has on service provision.</p> <p>The commission has heard that the city's universities have exceptional facilities and courses for medical students and great nursing colleges, yet we have an issue in retaining these students in the city. The commission is keen to understand the issues behind this and whether this 'grow your own' concept could be a solutions to some of the issues faced if we could retain students in the city.</p> <p>Given the importance of having a strong workforce to deliver Better Care Together, sustaining the workforce is vital. The NHS workforce strategy being developed is intended to provide the platform for identifying and meeting future training and workforce needs and the GP forward view aims to address gaps in GP vacancies and meet future need. The commission would like to understand how these aim to meet the needs of the workforce required to cater for the city's residents.</p>
4.	Purpose and aims of the review What question(s) do you want to answer and what do you want to achieve? (Outcomes?)	<p>The commission aims to establish what the current situation in the city is with regards to NHS workforce and what the plans are to safeguard it for the future.</p> <p>It is hoped the following outcomes will be established:</p> <ul style="list-style-type: none"> • An understanding of what the current workforce is and what the plans to maintain required staffing levels are. • Gain an understanding of the determinants effecting the workforce. • An understanding of how all organisations are working together to mitigate staffing risks. • Identifying how the universities and health services can work together to address issues. • Consider what future models may look like for workforce planning. • Make recommendations to help achieve a plan that can be adopted locally. • To seek assurance that there is a robust and deliverable plan in place.

5.	<p>Links with corporate aims / priorities How does the review link to corporate aims and priorities?</p> <p>http://citymayor.leicester.gov.uk/delivery-plan-2014-15/</p>	<p>The City Mayor's Delivery Plan has a section specifically to promote 'A Healthy and Active City'.</p> <p>The aims within this include reducing health inequality and promoting good public health which will be linked to the outcomes of this review.</p>
6.	<p>Scope Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.</p>	<p>The review will look at evidence from universities and health partners on the relationship between these agencies to retain students and ensure sustainability in the workforce.</p> <p>The review will also want to identify what the current situation is and whether local solutions can be found where there are gaps now or risks in future staffing provision.</p> <p>The review will not attempt to look at every area of the workforce, but identify key areas and areas most at risk in terms of staffing levels and loss of necessary expertise.</p>
7.	<p>Methodology Describe the methods you will use to undertake the review.</p> <p>How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?</p>	<p>The commission would like to identify the following:</p> <ul style="list-style-type: none"> • What are our current workforce gaps and how do we address this on a short-term basis? • What are our future workforce pressures, given the changing demographics of an aging / co-morbid population combined with an aging workforce? • What plans are in place to address these including thinking differently about skills-mix? • How are we working with our local education providers (particularly DMU/ UoL medical school) to 'grow our own'? • What is the Impact of Brexit/ restrictions on overseas recruitment? • What can be addressed locally and what needs a national solution (areas such as nurse training/ bursaries/ clinical training numbers and funding)?
	<p>Witnesses Set out who you want to gather evidence from and how you will plan to do this</p>	<p>Potential witnesses may include:</p> <ul style="list-style-type: none"> • Local Workforce Advisory Board • Relevant Health Partners (CCG, LPT etc) • Local universities • Local Nursing Colleges • Adult Skills and Learning, LCC • Public Health Team • Executive Leads for Public Health and Jobs and Skills

8.	Timescales How long is the review expected to take to complete?	<p>November Scoping document to be agreed at 29th November meeting.</p> <p>December – February</p> <ul style="list-style-type: none"> • Take evidence from partners • Task Group meetings. • Draft findings and conclusions to be established. <p>March The final review report to be agreed at 12th March meeting.</p>
	Proposed start date	November 2018
	Proposed completion date	March 2019
9.	Resources / staffing requirements Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively.	It is expected the Scrutiny Officer will support the whole review process by capturing information at the meetings, facilitating the people to give evidence and writing the initial draft of the review report based on the findings from the review.
	Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.	There may be site visits to areas that are identified as best practice.
10.	Review recommendations and findings	It is likely the review will offer recommendations to the Health Partner's such as the CCG, UHL and LPT as part of plans under the Better Care Together Plan.
	To whom will the recommendations be addressed? E.g. Executive / External Partner?	
11.	Likely publicity arising from the review - Is this topic likely to be of high interest to the media? Please explain.	It is not expected that this review will generate high media interest but the relevant partners, the Executive lead and the council's communications team will be kept aware of any issues that may arise of public interest.

12.	<p>Publicising the review and its findings and recommendations</p> <p>How will these be published / advertised?</p>	<p>There will be a review report which will be published as part of the commission's papers.</p>
13.	<p>How will this review add value to policy development or service improvement?</p>	<p>It is hoped the outcomes of the review will support Health partners to determine an adequate plan for retaining medical students in the city and ensuring sustainability of the city's NHS workforce.</p>
To be completed by the Executive Lead		
14.	<p>Executive Lead's Comments</p> <p>The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.</p>	
To be completed by the Divisional Lead Director		
15.	<p>Divisional Comments</p> <p>Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.</p>	
16.	<p>Are there any potential risks to undertaking this scrutiny review?</p> <p>E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?</p>	

17.	Are you able to assist with the proposed review? If not please explain why. In terms of agreement / supporting documentation / resource availability?	
	Name	
	Role	
	Date	
To be completed by the Scrutiny Support Manager		
18.	Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team?	This has the potential to be a large scale review but it can be supported within the resources of the Scrutiny Team, and will require some intensive working which may restrict the ability to support any further work done by the commission.
	Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.	The review can be adequately support by the Scrutiny Team.
	Name	Kalvaran Sandhu, Scrutiny Support Manager
	Date	

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 	7) Report was endorsed.	
5 Jul 18 (Special)	1) Call-In – Executive Decision: Refurbishment of Haymarket Car Park, Provision of Lifts to the Theatre and Purchase of Haymarket House	1) Call-in was withdrawn by majority vote.	
13 Sep 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period 3		
1 Nov 18	1) Tracking of petitions 2) Questions to City Mayor 3) Update on Prevent Strategy 4) Draft Scrutiny Report 2016-18 5) Scrutiny Commissions Work Programmes: <ul style="list-style-type: none"> • NSCI: The Community Asset Transfer Strategy – Scoping Document • EDTT Review: The Bus Services Act 2017 – The Impacts and Opportunities • ASC Review: End of Life Care Report 		

Meeting Date	Topic	Actions Arising	Progress
13 Dec 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period 6 4) Treasury Management Report 5) Income Collection Report 6) Health and Wellbeing Strategy 7) Digital Transformation Programme Update 8) Scrutiny Commissions' Work Programmes: <ul style="list-style-type: none"> • Health and Wellbeing: NHS Workforce - Scoping Document 		
7 Feb 19	1) Tracking of petitions 2) Questions to City Mayor 3) Draft General Fund Revenue Budget 4) Treasury Strategy 2019/20 5) Revised Scrutiny Handbook		
4 Apr 19	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period9 4) Update on the Equality Strategy and Action Plan		

Forward Plan Items

Topic	Detail	Proposed Date

171

Leicester City Council

PLAN OF KEY DECISIONS

On or after 1 December 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 December 2018

Contents

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

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 Dec 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 Dec 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?	PIONEER PARK - NEW BUSINESS WORKSPACE Approval to enter into a development agreement for the delivery of workspace development and the sale of land at Exploration Drive
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018
Who will be consulted and how?	Any development scheme will be subject to consultation through the planning process
Who can I contact for further information or to make representations	Louise.Seymour@leicester.gov.uk

What is the Decision to be taken?	APPROVE A CULTURAL INVESTMENT PROGRAMME To approve investment in important cultural assets and activities
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018
Who will be consulted and how?	

Who can I contact for further information or to make representations	Mike.Dalzell@leicester.gov.uk
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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 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 Dec 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	Andrewl.Smith@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 Dec 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

What is the Decision to be taken?	ASHTON GREEN - HIGHWAY INFRASTRUCTURE PROGRAMME Delivery of major highway infrastructure programme with 100% funding from the Housing Infrastructure Fund (Homes England). Expected value up to £10m
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018
Who will be consulted and how?	Consultation linked to planning applications and with local residents, councillors and stakeholders on specific infrastructure proposals
Who can I contact for further information or to make representations	Geoff.Mee@leicester.gov.uk

What is the Decision to be taken?	INCREASING THE SUPPLY OF NEW AFFORDABLE HOUSING WITHIN THE HRA To consider the range of acquisition opportunities currently being explored by officers in order to increase the supply of new Affordable Housing within the HRA and add £6.5m to the HRA capital programme for 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 14 Nov 2018
Who will be consulted and how?	
Who can I contact for further information or to make representations	Janet.Callan@leicester.gov.uk

5. A healthy and active city

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

6. Providing care and support

What is the Decision to be taken?	ADULT SOCIAL CARE SPENDING REVIEW PROGRAMME 4 To approve savings that will contribute to the Council's Spending Review Programme 4, which requires Adult Social Care to deliver savings for 2019/20
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Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018
Who will be consulted and how?	To be confirmed
Who can I contact for further information or to make representations	Tracie.Rees@leicester.gov.uk

What is the Decision to be taken?	CHANGES TO ADULT SOCIAL CARE NON-RESIDENTIAL CHARGING To approve changes to the current treatment of Disability Related Expenditure (DRE) within the financial means test, which will contribute to the Council's Spending Review Programme 4
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018
Who will be consulted and how?	Public consultation from 3 July 2018 to 28 September 2018. (Engagement with service users, carers, public and other stakeholders via surveys and board/forum/group meetings)
Who can I contact for further information or to make representations	Ruth.Lake@leicester.gov.uk ; Prashant.Patel@leicester.gov.uk

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 Dec 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?	CHILDREN'S CAPITAL IMPROVEMENT PROGRAMME To approve the funding of a £3m capital improvement programme to the Council's school estate
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 2018

Who will be consulted and how?	
Who can I contact for further information or to make representations	Sean.Atterbury@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 BUDGET MONITORING 2018/19 PERIOD 6
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Dec 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 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
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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 Dec 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 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?	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

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 Dec 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

