



Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 4 OCTOBER 2010

TIME: 1PM

**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,
LEICESTER**

Members of the Cabinet

Councillor Patel (Chair)

Councillor Dempster (Vice-Chair)

Councillors Bhatti, Dawood, Naylor, Osman, Palmer, Russell, Wann and Westley

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

for Director of Corporate Governance

MEMBERS OF THE PUBLIC:

YOU ARE VERY WELCOME TO ATTEND TO OBSERVE THE PROCEEDINGS. HOWEVER, PLEASE NOTE THAT YOU ARE NOT ABLE TO PARTICIPATE IN THE MEETING.

*Officer contact: Heather Kent/ Julie Harget
Democratic Support,
Leicester City Council
Town Hall, Town Hall Square, Leicester LE1 9BG
Tel: 0116 229 8816/8809 Fax: 0116 229 8819
email: Heather.Kent@Leicester.gov.uk*

INFORMATION FOR MEMBERS OF THE PUBLIC

ACCESS TO INFORMATION AND MEETINGS

You have the right to attend Cabinet to hear decisions being made. You can also attend Committees, as well as meetings of the full Council. Tweeting in formal Council meetings is fine as long as it does not disrupt the meeting. There are procedures for you to ask questions and make representations to Scrutiny Committees, Community Meetings and Council. Please contact Democratic Support, as detailed below for further guidance on this.

You also have the right to see copies of agendas and minutes. Agendas and minutes are available on the Council's website at www.cabinet.leicester.gov.uk or by contacting us as detailed below.

Dates of meetings are available at the Customer Service Centre, King Street, Town Hall Reception and on the Website.

There are certain occasions when the Council's meetings may need to discuss issues in private session. The reasons for dealing with matters in private session are set down in law.

WHEELCHAIR ACCESS

Meetings are held at the Town Hall. The Meeting rooms are all accessible to wheelchair users. Wheelchair access to the Town Hall is from Horsefair Street (Take the lift to the ground floor and go straight ahead to main reception).

BRAILLE/AUDIO TAPE/TRANSLATION

If there are any particular reports that you would like translating or providing on audio tape, the Democratic Services Officer can organise this for you (production times will depend upon equipment/facility availability).

INDUCTION LOOPS

There are induction loop facilities in meeting rooms. Please speak to the Democratic Services Officer at the meeting if you wish to use this facility or contact them as detailed below.

General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact Heather Kent or Julie Harget, Democratic Support on (0116) 229 8816/8809 or email heather.kent@leicester.gov.uk or call in at the Town Hall.

Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

3. LEADER'S ANNOUNCEMENTS

4. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 6 September 2010 have been circulated to Members and the Cabinet is asked to approve them as a correct record.

5. MATTERS REFERRED FROM COMMITTEES **Appendix A**

Performance and Value for Money Select Committee – 1 September 2010-09-23

Support Services Transformation Programme

The following was agreed at the above meeting. The full minute extract is attached at Appendix A.

RESOLVED:

- 1) that the report and comments made by Members of the Committee be noted.
- 2) that the Committee request that Cabinet urgently bring forward the work being done on alternative HR options such as the ability of employees to buy holidays and shorter working weeks as a way of mitigating against the extra job losses that will be incurred. This would be in conjunction with the other work being carried out.

Councillor Dawood to respond.

6. GILROES CREMATORIUM - CREMATOR REPLACEMENT AND ASSOCIATED IMPROVEMENT WORKS **Appendix B**

Councillor Wann submits a report that sets out the options to enable legislative compliance and to improve the crematorium facilities. Cabinet is asked to approve the recommendations set out in Paragraph 2 of the report.

7. REVIEW OF FAIR DEBT COLLECTION POLICY AND DISCRETIONARY HOUSING POLICY FUNDING REVIEW [Appendix C](#)

Councillor Osman submits a report that updates and simplifies the provision of the Fair Debt Collection Policy and approves a policy in respect of discretionary housing payments. Cabinet is recommended to approve the updated Fair Debt Collection Policy and is asked to confirm the current policy for discretionary housing payments.

A minute extract from the meeting of the Overview and Scrutiny Management Board held on 23 September 2010 will be circulated as soon as it is available.

8. MANOR HOUSE COMMUNITY CENTRE [Appendix D](#)

Councillor Bhatti submits a report that outlines options for the future use of the Manor House Community Centre following its temporary closure in November 2009. Cabinet is recommended to approve the recommendations set out in Paragraph 2 of the report.

9. UPDATE IN PROCUREMENT OF YOUNG PEOPLE'S SUBSTANCE MISUSE SERVICES [Appendix E](#)

Councillor Naylor submits a report that informs Cabinet of potential increased investment in Young People's Specialist Substance Misuse Services and seeks Cabinet approval to tender the contact at a significantly increased level and duration than was originally outlined in the 2009/10 procurement plan. Cabinet is recommended to agree to the procurement of Specialist Drug and Alcohol Services for Young People at the increased level and duration.

A minute extract from the meeting of the Overview and Scrutiny Management Board held on 23 September 2010 will be circulated as soon as it is available.

10. BRAUNSTONE HALL [Appendix F](#)

Councillor Patel submits a report which explains that Braunstone Hall is a grade 2 listed building in need of restoration and a sustainable future. The report proposes a course of action seeking to use other Council owned land to support its refurbishment. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

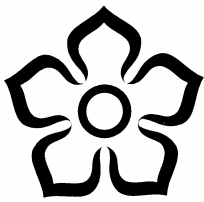
A minute extract from the meeting of the Overview and Scrutiny Management Board held on 23 September 2010 will be circulated as soon as it is available.

11. PERFORMANCE REPORT FOR QUARTER ONE 2010/2011 [Appendix G](#)

Councillor Patel submits a report that presents a summary of performance against the priorities set out in *One Leicester* for the first quarter of 2010/11. Cabinet is asked to approve the recommendations set out in Paragraph 2 of the report.

A minute extract from the meeting of the Performance and Value for Money Select Committee held on 22 September 2010 will be circulated as soon as it is available.

12. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Held: WEDNESDAY, 1 SEPTEMBER 2010 at 5:30 pm

P R E S E N T:

Councillor Coley - Chair
Councillor Desai - Vice-Chair

Councillor Chowdhury
Councillor Draycott

Councillor Connelly
Councillor Grant

Councillor Willmott

P R E S E N T:

Councillor Dempster – Cabinet Lead, Children and Schools

* * * * *

46. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Kitterick.

47. DECLARATIONS OF INTEREST

Members were asked to declare any interests they had in the business on the agenda, and/or indicate that Section 106 of the Local Government Finance Act 1992 applied to them.

Councillor Grant declared a personal non prejudicial interest as his partner worked for the City Council and his sister in law worked in a school.

Councillor Chowdhury declared a personal non prejudicial interest as his son worked in a school.

Councillor Coley declared a personal non prejudicial interest as his daughter worked for the City Council.

53. SUPPORT SERVICES TRANSFORMATION PROGRAMME

The Director of Change and Programme Management submitted a report which updated Members on the progress of the Support Services Transformation (SST) Programme.

Maggie McGrath. Programme Manager, Organisational Development and Improvement Team presented the report and explained that the SST programme was designed to look at services and look into issues such as services being more cost effective. There were currently four services being reviewed and a fifth review would be starting at the end of the current month. It was reported that around 2000 staff would be closely affected. The Committee was informed that the programme was on target to deliver the £2m savings for this financial year.

A Member of the Committee queried why options for 30% savings had not been compiled to avoid additional reviews in the future. The Director of Change and Programme Management stated that divisions had been asked to look at their whole spends and compile savings of 30%. She added that the impact as a result of the SST programme would be 15% savings across the board and it was important not to make services unviable. The Committee were informed that other options such as sharing services with the County Council had also been looked into.

Concern was raised that there was no mention in the report regarding the improvement of services and that the SST programme was focusing on budget savings. Maggie stated that this was not the case however there had been more thinking regarding the financial side. The Director of Change and Programme Management informed the Committee that issues were being looked into during reviews such as adapting an intelligence based service looking to into factors such as the demographics of the city.

Concern was raised the Members did not have an input into the Democratic Services review and that the Council would be losing experienced Members of staff. Further concern was raised that the extra £2.8m savings announced destroyed the integrity of the SST process. Members felt more thinking should be given to alternative HR options such as shorter working weeks and working part time. This would result in the Council retaining an individual's knowledge and skills. It was noted that other authorities had already begun implementing similar measures. The Director of Change and Programme Management reported that alternative HR measures were currently being looked into and consultation on this issue was currently taking place with the Unions. Members stated that Cabinet should be asked to bring this work forward.

It was queried how much staff 284 full time equivalent posts equated to. Maggie agreed to provide this information however commented that the number was around 850 as there were a considerable number of part time posts.

The Committee were informed that workshops had been completed with staff however proposals had been compiled before the increased financial pressures. There had also been a recruitment freeze announced in October 2009.

It was queried how the target figures for savings had been arrived at. Concern

was raised that no explanation was offered and that no savings had been announced other than the reduction of staff. Particular concern was the rise in savings in the Strategic Support area from its original target savings. Further concern was raised that the estimated savings had been recorded on staff on the lower salary points. It was suggested that voluntary redundancies be offered to staff to allow them to leave the authority of their own free will. The Director of Change and Programme Management stated that the basis of new targets was the original savings target. She informed the Committee that the project leads in each of the review areas had been asked to do a further analysis of savings that could be made. With regards to Strategic Support, work was done such as on the further rationalisation of partnership arrangements. Work had also been done on streamlining. The Committee were informed that there would also be a management review which would be led by the Chief Executive.

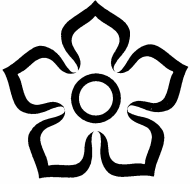
With regards to voluntary redundancies, The Director of Change and Programme Management stated that these would be considered on a case by case basis however doing this across the authority risked losing a number of people with experience and knowledge. The impact on services also needed to be considered. In response to a query regarding assessment, the Director of Change and Programme Management stated that assessment methods other than interviews would also be used when considering people for jobs. The reviews had been staggered purposely so training and advice was available to people who had been affected.

It was queried whether an age profile could be provided of the people affected. Maggie stated that each business case contained a profile of employees with characteristics such as age and gender. An equalities impact assessment had been carried out on each review.

RESOLVED:

- 1) that the report and comments made by Members of the Committee be noted.
- 2) that the Committee request that Cabinet urgently bring forward the work being done on alternative HR options such as the ability of employees to buy holidays and shorter working weeks as a way of mitigating against the extra job losses that will be incurred. This would be in conjunction with the other work being carried out.

This page is left blank intentionally.



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS
Cabinet

04 October 2010

**GILROES CREMATORIUM: CREMATOR REPLACEMENT AND ASSOCIATED
IMPROVEMENT WORKS**

Report of the Chief Operating Officer and Deputy Chief Executive

1. PURPOSE OF REPORT

1.1 This report sets out the options for the following to enable legislative compliance and to improve the crematorium facilities for the bereaved, involving:

- The replacement of the cremators
- The installation of new mercury abatement plant and equipment
- Increasing chapel seating capacity for mourners
- Responding to other recommendations of the Leisure Task Group's review of Bereavement Services
- Funding the proposed works

2. RECOMMENDATIONS

Cabinet is recommended to approve:

- 2.1 The replacement cremators and installation of mercury abatement equipment together with an extension to the East Chapel to increase seating capacity and an increase in car parking provision at a total cost of £3.94m;
- 2.2 That the above works be self-financing and that expenditure is funded through prudential borrowing of £3.94m, paid back by means of a £113 charge applied to cremations from 1 November 2010; and
- 2.3 Use of the Lodge annexe as a shop for the sale of flowers and wreaths and the conversion of redundant space within the crematorium to an office for Bereavement Services staff and visitors at a total cost of approximately £168k, funded through prudential borrowing, paid back from income arising from this and from management and other operational savings resulting from the relocation of staff into this accommodation.

3. SUMMARY

- 3.1 Following consultations at a national level with the Federation of British Cremation Authorities, the Cremation Society and the Institute of Cemetery and Crematorium Management, DEFRA issued legislation and guidance relating to the need to reduce mercury emissions from crematoria in the UK to 50% of their current levels. There are indications that DEFRA will subsequently require Cremation Authorities to reduce emissions by 100%.
- 3.2 The current cremators were installed in 2000. To maintain operational efficiency it is recommended that cremators are replaced after approximately 7 years. While ongoing maintenance has enabled the current cremators to remain in service, they are approaching the end of their economic and operational life and are in need of replacement.
- 3.3 The reconfiguration of the crematorium to accommodate the replacement cremators and new mercury abatement equipment necessary because of 2.1 and 2.2 above, provides an opportunity to incorporate other improvements to the crematorium, including an increase to the seating capacity of the East Chapel.
- 3.4 To enable works to be completed by December 2012 it is critical that detailed design works is completed this year.

4. REPORT

- 4.1 A report to Cabinet in March this year identified two options, with the recommended option being to replace the cremators, install mercury abatement plant to extend the East Chapel into space created as a result of these works, at a total of £4.22m. Cabinet deferred the report for further consultation.
- 4.2 Since then further consultation has been undertaken, including with Bereavement Services staff and, in view of the changing financial climate, the Council's design officers with the aim of reducing the total cost of the project. More significantly, this additional time has enabled officers to consider the findings of the Leisure Task Group's review of Bereavement Services in Leicester. This Task Group has undertaken a wide-ranging review and their report encapsulated the views of Bereavement Services staff and from key external stakeholders including the Council of Faiths and local funeral directors. Additionally, they undertook a number of visits to other local authorities to look at potential alternative service delivery arrangements.
- 4.3 The Task Group supported the accommodation of new cremators and mercury abatement at Gilroes and the expansion of the capacity of the East Chapel. The Task Group also made a number of other recommendations that are pertinent to this report, including:
 - a. That the new cremators should be able to accommodate larger coffins.
 - b. An increase in parking provision, particularly to accommodate more disabled parking is required at all sites in Leicester, especially at Gilroes, which often hosts larger funeral services.

- c. The provision of a stall or shop that sells flowers, wreaths, etc is required at Gilroes Cemetery and Crematorium.
- d. That consideration be given to letting Gilroes Lodge out for business purposes or office space.
- e. Existing furniture, in particular chairs, at the Chapels at Gilroes Cemetery, is in need of replacement and the Task group supports the purchasing of 180 new chairs.

At its meeting on 2 September 2010, Overview & Scrutiny Management Board supported the recommendations of the Task Group.

- 4.4 The original proposals to increase the capacity of the East Chapel by extending the chapel into the space vacated by the removal of the existing cremators have been reviewed and a number of other options for extending capacity have been considered. It is now considered that a better option is to extend the East Chapel by the construction of a mezzanine to the rear of the East Chapel. As well reducing the total cost of the project this also:
 - avoids spoiling the architecture and overall appearance of the chapel by extending into a relatively unattractive part of the building and creating an overly-long chapel;
 - enables the capacity of the chapel to be increased to 191 (including ante-room over-spill seating), rather than 160; and
 - allows this increase in capacity to come into effect before the completion of all other works
- 4.5 Car parking is an issue at Gilroes and the proposed construction works will impact on existing spaces. For this reason, the proposals have now been modified to provide a new car park within redundant space in the works yard. This will be made available before construction works commence and once completed, will significantly increase the amount of car parking available on site.
- 4.6 It can be confirmed that the new cremators will be able to accommodate larger coffins. The works will also be completed to BREEAM standards.
- 4.7 The proposals reported to Cabinet in March including the extension to the East Chapel involved a total capital cost of £4.22m. The total capital costs of these revised proposals, including what is considered to be a more appropriate extension to the East Chapel and additional car parking is approximately £3.94m.
- 4.8 To enable these works to be self-financing it is proposed to use prudential borrowing, repaid through a one off increase in cremation fees and charges of £113 (applied from 1st November 2010). This will increase the basic adult cremation fee from £500 to £613. This is comparable with the fee charged by other crematoria in the immediate area, e.g. Loughborough £610 (from 25/10/10) and Nuneaton £613.
- 4.9 If the existing space currently housing the cremators is no longer required for an extension to the East Chapel, then this provides a means of increasing the office and visitor capacity within the building sufficient to allow Bereavement Service staff currently based in New walk Centre to be relocated to Gilroes. Bringing together the majority of

Bereavement Service staff at a single site will improve working arrangements, communications (another issue highlighted by the Task Group) and provides the potential for management savings. It is also likely to be a far more convenient location for Funeral Directors who regularly need to visit these office staff.

- 4.10 The estimated total cost of converting this space into office and visitor accommodation is approximately £231k if carried out separately or £168k if carried at the same time as the other works at Gilroes. It would therefore seem sensible to undertake these works at the same time, although there will obviously need to be further consultation with staff, etc.
- 4.11 The annexe to the Lodge at the entrance to Gilroes is currently empty and unused and would seem to be the ideal location for a shop selling flowers, wreaths, etc. Steps are currently being taken to pursue this option and it is anticipated that this will generate a modest income stream. It is proposed that this income, together with management and other operational savings is used to fund the cost of creating office and visitor accommodation, funded via Prudential Borrowing.

5 FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications

- 5.1 This is a significant capital project that will need to be funded using prudential borrowing paid for by an additional levy added to the cremation fee, as recommended by DEFRA.
- 5.2 The capital costs for both options have been estimated internally by the City Council and include a contingency and inflationary allowance and are considered reasonable.
- 5.3 The works will commence in 2010/11 with spend of approximately £0.2m on design works. The main construction will take place in 2011/12, with completion in late 2012.
- 5.4 Funding the prudential borrowing from 2010 will require a levy equivalent to an increase of 22.6% of the 1 April 2010/11 cremation fee from 1 November 2010.
- 5.5 Office and accommodation costs would be financed using prudential borrowing to be repaid from shop rental and other operational savings estimated to generate £30K p.a.
- 5.6 The following assumptions have been made:
- i) Prudential borrowing interest rate of 5% pa.
 - ii) Prudential borrowing repaid as an annuity, ie a fixed rate pa rather than separate capital and interest, in order to minimise the fee increase in the early years.
 - iii) Standard inflation will be applied at 2% pa applied to cremation income as part of the normal budget process.
 - iv) The capital expenditure is a composite of building works, cremators, mercury abatement equipment and installation costs. The prudential loan repayment profile has been matched to the related expenditure – cremators and mercury abatement have been given a life of 10 years and the building works a life of 25 years. This will avoid having to make any significant increases in cremation fees when the cremators require replacing again in 10 years time, other than the impact of inflation.

- v) The number of cremations remains at the current level of 3,100 per annum and doesn't decrease as a result of the levy. This is reasonable given that all crematoria will have to abate at least 50% of their cremations either by converting their own crematoria or in the future buying Tradeable Mercury Abatement Credits (Tmacs) from a national scheme (see 5.8 below). Even those crematoria that are not carrying out any installation will have to add an environmental levy to their charges which they will then use to purchase such credits.
- 5.7 The amount levied by different crematoria will vary dependant upon the how the works are funded and the level of installation, i.e. whether they abate 50% or 100%.
- 5.8 DEFRA have recognised that abatement may not be possible at all crematoria sites. The 50% reduction target set by DEFRA is national rather than a local target and they believe that a burden sharing scheme will be required. Such a scheme would require those crematoria who have not installed mercury abatement equipment to purchase credits from those crematoria that have, either through some direct agreement or through a national scheme such as the Crematoria Abatement of Mercury Emissions Organisation (CAMEO) National Burden Sharing Scheme.
- 5.9 Trading won't commence until January 2013 and further work is being done on the potential of such schemes which may allow the levy highlighted in the table above to be reduced. The amount of income that Leicester could receive depends upon the % of crematoria that do not install abatement equipment. Given these uncertainties it is not prudent to rely on any additional income and we should proceed on the basis of a self financing scheme.
- 5.10 The operation of the crematorium is a VAT exempt supply and as a result the input VAT associated with this capital expenditure will count towards the Council's permissible VAT exempt related expenditure of 5% of total VAT on purchases. The risk that the Council breaches the 5% threshold will depend on the capital programme in 2011/12 and there are alternative arrangements such as leasing the cremators rather than purchasing which will enable us to avoid the threshold.

Martin Judson/Parash Radia, Financial Services

Legal Implications

- 5.11 It is a requirement of the above mentioned legislation for crematoria to remove mercury from 50% of all cremations by 31st December 2012, this was first published in Process Guidance Note 5/2 in September 2004. Further guidance was issued in 2005 which required crematoria operators to state how they intended to abate mercury emissions in line with the above legislation. This requirement was made into a permit condition, which required the operator to confirm how they intended to comply with the legislation. On 6th May 2006, the Council's Bereavement Services Manager advised that Leicester City Council intended to abate mercury from 100% of cremations at Gilroes Crematorium.
- 5.12 Failure to comply with the permit conditions can lead to a range of enforcement actions, including enforcement notices and / or prosecution.
- 5.13 If the recommended proposal is approved there will be a need for further legal advice regarding contractual and property law implications. In addition there may be planning

implications and officers will need to ensure compliance with internal and any procurement rules, early advice should be taken.

Beena Adatia/Anthony Cross, Legal Services

Climate Change Implications

- 5.14 The newly installed cremators will be more efficient and should as a result lower energy consumption, reducing the Council's carbon emissions helping to meet carbon reduction targets. In addition, the relocation of Bereavement Services staff to Gilroes is likely to significantly reduce the need for Funeral Directors to make separate journeys to New Walk Centre which will contribute toward reducing city-wide carbon emissions from transport as well as the additional benefits of reducing the number of vehicles travelling into the city centre and the resultant benefits to air quality and congestion.

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph Within the report	References
Equal Opportunities	No		
Policy	No		
Sustainable and Environmental	Yes	4.6, 5.13-5.15 and appendix	
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		
Corporate Parenting	No		
Health Inequalities Impact	No		

7. RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
Failure to procure plant and equipment within timescale and/or works not completed by December 2012	L	H	Funding arrangements approved, plant and equipment to be procured within accordance with Project timescale and tight project management to be ensured.
Capital cost overrun requiring higher than anticipated levy.	L	M	Built in contingencies. Tight project management.
Reduction in number of cremations making repayment of prudential borrowing difficult.	M	M	Obtain additional income from trading mercury credits with other crematoria to reduce the need for any increased levy. Find cost savings elsewhere within the service/Division to fund the repayment shortfall.

8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

Report to Cabinet 29 March 2010

9. CONSULTATIONS

Leisure Task Group's review of Bereavement Service & associated consultation
Strategic Asset Management, LCC
Pollution Control Team, LCC

10. REPORT AUTHOR

Adrian Russell, Director of Environmental Services
Tel: 252 7295 Email: Adrian.Russell@leicester.gov.uk

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Appendix –Additional Background Information

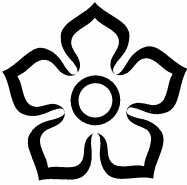
Mercury Abatement

- 1 Vapourised mercury from filled teeth makes crematoria a significant source of mercury emissions in the UK. Mercury is toxic and accumulates in air and water. Overall Mercury emissions have reduced significantly in recent years. Crematoria currently produce about 16% of the total mercury emissions but because of reducing outputs from other sources crematoria are expected to be the largest source by 2020.
- 2 DEFRA has put in place legislation (Pollution Prevention and Control Act 1999) that aims to cut emissions of mercury from crematoria by half by the end of 2012. However, there are indications that DEFRA may shortly thereafter consider raising the abatement requirement to 100%. It is therefore considered prudent to install mercury abatement plant and equipment at Gilroes Crematorium that meets this potential requirement now.
- 3 DEFRA accepts the fact that mercury abatement will be expensive and has proposed that Cremation Authorities add an identifiable environmental levy to the Cremation fee to part compensate for the additional costs arising from such works.

Cremators

- 4 The City Council's Gilroes crematorium currently carries out approximately 3,200 cremations per annum, making it the 7th busiest crematorium in England. The existing four cremators were installed in 2000 and do not incorporate Mercury abatement. Under normal operating conditions a cremator performs at maximum efficiency for approximately 5 – 7 years.
- 5 Whilst ongoing Cremator maintenance has enabled service continuity, in consideration of the age and current condition of the cremators and the requirement to install the Mercury Abatement plant and equipment, it would be economically and operationally efficient to include the replacement of the cremators as an integral part of the works.

Appendix C



Leicester
City Council

WARDS AFFECTED
ALL WARDS

Overview & Scrutiny Management Board
Cabinet

23 September 2010
4th October 2010

Review of Fair Debt Collection Policy and Discretionary Housing Policy funding review.

Report of the Chief Finance Officer

1. Purpose of Report

To update and simplify the provisions of the Fair Debt Collection Policy and approve a policy in respect of discretionary housing payment.

2. Recommendations

- 2.1 Cabinet is recommended to approve the updated Fair Debt Collection Policy as detailed in the appendix attached to this report.
- 2.2 The cabinet is asked to confirm the current policy for discretionary Housing Payments, including treating the 'lower limit' as the discretionary housing payment budget (or suggest a higher figure within the limits of the scheme.).

3. Report

3.1 Background

The Council first approved the Fair Debt Collection Policy in 1995. The policy was established, as a means of protecting the interests of the Council in collecting the debts owed to it whilst recognising that, in certain circumstances, immediate full payment of the sum due to the Council could cause the customer difficulty.

The policy explained that there was an expectation that current on going debts would be paid in full when due and that outstanding arrears would be paid by reference to a payment table based on surplus income. Surplus income was calculated from gross income less certain allowances. Other than the up rating of the allowances, the Fair Debt policy has not been reviewed since 1998.

3.2 Reason for Review

Since it was first adopted, the Fair Debt Policy has been affected by changing events. This includes legislative changes regarding tax collection; and organisational changes within the operation of the City Council itself and changes in the recovery strategies adopted by the City Council. As a consequence of this a Task Group was convened to

review the policy. The Task Group included officers from the City Council that collect Local Taxes and Rents, officers from the Welfare Rights Service as well as officers from the Money Advice Service.

3.3 When the Council first adopted its Fair Debt Policy in 1995 it was ground breaking. Few, if any, councils had such a policy and as a consequence of this it was fairly detailed and prescriptive. In the intervening years, many councils now developed something similar to a Fair Debt Policy and best practice is now moving away from detailed actions to general principles. As a consequence of this the Task Group has simplified the Policy but retained the principles originally agreed.

3.4 Changes

The main change in the policy is the removal of a table specifying repayments. This has been replaced by a minimum and maximum level of repayment. The minimum payment acceptable would be the sum that would be paid if court action was taken against someone on benefit, (currently £3.30 per week) and the maximum is the amount that could be paid if someone was working and court action taken (currently 17% of net income over £1,040 per month). This allows officers scope for discretion because 'one size does not fit all', while retaining a structured policy that applies a consistent approach to debt recovery.

3.5 The previous policy directed the authority to issue reminders when arrangements were not maintained. The revised policy removes this provision so that if payments are not made as agreed, the arrangement is cancelled and the recovery action in place at the time the arrangement was agreed would recommence. This is a more robust stance, but is also fairer to those who pay on time.

3.6 Clarity has been added so that customers can see what will happen if payments are not made or arrangements maintained.

3.7 The remainder of the principles of the policy are unchanged but some of the wording has been made more user friendly.

3.8 A copy of the proposed Fair Debt Collection Policy, as agreed with officers of Leicester City Council, the Welfare Rights Service and the independent Money Advice Agency is attached at Appendix A.

3.9 An explanatory leaflet will be prepared explaining the policy, its aims, benefits and the procedure followed and how the policy works in practice.

4 **Discretionary Housing Payments**

4.1 Discretionary housing payments are not payments of benefit. They are freestanding payments to be made at the discretion of the local authority, subject to an annual cash limit, in cases where the local authority considers that additional help with housing costs is needed.

4.2 The authority is able to make provision for any claimant whose housing/council tax benefit is restricted and is in the view of the local authority, in need of additional help with housing costs.

- 4.3 There are no prescribed tests of either exceptional hardship or circumstance – authorities simply have to be satisfied that the person concerned is in need of further financial assistance for housing costs.
- 4.4 The policy is to consider all applications for DHP, and to support applications, which make the most cost effective use of the funds to enable claimants to remain in their accommodation. Funding is prioritised towards sustaining vulnerable people in their home, employment and education where this can be achieved with time limited support from the budget. In this context, a vulnerable occupant may be an expectant mother securing a two bed roomed accommodation prior to confinement. A key consideration is whether a tenancy is sustainable in the long run. Where it is identified that the accommodation is not sustainable, the council offers additional financial support through this fund (for a limited period) to enable individuals to find suitable alternative accommodation; with additional help, advice and support from the Housing Options Service.
- 4.5 Each year the Discretionary Housing Payments contribution is set by the Department of Works and Pension. Each Local Authority has two limits.
- 4.6 The lower limit for 2010/11 is £71,212, which is funded directly from the government.
- 4.7 The council could consider making an additional budget provision up to a maximum of £106,818 in 2010/11 making £178,030 in total (the upper limit).
- 4.8 The Council currently makes Discretionary Housing Payments up to the lower limit, which is directly funded and reimbursed by the Government.
- 4.9 Last year the council considered 615 applications. 328 were refused. 287 applications were supported.
- 4.10 The Government's funding allocation matrix enables authorities that contribute to the fund to increase their authority's future allocation. For example should the council contribute £10,000 in 2010/11 and spend £8,000 of this fund the Government would consider increasing their Discretionary Housing Payment contribution by £9,000 in 2012/13. In the past the mid point allocation matrix has exceeded the total funds available for distribution and those authorises who have contributed have seen an increase in their government allocation but not in full. However, this is currently under review and we do not know how this will operate in the future.
- 4.11 The Council is not permitted to incur expenditure above the upper limit of £178,030.
- 4.12 The current policy is to treat the lower limit as a budget and the Cabinet is asked to confirm this or suggest a higher figure.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

a. Financial Implications

The City Council needs to be able to maximise the collection of income from all of the sources available to it but it has to balance this against a debtor's ability to pay. The Fair Debt Collection Policy is the means to achieve this delicate balance.

Alison Greenhill. Principal Accountant (Revenues)

b. Legal Implications

There are no legal implications
 Peter Nicholls. Service Director - Legal Services

c. Climate Change Implications

This report does not contain significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.
 Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

6.

OTHER IMPLICATIONS	YES/ NO	Paragraph/References Within Supporting information
Equal Opportunities	YES	EIA has been completed and is available upon request
Policy	NO	
Sustainable and Environmental	NO	
Crime and Disorder	NO	
Human Rights Act	NO	
Elderly/People on Low Income	YES	EIA has been completed and is available upon request
Corporate Parenting	NO	
Health Inequalities Impact	NO	

6.

Background Papers – Local Government Act 1972

Report to Cabinet - 29th November 2004

Discretionary Housing Payments - Department of Works and Pension Good Practice guide 2008

Discretionary Housing Payment

The legislation: The Child Support, Pensions and Social Security Act 2000, which received Royal Assent on 28th July 2000, provides arrangements to allow Local Authorities to make additional Discretionary Housing Payments to claimants in receipt of Housing Benefit or Council Tax Benefit. The regulations covering Discretionary Housing Payments are the financial arrangements in the *Discretionary Housing Payments (Grants) Order 2001*, which came into effect on 2 July 2001 [SI 2001/2340]

7. Consultations

Welfare Rights Service
Money Advice Service
Income Management Team
Income Collection Team

8. Report Authors

Caroline Jackson
Head of Revenues & Benefits
Revenues & Benefits
Extn: (38) 5100

Alan Lemmon
Quality and Performance Manager
Revenues and Benefits
Extn: (38) 5102

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Appendix A

Proposed framework for Fair Debt Policy

1. Background

- 1.1 The council first approved a Fair Debt Collection Policy in 1995. The policy was established as a means of not only protecting the interests of the council in collecting the debts owed to it but also recognising that, in certain circumstances, immediate full payment of the sum due to the council could cause the customer difficulty.

2. Principles of the policy

- 2.1 To ensure the city council can provide public services to the people of Leicester, everyone is expected to pay their debts on time. However, the council recognises that some people face payment difficulties and has approved a policy to assist people to pay on terms that are fair. The structured policy ensures consistency, whilst leaving scope for officers to use their discretion. We seek at all times to maximise the income available to the council but remain mindful that a “one size fits all” approach is inappropriate when dealing with debt recovery.
- 2.2 Poor debt collection performance has an impact on cash flow and on the reputation of the council, and exacerbates a culture of late and non-payment. There is a further risk that the debt ultimately cannot be collected, or becomes uneconomical to collect, and the income is lost to the council. This is unfair to the vast majority of people who do pay their bills. Early contact and a consistent approach is the best way to minimise the risk of poor collection performance.

3. The benefits of a Fair Debt Policy

- 3.1 The council believes that the Fair Debt Collection policy will
 - Help identify when there are likely to be difficulties for people in making payments
 - Enable people to come to realistic repayment agreements
 - Make sure that any enforcement action taken is effective
 - Encourage people to make contact at an early stage when they first face financial difficulties
 - Enable us to predict our rate of collection more reliably
 - Enable us to save money on court costs and staff time.

4. Policy aims

The policy:

- a) Considers that people have a responsibility to pay, and that debts must be met.
- b) Acknowledges that, equally as important as collecting revenue, is the need to provide a service that is both efficient and sensitive to the needs of the debtor. The policy commits the council to operating in a fair and equitable way when recovering debts.
- c) Is concerned about the ability to pay rather than the type of debt owed to the council and requires officers to work with debtors and their representatives to set realistic repayment amounts for payment over a reasonable period of time.
- d) Acknowledges and respects the debtor's obligations to his/her dependants. Reference to a minimum and maximum payment range requires officers to ensure that undue pressure is not brought to bear on debtors to make arrangements that they cannot sustain.
- e) Recognises that the majority of debts owed to the council, such as council tax, business rates and rent, are considered to be priority debts, and consequently have to be given precedence over most other debts people owe.
- f) Aims to achieve a fair balance between the claims of competing creditors in recognition of the need for debtors to maintain an acceptable standard of living.
- g) Aims to be both proactive and reactive in its attempts to minimise and prevent debts. The council will provide information on organisations that will give impartial benefit and debt advice in order to assist debtors.
- h) Acknowledges that there may be exceptional circumstances where it is not possible or it is inappropriate to collect a debt owed to the council, such as bankruptcy or liquidation.

5. Types of debt covered by the policy

- 5.1 The council's aim is to provide a co-ordinated approach to the administration of billing, benefits and multiple debts throughout all relevant areas of the council. The Fair Debt Collection Policy covers council tax, business rates, council rent, housing benefit overpayments and debts administered by the income collection team. The policy does not cover debts to be repaid because sums were originally claimed fraudulently or where the courts have imposed a payment or committal order.
- 5.2 The policy applies to personal, non-commercial debt. In the case of business debts, Officers will have regard to the principles of this policy which will be applied in its entirety where suitable (e.g. small business debts owed by individuals)

6. Communication and contact with the Council

- 6.1 Leicester City Council will notify debtors in writing about what they owe by inviting them to make contact with the council in person or by phone at an early stage of the recovery process. All such correspondence will be written in plain English and will contain, where appropriate, information about where to get independent advice.
- 6.2 Clear information will be available in a variety of formats about all aspects of collection and debt recovery, concentrating particularly on providing information as to where independent advice and help is available.
- 6.3 If customers need help or assistance with language or have sensory communication difficulties we can provide an interpretation service or supply information in different formats, such as audiotape or large print.
- 6.4 These are available by emailing housingbenefit/liaison@leicester.gov.uk or by calling our hotline number on (0116) 2527006 and select the Liaison team option or by writing to the Revenues and Benefits Services, Leicester City Council, Wellington House, 20 Wellington Street, Leicester LE1 6HL.

For those users who have access to a minicom our number is 0116 252 7548.

- 6.5 If customers are housebound, for example because of a disability, we can arrange for an officer to visit to explain the Fair Debt Policy and make an arrangement to pay.

7. Benefits, discounts and exemptions

- 7.1 Leicester City Council will notify debtors in writing of the general availability of means tested benefits. The council will ensure that publicity about benefits, discounts and exemptions is available in all council offices dealing with debt.
- 7.2 If awards of council tax benefit, discounts, exemptions or housing benefit clear any arrears, recovery action will be stopped and in some circumstances costs incurred will be met by the council.
- 7.3 If a debtor is awaiting the outcome of a review or appeal of a relevant council tax benefit or housing benefit assessment, payment arrangements will be based on the claimant's ability to pay. Further action will, in most cases, be suspended pending the final outcome of such a review or appeal. Similarly, if there is an outstanding appeal against the award of a discount or exemption, payment arrangements will be based on the person's ability to pay.

8. How the policy works in practice.

- 8.1 If a debtor is unable to pay their debt they should in the first instance contact the council to discuss their position. If no contact is made by the debtor and no payment

arrangement made, court action will be taken. This will mean if the debt is for council tax or business rates the debtor will have to pay additional costs (£55 from 1st April 2010).

- 8.2 If contact is made and the customer expresses difficulty in making a payment the officer will discuss payment of the debt by instalments taking into consideration the fair debt policy.

8.3 Step One)

8.3.1 Arrangements – The Council will try to resolve all queries and made an arrangement at first contact. Arrangements will be based on personal circumstances.

8.3.2 Benefit claimants – If the debtor is receiving income support, income based jobseekers' allowance, income based employment support allowance or pension credit we will, where possible, deduct payments from benefit. The minimum repayment figure will be the current statutory deduction figure (£3.30 per week as at April 2010).

8.3.3 Earners and other income – Where a debtor is not in receipt of a passported benefit the officer will begin negotiations to recover the debt taking into account the customer's ability to pay and agreeing a repayment between a minimum and maximum level of payment detailed in this policy. The minimum payment acceptable would be the sum that would be paid if court action were taken and someone on benefit, (currently £3.30 per week) and the maximum payment is the amount that could be paid if someone was working and court action taken (currently 17% of net income over £1,040 per month).

8.4 Step two

- 8.4.1 Where the sum calculated above cannot be made, the completion of an income and expenditure form will be required. Both current expenditure and debts will be taken into account when calculating repayments. The income and expenditure form has been devised by the Fair Debt Task Group and has taken into consideration the following good practice examples:

National Debt Line, British Bankers Association, Consumer Credit Council service and Money Advice Trust.

- 8.4.2 Completion of the form will allow the officer to work with debtors and their representatives to set realistic repayment amounts over a reasonable period of time based on their financial position.
- 8.4.3 Occasionally it may be necessary to request documentary evidence to confirm particular details. If this is necessary, the debtor will be informed of the particular items to be confirmed, normally within a period of seven days. The debtor should be advised to hand deliver or fax the documents wherever possible or they can be verified via an independent advice agency (if one is being used). Where a debtor is housebound we will arrange for an officer to visit the debtor.
- 8.4.4 If the evidence is not provided within the timescales stated, the offer of payment may be rejected and further action could be taken without further notice to recover the debt.

8.4.5 The debtor should start paying immediately the arrangement has been made, they should NOT wait until they receive a written confirmation of the payment arrangements.

9. Additional considerations for council tax, business rates and domestic rent

- 9.1 Any payment arrangement applying to previous year debts will require that current year instalments are maintained, i.e. the arrangement will be in addition to, and conditional on, the current year's council tax and current weekly rent being paid.
- 9.2 In the case of council tax or business rates this normally means payment either over forty weeks or ten calendar months (providing there are this number of weeks/months left in the financial year). Having decided the total level of payment to be made, it will be at the council's discretion, unless the debtor instructs otherwise, how the payments are applied.
- 9.3 Any arrangement should always cover all outstanding arrears, including those being collected through either attachment of earnings, where we deduct the monies directly from their pay, or bailiffs. It may not be appropriate to suspend or temporarily stop this recovery action, but any payments already being made will be deducted from the weekly repayment rate when calculating the fair debt collection arrangement.

10 Bailiffs' action

10.1 All bailiffs appointed by the council will operate within the guidelines of the current code of conduct for bailiffs issued by Leicester City Council. For further details see:

www.leicester.gov.uk/your-council-services/housing/council-tax/what-happens-if-i-dont-pay

10.2 Where a payment is not made, the case will be referred to bailiffs for collection and the debtor will have to pay additional costs. Once a bailiff is involved in collecting a debt the cost of recovering the debt mount up and the debtor is responsible for paying these costs. For example:

Bailiff's first visit £24.50

Bailiff's second visit £18.00

Removal van £110 or more

Waiting time – the first hour is free but after that it's £60 an hour or part there of.

These costs can be avoided if payment arrangements are maintained

11. Collection and recovery process

11.1 The council will provide a variety of payment methods and maximise access to payment facilities. Our preferred method is Direct Debit.

12. Late or missed payments

- 12.1 The debtor must remember that the date on which instalments are to be paid is the final date on which money should reach the council, so payments posted via the Royal Mail should be sent 2 or 3 days BEFORE the due date.
- 12.2 If, for whatever reason, the debtor is unable to make a payment they should be encouraged to contact the council to discuss the matter further PRIOR to the payment failing to be made. All payment arrangements are closely monitored, if a payment is not made or it is late or missed, further recovery action will be taken and the payment arrangement cancelled.
- 12.3 Should a payment fail to reach us, and the debtor has not been in contact, all arrangements are immediately cancelled and recovery action will be resumed. No reminders will be issued to prompt a further payment.

13. Changes in financial circumstances

- 13.1 Any change in a debtors financial circumstances needs to be notified to the council straight away, as it may alter the amount that needs repaying. This could mean reducing or increasing the amount that is paid back.

14. Customer care

- 14.1 The Council will collect debts in a sympathetic and efficient way. In its approach to enforcement, the council will take account of the whole financial situation of the debtor.
- 14.2 The council will ensure that people are encouraged to make comments, complaints and suggest improvements on debt collection matters.

Phone us on 0116 252 7000 or 0116 252 7006.

Visit us at one of the customer service centres or at any council office.

Write to us and send your letter to our address at Wellington House, 20 Wellington Street, Leicester LE1 6HL.

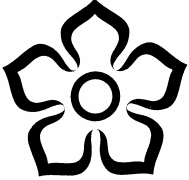
Email: housingbenefit/liaison@leicester.gov.uk

15. Monitoring quality

- 15.1 The collection team responsible for collecting the debt will monitor payment arrangements made under this policy and this information will be used to review the effectiveness of the policy on an annual basis.
- 15.2 All sections of the council responsible for the collection of debt will be required to implement the Fair Debt Collection Policy and the council will undertake an annual monitoring of its application. In addition, periodic monitoring will be undertaken by independent advice projects and the council's advice services.
- 15.3 The council will actively seek the views of stakeholders/service users of the policy and the task group will use these views to review the Fair Debt Collection Policy. If a debtor wishes to become a member of this task group or comment independently of the survey

please contact our hotline number on (0116) 2527006 and select the 'Liaison Team' option or write to the council's Revenues and Benefits Services at Wellington House, 20 Wellington Street, Leicester LE1 6HL.

Appendix D



Leicester
City Council

WARDS AFFECTED
Braunstone Park and Rowley Fields

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Cabinet

4th October 2010

Manor House Community Centre

Report of the Divisional Director for Safer and Stronger Communities

1. Purpose of Report

- 1.1. The report outlines options for the future use of the Manor House Community Centre following its temporary closure in November 2009.

2. Recommendations

- 2.1. Cabinet is recommended to:
- 2.2. Note the contents of the report
- 2.3. Note the consultation process and outcomes with community group leaders and local residents and Ward Councillors
- 2.4. Agree the appropriate action from the options for the future of the centre as outlined in paragraphs 4.17- 4.20 of this report :

3. Summary

- 3.1. The Manor House Community Centre is situated on Haddenham Road, off Narborough Road and is a building of special interest. It has been a community facility since the mid 1970's providing early years and community activities. In recent years use-age of the centre has declined and the building itself is in a poor state of repair.
- 3.2. On Monday 23rd November 2009 a serious incident occurred at the Manor House Centre which resulted in the death of a staff member and temporary closure of the Centre to enable the police to undertake their investigations. All services and users were re-accommodated in nearby facilities.
- 3.3. In the time that the centre has been closed a number of residents and user groups have contacted the council to express their concerns and desire for the centre to re-open. A petition with 624 signatures in respect of this issue and asking for the centre to re-open was also received by full council on the 16th September

- 3.4. In determining the future of the centre and given the general state of the building and relative to other similar centres low take up by the public of services provided there the following options have been explored
- Closure and demolition
 - Closure and sale
 - Re-open the building.
- 3.5. Officers attended Ward Community Meetings for the two Wards on Wednesday 16th June 2010 to provide residents with an up date on the current position and to engage in a question and answer session. Following this a meeting with Ward Councillors from the two wards was convened on 20th July 2010 and arrangements for further consultation meetings were discussed and agreed. The consultation meetings were held on 25th and 31st August 2010 and 2nd September and 16th September and were attended by a total of 43 people representing user groups and local residents including representatives from the Rowley Fields Action Group and St Mary's School.
- 3.6. The majority view as expressed by residents and user groups was that there was a need for a community facility within the Rowley Fields area for residents to access instead of them having to travel to other buildings away from the local area.
- 3.7. Attendees expressed varying degrees of willingness to be pro-actively involved in its future running should a decision be taken to re-open the Manor House Community Centre.
- 3.8. An assessment of the building with a view to re opening has been carried out. A period of four weeks has been identified to undertake a deep clean, clear out old equipment and rubbish, removal of the graffiti, tidy the grounds and carry out the work from a full Fire Risk Assessment. In order to re-open the centre the Community Services Division would need to identify from within it's existing budget funds in the region of £50,000 for a six months initial period to cover staff and the operating costs of the building.

4. Report

- 4.1. The Manor House Community Centre is situated on Haddenham Road, off Narborough Road and is a building of special interest. It has been a community facility since the mid 1970's providing early years and community activities in particular over that time. More recently there has been a craft and skills centre annexed to the Centre which has closed and re opened on a number of occasions but remains unsustainable. Also attached to the annex is a cottage which had a sitting tenant through the Housing Section. He voluntarily vacated his tenancy at the beginning of August 2010 and the cottage is now empty.
- 4.2. The building is a converted manor house which had a flat roof extension built in the late 1970s. The building has not been subject to any major refurbishment and has received minimal repairs and maintenance over recent years. The building has been subject to investigation regarding large cracks that have appeared on the first floor. The suitability survey scored Manor House in the bottom segment against the other centres held in the Community Services building portfolio.

- 4.3. The usage at the time of the closure of the building comprised of Early Prevention before and after school activities, Learning Disabilities Group, 16 community groups and office accommodation for Early Prevention and Youth Service staff. The office accommodation takes up part of the first floor which can not be accessed by wheelchair bound people. The toilet facilities are thought to be inadequate for the client groups that use the building and would require considerable refurbishment resources to be brought up to standard.
- 4.4. The average annual usage of a building of this size is in the region of 60,000 visitors. The Manor House Centre recorded 12,700 visits between April – September 2009 and attracted 21,000 visitors between April 2008-March 2009. This is significantly below the lower threshold for a building of this size. This equates to an average cost per user of £5.71. The total operational costs for this building are £119,900 (based on the last financial year). This comprises of £67,000 staffing and £52,900 for premises, supplies and services.
- 4.5. Manor House has been identified as a building that is not fit for purpose and concerns have been raised as to the suitability of the facility for the provision of services, particularly those services working with people with Learning Disabilities. The area and building itself have fallen victim to anti social behaviour in recent years which in part has been addressed by the erection of security fencing.
- 4.6. Due to the condition of the building and the significant deterioration of its fabric it is envisaged that substantial investment in the region of £1,000,000 (£1 Million) would be necessary to revitalise the building completely.
- 4.7. Given the condition of the building Officers from the Community Services Section have been working with colleagues from Property and Early Prevention Services for some time to look at options for the future use of Manor House Community Centre.
- 4.8. While options continued to be considered on Monday 23rd November 2009 a serious incident occurred at the Manor House Neighbourhood Centre which resulted in the death of a staff member and temporary closure of the Centre to enable the police to undertake their investigations. All services and users were re-accommodated in nearby facilities. The building was returned to the Council in early December but by that stage it had become clear that staff directly affected by the incident were extremely traumatised making an early return to and re-opening of the centre difficult. A reluctance to re enter Manor was also expressed by some service users and some parents have made permanent alternative arrangements for their children.
- 4.9. Alternative accommodation was identified for the user groups in local community facilities. Some groups have been relocated within other Council provision and others have found their own accommodation. The Early Years playgroup provision has temporarily been relocated to the Rowley Fields Children's Centre and both the Early Years Breakfast and After School Clubs have been relocated to the St Mary's Infants School.
- 4.10. Early discussions with the St.Mary's School Head Teacher indicated that the schools preferred option given the close links between the Early Prevention Services and the Infants School would be to locate services permanently on the school site. To facilitate this a new larger modular building in place of the small, outdated mobile that the school currently uses is being pursued by Children's Services. The costs associated with installing a new modular building have been identified and a planning application has

been submitted. In further discussion the Head Teacher has expressed a desire to access the Manor House Centre were it to re-open to act as an additional meeting venue for extra curricular activities.

- 4.11. The Council has received a number of letters from individuals and local community groups expressing their concern about the closure and loss of community facilities in the area. Full responses were provided to answer the detailed questions contained within these letters. A petition with 624 signatures urging the Council to re open the Centre was presented to the full Council Meeting held on 16th September 2010 by Councillor Cooke.
- 4.12. Officers attended Ward Community Meetings for the two Wards on Wednesday 16th June 2010 to provide an up date on the current position and to engage in a question and answer session with local residents. A meeting with Ward Councillors from the two wards was convened on 20th July 2010 and the arrangements for public consultation meetings were agreed. The consultation meetings were held on 25th and 31st August 2010 and 2nd September 2010 with 14 people representing the Group Leaders and users and local residents including representatives from the Action Group.
- 4.13. A variety of views were expressed at the consultation meetings which ranged from immediate re opening of the centre to an acceptance that the present building was unsustainable on environmental grounds and not ideally located or suitable for the services and activities for the local community to access. The overwhelming view that was expressed however was regardless of its limitations and in the absence of a purpose built community centre in the Rowley Fields area that Manor House should be re-opened as a community facility.
- 4.14. A further meeting with the Centre Group Leaders, representatives of the Action Group and local residents with council officers was held on 16th September 2010. The meeting was well attended by members of the Action Group local residents and the Head Teacher of St Mary's. A frank discussion was had in respect of past use-age and the need were the centre to re-open for the Action Group working closely with officers to proactively champion the centre and get involved in its running.
- 4.15. A report was presented to Cabinet Briefing for the 25th January 2010 meeting regarding options for the future use of the building, and to avoid further additional disruption it was agreed that the building remained closed whilst all options were considered. A further report was presented to Cabinet briefing on 29 March 2010.

Options for Consideration

- 4.16. The following options have been explored and discussed.
- 4.17. Option 1 – Closure and demolition - To demolish the Manor House buildings for sale for housing development ranging from affordable housing to a mixed tenure housing development. Also to explore the removal of some of the Tree Preservation Orders through the planning application process to allow more housing on the Manor House site. A full report in respect of this was presented to the Cabinet Briefing meeting held on 29th March 2010. A number of concerns were expressed by Cabinet Members regarding the viability of this option. Regarding the site itself Members questioned its suitability as a

building plot given at that time there was a tenant on site and the trees subject to preservation orders and were concerned that if the process became elongated the site might become a target for disorder. Concerns were also expressed regarding the lack of alternative community provision within the Rowley Fields area.

- 4.18. Option 2 – Closure and sale – to sell or lease the property to a voluntary and/or community sector organisation. The expectation would be that the building would be refurbished to a reasonable standard and that some local community use would be permitted as part of the agreement. Whilst and in the longer term this may be a viable option in the current climate it is unlikely any voluntary sector or community group would be in a position to take on such a large undertaking without significant capacity building.
- 4.19. Option 3 – Re-open the building – full or partial re opening through ground floor use only and/or limited opening hours with the involvement of local residents and group leaders as a management group operating in conjunction with the Community Services Section. This could be time limited to gauge the interest in developing the usage of the centre for a period of six months and reviewed to agree the next steps.
- 4.20. An assessment of the building with a view to re opening has been carried out. A period of four weeks has been identified to undertake a deep clean, clear out old equipment and rubbish, removal of the graffiti, tidy the grounds and carry out the work from a full Fire Risk Assessment. Two members of the Community Services have been assigned to the building to carry out this work and they would be involved in the re opening arrangements or closure actions dependant on the decision of Cabinet.
- 4.21 Following the last DRS the Community Services budget was reduced by £270,000. Some of this saving was achieved by the reduction in resources due to the closure of Manor House. In order to re-open the centre additional funds in the region of £50,000 for the six months initial period to cover the staffing and operating costs of the building would need to be found from within the existing budget and will need to be managed through a reduction of opening hours.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

5.11 Context

The 2010/11 Community Services budget is £3,961,900. This includes £865,000 awarded as one-growth in the 2010/11 DRS for investment in community centres and a £270k net reduction as part of the 2009/10 DRS (modernisation of community centres programme). The Manor House budget was put forward as part of the £270k reduction.

5.12 Option 1 – Financial Implications for the closure and demolition of Manor House were provided in the report that went to the Cabinet Briefing meeting on 29th March 2010. These were:

- Site demolitions costs are estimated to be £0.1m, with a potential future receipt of £0.2-0.25m depending upon the method of sale.

- The demolition costs will need to be funded by prudential borrowing until such time as the site is disposed of. Any shortfall in the receipt compared with the demolition costs will remain as prudential borrowing. The annual repayment for £0.1m of prudential borrowing is approximately £10k and this will need to be paid out of the Division's revenue budget.

5.12 Option 2 – Closure and Sale

In the current economic climate it is likely that the value to be realised from any sale of the building will be substantially lower than would have been expected were the building sold a few years ago. It is also unlikely that any voluntary or community sector organisation could raise the required for funds for such an acquisition.

5.13 Option 3 – Re- open the building full or partial

A one off Investment of £50,000 would be required for the remainder of the financial year (6 months) to cover staffing and operating costs. Should the building remain open after that a budget of £110k p.a would be required to keep the centre running (Based on a reduction in opening hours and reduced usage). In addition significant investment would be required for a full refurbishment or to revitalise the building completely (should this be required) There is no budget currently available for any of these costs. The Manor House budget was given up as part of the savings put forward in the last DRS. If this option was chosen compensating savings would have to be found from elsewhere within the Community Services Budget. (Yet to be identified)

Ravi Lakhani, Financial Services, x29 8806

5.2. Legal Implications

If disposal is recommended other than on open market terms then further legal advice should be taken. There is a "general consent" issued by the Secretary of State for disposals for an under value of up to £2m for well being purposes which may be applicable.

If the building is brought back into use the Council owes duties under the Health and Safety at Work etc Act, the Occupiers Liability Act 1957 and 1984 and at common law to both employees and visitors (and indeed in some cases to trespassers). It is noted that an assessment has been carried out but it also noted that the proposed accommodation works for the short term re-opening do not include the toilets, accessibility for disabled persons and personal safety (from breach of security incidents)

5.3. Climate Change Implications

This is an old building which has a high carbon emissions count.

6. Other Implications

OTHER IMPLICATIONS	YES/	Paragraph/References Within the Report
--------------------	------	---

	NO	
Equal Opportunities Policy	Yes	4.3 Learning Disabilities and access issues
Sustainable and Environmental	Yes	4.14 Environmental sustainable building
Crime and Disorder	Yes	4.5 Anti social behaviour
Human Rights Act		
Elderly/People on Low Income	Yes	4.3 Community Groups some catering for the frail elderly, lunch club and social group
Corporate Parenting		
Health Inequalities Impact		

7. Risk Assessment Matrix

Delete if not required. This only needs to be included if appropriate with regard to the Council's Risk Management Strategy

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1			
2			
3			
4			
5			
6 etc			

8. Background Papers – Local Government Act 1972

- 8.1. Briefing Paper to Cabinet Briefing – 25th January 2010
Briefing Paper to Cabinet Briefing – 29th March 2010

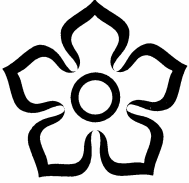
9. Consultations

- 9.1. Meeting with Ward Councillors for Braunstone Park and Rowley Fields; and Westcotes Wards held on 20th July 2010
- 9.2. Presentation and question and answer session at Braunstone Park and Rowley Fields; and Westcotes Ward Community Meetings held on Wednesday 16th June 2010.
- 9.3. Consultation sessions with Centre Group Leaders and interested local residents including representatives of the local Save Manor Action Group held on Wednesday 25th August 2010, Tuesday 31st August 2010 and Thursday 1st September 2010.
- 9.4. Partnership meeting held between the local Action Group, local residents, Centre Group Leaders and Council Officers on Thursday 16th September 2010.

10. Report Author

10.1. Ann Habens
Divisional Director Safer and Stronger Communities
Ext 29 6909

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)



Leicester
City Council

WARDS AFFECTED

All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

4th October 2010

Update in Procurement of Young People's Substance Misuse Services

1. PURPOSE OF REPORT

The Purpose of this report is to inform Cabinet of potential increased investment in Young People's Specialist Substance Misuse Services and to seek Cabinet approval to tender this contract at a significantly increased level and duration than was originally outlined in the 2009/10 procurement plan

2. SUMMARY

As part of the Drug and Alcohol Service Redesign Programme young people's specialist substance misuse services will be put out to the market. A proposed model is currently subject to public consultation and formal notice has been given to the current providers. Under this notice new services are due to start on 1st July 2011.

The majority (80%) of the funding for this contract comes from a Central Government Grant-(the Young people's Pooled Treatment Budget (YPPTB)). Since this contract was originally put in the 2009/10 procurement plan there has been an increase in the indicative value of this contract following a change in the central government formula for distribution of the YPPTB. Whilst the actual funding arrangements for 2011/12 and beyond are as yet unknown, and may following the CSR in October be reduced, it is possible that the contract value will increase by as much as 70% on what was originally put in the plan.

The original 2009/10 procurement plan value for the contract was £182,038 p.a. over two years. The indicative value of the contract now stands at up to £312,000 per annum; in order to reduce the need for unnecessary and costly procurement processes it would also make sense to offer an additional extension of one year subject to contract conditions.

3. RECOMMENDATIONS (OR OPTIONS)

(a) That Cabinet agrees to the procurement of Specialist Drug and Alcohol Services for Young People at this increased level and duration.

4. REPORT

4.1 A new model

- 4.12** The impact of young people's substance misuse reaches across the children and adult planning arenas. The DAAT officer team (including the young person's commissioner) sits within the Safer and Stronger Division of the City Council. This brings benefits in terms of links with the Youth Crime agenda, through the YOS and Youth Crime Action Plan.
- 4.13** It is important that the Children's Trust are able to make commissioning decisions about alcohol and drugs across the universal, targeted and specialist spectrum and the DAAT reports to the Children's Planning systems through the Be Healthy group. Some young people will not achieve good outcomes in their lives unless they get timely and effective help with their drug or alcohol use. For the most seriously affected young people this will mean the need for 'treatment'.
- 4.14** A Young Person's Substance Misuse Plan for 2010/11 identifies activity across Universal, Targeted and Specialist provision and links this work to 'One Leicester' priorities. The plan includes the need to reconfigure specialist treatment services and develop a new model. This is in itself part of a larger drug and alcohol redesign programme across Adult Drug and Alcohol services in Leicester.
- 4.15** The proposed new model for young people's services presents an opportunity to expand community based interventions using a neighbourhood model, and to reach groups of young people that have had relatively little contact with services, such as young people misusing alcohol and are at risk of offending. We currently estimate that less than half of those young people that need treatment have contact with services each year.
- 4.16** The New Model is currently subject to public consultation, along with the model for adult drug and alcohol services. The Tender documentation for all new drug and alcohol services is due to go out to the market on 28th October 2010 under the EU restricted Procedure.
- 4.17** The government is committed to publishing a new drug strategy by December 2010. The NTA has recently announced in relation to young people's treatment it "is working collaboratively on a value-for-money review that has been commissioned by DoF." (NTA Board Papers July 6th 2010). It is possible that information will be made available after the CSR is published on 20th October.

4.2 Funding

- 4.21** Funding for young people's specialist Substance Misuse Treatment services is almost entirely dependent on central government grants. The main source of funding is the Young Person's Pooled Treatment Budget (YPPTB). Nationally this is a £25m top-slice of the adult pooled treatment budget. Currently this allocation is ring-fenced and can

only be used for alcohol/drug treatment related activity. It comes to the Council via the PCT through a section 75 agreement.

4.22 The DofE announced the indicative Young People’s Pooled Treatment Allocations for 2010-12 in October 2009(Appendix 1). The allocation for 2010/11 is £209,173. This was confirmed by a joint letter from the Department of Education and National Treatment Agency on the 27th July 2010 (Appendix 2).

4.23 There is an indicative allocation for 2011-12 of £253,635. This compares with an allocation of £182,038 p.a. over the 2007-10 period and would represent a 39% increase. It is not known when an announcement will be made about actual funding for 2011/12 and beyond.

There is currently a small contribution from LC mainstream funds of £26,237 which comes out of the drug and alcohol mainstream funding allocation of £339,852. This is also seen as an indicative allocation at this stage, subject to City Council decisions on funding over the next 3 years.

We are forecasting an under spend of £99,000 for the Pooled Treatment Budget for 2010/11 and would look to use £33,000 per annum of this for the new contract.

4.24 Table 1 (Appendix 3) provides a brief outline of the planned investment for the planned new contract. Contingency planning is currently underway should the government allocation be reduced, which looks at the impact on the proposed model and the possible need to revise that model further. Advice is being sought from Legal services and the Corporate Procurement Unit on wording to be used in the Contract and Tender documentation should funding be reduced whilst the tender process is under way.

4.3 Contract duration

In the 2009/10 procurement plan the contract duration was 2 years. Given the costs involved in the procurement process it would be more cost effective to add the option of an additional one year to the contract should contract conditions be met. It is possible this would also make the contract more attractive to the market.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

Most of the financial implications have been covered in the main report above. In summary the value of the contract and funding for the 2010-11 and 2011-12 financial year is likely to look as follows:

2010/11

Cost		Total
Contract value		£207,060
Funded by:		
PTB	£178,526	
ABG	£2,297	

LCC mainstream	£26,237	
Total		£207,060

2011/12

		Total
Cost		
2011-12 Contract Value		up to £312,000
Funded by:		
Young People pooled treatment allocation (indicative)	£253,635	
LC Mainstream funds	£26,237	
Pooled treatment Budget underspend	£33,000	
Total		£312,872

The contract with the providers needs to specify that value of the contract will reduce should the funding for it from the Young People pooled treatment allocation be less than expected.

5.2 Legal Implications

There are no Legal Implications associated with the Recommendation in this Report. Although it is proposed that the value of this procurement is increased, the Report's author has confirmed that procurement is already compliant with the Public Contracts Regulations and he is taking advice from Legal Services and Corporate Procurement.

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities		There is a potential equalities impact when redesigning services, EIA to be completed
Policy		
Sustainable and Environmental		

Crime and Disorder		There are links between substance misuse and Crime and Disorder, and young people that offend are a significant cohort within the treatment population.
Human Rights Act		
Elderly/People on Low Income		
Corporate Parenting		Looked after children are thought to be more at risk of developing substance misuse problems.
Health Inequalities Impact		Young People's alcohol misuse is an indicator within the Health Inequalities Plan.

7. CONSULTATIONS

Greg Surtees, Legal Services
Ravi Lakhani, Accountancy Team Manager

8. REPORT AUTHOR

Mark Aspey
Young Person's Commissioning Officer
DAAT

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Appendix 1



department for
children, schools and families



***National Treatment Agency
for Substance Misuse***

NTA Head Office
Skipton House
Elephant and Castle
London SE1 6LH

To: Chairs of Local Drugs Partnerships
Directors of Children's Services in England
Young People's Commissioning Leads
Directors of Children and Learners and HORDDS in Government Offices
Youth Offending Teams
Strategic Health Authorities
Primary Care Trusts

21st October 2009

Young People's Pooled Treatment Budget Reallocations for 2010/2011 and 2011/2012

Dear Colleague,

Please find attached a spreadsheet detailing indicative national young people's pooled treatment budget funding allocations for 2010/2011 and an illustrative allocation for 2011/2012.

As you should already be aware¹, the Department of Health, the Department for Children, Schools and Families and the National Treatment Agency for Substance Misuse (NTA) are committed to distributing this funding more fairly from 2010/11 and have collaborated to identify a new allocations framework based on young people's local needs.

Previous allocations were based on a historical top-slice from adult treatment allocations. This resulted in unjustifiable disparity between the amounts allocated to partnerships, with some areas receiving just £270 per young person treated compared to other areas which received up to £8,900.

New allocations framework

The Index of Child Well-being (CWI) describes social and economic variables directly affecting young people and covers material wellbeing, health, education, crime, housing, environment and children in need. It was commissioned by the Department of Communities and Local Government and produced by the Social Policy Research Unit (York University) and the Social Disadvantage Research Centre (Oxford University).

¹ See letter from Marcus Bell, Department for Children, Schools and Families, 19 March 2008.

The new allocation for each partnership area also takes account of population and the market forces factor (cost of living).

The principle is to move towards full distribution of the young people's pooled treatment budget funding using the CWI formula by 2011/12. A staged approach will be adopted for 2010/11, with partnerships that stand to lose under the new formula having their losses restricted to only 25% of the full reduction that would have occurred had the CWI formula been applied in full. This is in order to mitigate against destabilising local treatment provision.

The cushion will allow time for local partnerships to have discussions during the latter half of 2009/10 and in 2010/11 about alternative sources of funding for young people's specialist treatment.

In addition to cushioning the losses in 2010/11, those partnerships set to gain under the new formula have had their increases restricted in 2010/11 to 42% of the extra amount they would have received if CWI was applied in full, thereby enabling the redirection of monies to those partnerships being cushioned at the bottom end.

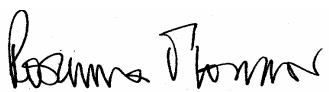
The total amount of funding for young people's treatment is increasing from £24.7m in 2008/09 and 2009/10, to £25.4m in 2010/11 and 2011/12. Overall, this reallocation will help match young people's funding to local needs and will reduce the unjustified variation between partnership allocations.

The implications of the reallocation should be fully reflected within young people's treatment planning processes, and treatment plans for 2010/11 should include details of any planned changes. The young people's pooled treatment budget is intended to support mainstream funding as part of a wider treatment system to prevent and reduce substance misuse related harms.

NTA regional teams will be contacting all young people's commissioners as part of the treatment planning review process, and will be available to discuss the reallocation with commissioners before these reviews if necessary.

The allocations are indicative pending finalisation of centrally-held funding for drug misuse treatment services for 2010/11.

Yours sincerely,



Rosanna O'Connor
Director of Delivery
National Treatment Agency for Substance Misuse

A handwritten signature in black ink, appearing to read 'AMCully'.

Andrew McCully
Director, Supporting Children and Young People
Department of Children, Schools and Families

YP Allocation 2010/2012		2009/2010 Allocation based on CWI formula	2009/2010 Current Allocation	2010/2011 £25.4m Allocation based on £25.4m with losses cushioned by 75% and increases capped at 42%	Difference between 2010/2011 and current allocation	% Change	2011/2012 based on £25.4m	Difference between 2011/2012 and current allocation	% Change
1	Harrow	£93,629	£31,101	£57,363	£26,262	184%	£96,283	£65,181	310%
2	City of London	£1,936	£671	£1,202	£531	179%	£1,991	£1,320	297%
3	Windsor and Maidenhead	£38,527	£13,500	£24,012	£10,511	178%	£39,619	£26,119	293%
4	Birmingham	£983,735	£399,850	£645,082	£245,232	161%	£1,011,614	£611,764	253%
5	Rutland	£9,514	£4,063	£6,352	£2,290	156%	£9,784	£5,721	241%
6	Barking and Dagenham	£142,259	£64,540	£97,182	£32,642	151%	£146,290	£81,751	227%
7	Cornwall & Isles of Scilly	£217,032	£101,236	£149,871	£48,634	148%	£223,183	£121,947	220%
8	Oxfordshire	£204,357	£97,251	£142,236	£44,985	146%	£210,149	£112,898	216%
9	Hillingdon	£135,513	£65,326	£94,805	£29,478	145%	£139,353	£74,027	213%
10	Reading	£82,786	£40,009	£57,975	£17,966	145%	£85,132	£45,123	213%
11	South Gloucestershire	£66,679	£33,681	£47,540	£13,859	141%	£68,569	£34,888	204%
12	Luton	£125,807	£64,828	£90,439	£25,611	140%	£129,372	£64,544	200%
13	West Sussex	£244,400	£133,188	£179,897	£46,709	135%	£251,326	£118,138	189%
14	Coventry	£213,512	£118,203	£158,233	£40,030	134%	£219,563	£101,359	186%
15	Havering	£92,564	£53,895	£70,136	£16,241	130%	£95,188	£41,293	177%
16	Liverpool	£454,658	£266,790	£345,695	£78,905	130%	£467,543	£200,753	175%
17	Wokingham	£30,611	£17,969	£23,279	£5,310	130%	£31,478	£13,509	175%
18	Wirral	£197,623	£119,697	£152,426	£32,729	127%	£203,223	£83,527	170%
19	Calderdale	£93,055	£57,088	£72,194	£15,106	126%	£95,692	£38,604	168%

20	Bexley	£93,664	£57,483	£72,679	£15,196	126%	£96,318	£38,835	168%
21	Hounslow	£122,248	£75,289	£95,012	£19,723	126%	£125,712	£50,423	167%
22	Buckinghamshire	£140,259	£87,003	£109,371	£22,367	126%	£144,234	£57,230	166%
23	Kingston upon Hull	£229,810	£145,269	£180,776	£35,508	124%	£236,323	£91,055	163%
24	Solihull	£81,316	£51,621	£64,093	£12,472	124%	£83,620	£31,999	162%
25	Lincolnshire	£275,671	£180,567	£220,510	£39,944	122%	£283,483	£102,917	157%
26	Bradford	£387,129	£257,956	£312,209	£54,253	121%	£398,101	£140,145	154%
27	Salford	£168,595	£113,170	£136,449	£23,279	121%	£173,373	£60,203	153%
28	Kirklees	£239,518	£165,044	£196,323	£31,279	119%	£246,306	£81,261	149%
29	East Riding of Yorkshire	£95,812	£66,764	£78,965	£12,200	118%	£98,528	£31,763	148%
30	Manchester	£556,059	£389,464	£459,434	£69,970	118%	£571,818	£182,355	147%
31	Croydon	£185,544	£131,822	£154,385	£22,563	117%	£190,803	£58,981	145%
32	Walsall	£157,899	£113,523	£132,161	£18,638	116%	£162,374	£48,851	143%
33	Essex	£464,070	£337,826	£390,848	£53,022	116%	£477,222	£139,396	141%
34	Wolverhampton	£165,162	£120,413	£139,208	£18,795	116%	£169,843	£49,430	141%
35	Leicestershire	£189,239	£138,914	£160,050	£21,137	115%	£194,603	£55,689	140%
36	Leicester	£246,645	£182,038	£209,173	£27,135	115%	£253,635	£71,597	139%
37	Nottinghamshire	£304,998	£225,999	£259,179	£33,179	115%	£313,642	£87,642	139%
38	Bristol	£283,489	£210,724	£241,285	£30,561	115%	£291,523	£80,799	138%
39	Northamptonshire	£267,901	£201,052	£229,129	£28,077	114%	£275,494	£74,441	137%
40	Bournemouth	£64,998	£48,851	£55,633	£6,781	114%	£66,840	£17,988	137%
41	Leeds	£498,361	£384,554	£432,353	£47,799	112%	£512,485	£127,930	133%
42	Hammersmith and Fulham	£96,774	£75,099	£84,203	£9,103	112%	£99,516	£24,417	133%
43	Lancashire	£531,489	£412,623	£462,547	£49,923	112%	£546,551	£133,928	132%
44	Rotherham	£150,709	£117,547	£131,475	£13,928	112%	£154,980	£37,432	132%
45	Bracknell Forest	£30,278	£24,090	£26,689	£2,599	111%	£31,136	£7,047	129%
46	Barnet	£129,489	£104,531	£115,013	£10,482	110%	£133,158	£28,627	127%
47	York	£73,230	£59,424	£65,222	£5,799	110%	£75,305	£15,881	127%
48	Cumbria	£195,042	£159,490	£174,422	£14,932	109%	£200,569	£41,079	126%
49	Hackney	£211,563	£175,114	£190,423	£15,308	109%	£217,558	£42,444	124%
50	Gateshead	£119,601	£100,391	£108,460	£8,068	108%	£122,991	£22,600	123%
51	Dudley	£142,135	£119,721	£129,135	£9,414	108%	£146,163	£26,442	122%

52	Wigan	£130,590	£110,029	£118,665	£8,636	108%	£134,291	£24,262	122%
53	Kent	£552,313	£469,041	£504,015	£34,974	107%	£567,966	£98,925	121%
54	Plymouth	£167,849	£143,892	£153,954	£10,062	107%	£172,605	£28,713	120%
55	St Helens	£105,196	£91,279	£97,124	£5,845	106%	£108,177	£16,898	119%
56	West Berkshire	£37,337	£32,605	£34,593	£1,987	106%	£38,396	£5,790	118%
57	North Somerset	£52,532	£45,954	£48,717	£2,763	106%	£54,021	£8,067	118%
58	Sheffield	£364,044	£320,014	£338,507	£18,493	106%	£374,362	£54,348	117%
59	Portsmouth	£131,413	£116,256	£122,622	£6,366	105%	£135,137	£18,881	116%
60	Newcastle upon Tyne	£231,198	£206,248	£216,727	£10,479	105%	£237,750	£31,502	115%
61	Sutton	£78,172	£70,281	£73,595	£3,314	105%	£80,387	£10,106	114%
62	Brent	£186,563	£168,858	£176,294	£7,436	104%	£191,850	£22,992	114%
63	Ealing	£181,583	£164,600	£171,733	£7,133	104%	£186,729	£22,129	113%
64	Cambridgeshire	£187,752	£170,894	£177,974	£7,081	104%	£193,073	£22,180	113%
65	Devon	£258,338	£235,269	£244,958	£9,689	104%	£265,659	£30,390	113%
66	Southampton	£173,419	£158,750	£164,911	£6,161	104%	£178,334	£19,584	112%
67	Bromley	£102,676	£94,301	£97,819	£3,517	104%	£105,586	£11,285	112%
68	Sefton	£125,949	£117,998	£121,337	£3,340	103%	£129,518	£11,521	110%
69	Dorset	£118,856	£112,782	£115,333	£2,551	102%	£122,224	£9,443	108%
70	Bath and North East Somerset	£48,303	£45,888	£46,902	£1,014	102%	£49,672	£3,784	108%
71	Warwickshire	£159,481	£152,348	£155,344	£2,996	102%	£164,001	£11,653	108%
72	Derby	£127,167	£121,640	£123,962	£2,321	102%	£130,771	£9,131	108%
73	Redbridge	£111,444	£107,227	£108,998	£1,771	102%	£114,602	£7,375	107%
74	Gloucestershire	£187,523	£181,789	£184,197	£2,408	101%	£192,837	£11,048	106%
75	Wiltshire	£109,456	£107,358	£108,239	£881	101%	£112,558	£5,199	105%
76	County Durham	£245,983	£241,615	£243,450	£1,834	101%	£252,954	£11,338	105%
77	Suffolk	£224,162	£224,060	£224,103	£43	100%	£230,515	£6,455	103%
78	Tameside	£126,082	£127,411	£127,079	-£332	100%	£129,655	£2,244	102%
79	Telford and Wrekin	£76,892	£77,833	£77,598	-£235	100%	£79,071	£1,238	102%
80	Cheshire	£230,983	£234,856	£233,888	-£968	100%	£237,529	£2,673	101%
81	Surrey	£252,085	£257,545	£256,180	-£1,365	99%	£259,229	£1,684	101%
82	Doncaster	£162,068	£166,261	£165,213	-£1,048	99%	£166,661	£400	100%
83	Knowsley	£134,764	£139,053	£137,981	-£1,072	99%	£138,583	-£470	100%

84	Oldham	£141,820	£146,504	£145,333	-£1,171	99%	£145,839	-£665	100%
85	Middlesbrough	£129,631	£134,712	£133,442	-£1,270	99%	£133,304	-£1,408	99%
86	Bedfordshire	£119,307	£125,619	£124,041	-£1,578	99%	£122,688	-£2,931	98%
87	Sandwell	£229,221	£242,179	£238,940	-£3,240	99%	£235,718	-£6,462	97%
88	Blackpool	£95,209	£100,732	£99,351	-£1,381	99%	£97,907	-£2,825	97%
89	Halton	£77,580	£82,158	£81,013	-£1,144	99%	£79,779	-£2,379	97%
90	Enfield	£160,604	£171,276	£168,608	-£2,668	98%	£165,155	-£6,121	96%
91	Northumberland	£115,538	£127,251	£124,323	-£2,928	98%	£118,813	-£8,439	93%
92	North Yorkshire	£177,761	£197,053	£192,230	-£4,823	98%	£182,799	-£14,254	93%
93	Camden	£155,174	£172,166	£167,918	-£4,248	98%	£159,571	-£12,595	93%
94	Medway Towns	£136,665	£152,146	£148,276	-£3,870	97%	£140,539	-£11,607	92%
95	North East Lincolnshire	£119,386	£133,474	£129,952	-£3,522	97%	£122,769	-£10,705	92%
96	Nottingham	£286,641	£320,908	£312,341	-£8,567	97%	£294,764	-£26,144	92%
97	Shropshire	£86,079	£96,591	£93,963	-£2,628	97%	£88,519	-£8,072	92%
98	Wakefield	£192,981	£216,964	£210,968	-£5,996	97%	£198,450	-£18,514	91%
99	Southwark	£215,274	£242,272	£235,522	-£6,750	97%	£221,374	-£20,898	91%
100	Poole	£55,009	£62,333	£60,502	-£1,831	97%	£56,568	-£5,765	91%
101	Merton	£76,588	£87,944	£85,105	-£2,839	97%	£78,759	-£9,186	90%
102	Lewisham	£189,939	£219,293	£211,955	-£7,339	97%	£195,322	-£23,971	89%
103	Darlington	£57,023	£66,669	£64,257	-£2,411	96%	£58,639	-£8,030	88%
104	Hampshire	£374,866	£442,300	£425,442	-£16,858	96%	£385,490	-£56,810	87%
105	Herefordshire	£55,200	£66,301	£63,526	-£2,775	96%	£56,765	-£9,537	86%
106	Stockport	£125,073	£152,197	£145,416	-£6,781	96%	£128,618	-£23,580	85%
107	Norfolk	£310,387	£379,674	£362,352	-£17,322	95%	£319,183	-£60,490	84%
108	Hartlepool	£54,326	£66,624	£63,549	-£3,074	95%	£55,866	-£10,758	84%
109	Barnsley	£110,680	£138,044	£131,203	-£6,841	95%	£113,817	-£24,227	82%
110	Hertfordshire	£284,990	£355,546	£337,907	-£17,639	95%	£293,067	-£62,479	82%
111	Stockton-on-Tees	£93,525	£116,832	£111,005	-£5,827	95%	£96,175	-£20,657	82%
112	Greenwich	£163,319	£207,069	£196,131	-£10,937	95%	£167,948	-£39,121	81%
113	Haringey	£173,322	£221,144	£209,189	-£11,956	95%	£178,234	-£42,911	81%
114	Redcar and Cleveland	£83,444	£107,119	£101,200	-£5,919	94%	£85,809	-£21,310	80%
115	East Sussex	£194,922	£258,252	£242,420	-£15,832	94%	£200,447	-£57,805	78%

116	North Tyneside	£81,964	£111,984	£104,479	-£7,505	93%	£84,287	-£27,697	75%
117	Swindon	£76,548	£105,140	£97,992	-£7,148	93%	£78,717	-£26,423	75%
118	Milton Keynes	£99,576	£138,534	£128,794	-£9,739	93%	£102,398	-£36,136	74%
119	Staffordshire	£273,116	£384,851	£356,917	-£27,934	93%	£280,856	-£103,995	73%
120	Kingston upon Thames	£45,510	£64,540	£59,782	-£4,758	93%	£46,799	-£17,740	73%
121	Trafford	£68,585	£98,007	£90,651	-£7,355	92%	£70,529	-£27,478	72%
122	Brighton and Hove	£132,890	£191,739	£177,027	-£14,712	92%	£136,656	-£55,083	71%
123	Torbay	£65,445	£95,394	£87,906	-£7,487	92%	£67,299	-£28,094	71%
124	Bury	£79,240	£117,439	£107,889	-£9,550	92%	£81,486	-£35,953	69%
125	Worcestershire	£177,179	£273,741	£249,601	-£24,141	91%	£182,200	-£91,541	67%
126	Somerset	£182,868	£286,230	£260,389	-£25,840	91%	£188,051	-£98,179	66%
127	South Tyneside	£83,342	£131,043	£119,118	-£11,925	91%	£85,704	-£45,339	65%
128	Rochdale	£138,773	£220,428	£200,014	-£20,414	91%	£142,706	-£77,722	65%
129	North Lincolnshire	£73,592	£118,169	£107,025	-£11,144	91%	£75,677	-£42,492	64%
130	Derbyshire	£235,246	£378,363	£342,584	-£35,779	91%	£241,913	-£136,450	64%
131	Wandsworth	£96,223	£156,513	£141,440	-£15,073	90%	£98,950	-£57,563	63%
132	Isle of Wight	£60,237	£97,990	£88,552	-£9,438	90%	£61,944	-£36,045	63%
133	Waltham Forest	£154,291	£255,447	£230,158	-£25,289	90%	£158,664	-£96,783	62%
134	Slough	£79,132	£137,057	£122,576	-£14,481	89%	£81,375	-£55,682	59%
135	Richmond upon Thames	£33,524	£59,490	£52,998	-£6,491	89%	£34,474	-£25,016	58%
136	Sunderland	£135,472	£243,048	£216,154	-£26,894	89%	£139,311	-£103,737	57%
137	Thurrock	£78,587	£141,064	£125,445	-£15,619	89%	£80,815	-£60,249	57%
138	Islington	£166,649	£302,602	£268,614	-£33,988	89%	£171,372	-£131,230	57%
139	Warrington	£64,878	£119,894	£106,140	-£13,754	89%	£66,717	-£53,177	56%
140	Peterborough	£93,053	£177,374	£156,294	-£21,080	88%	£95,690	-£81,684	54%
141	Tower Hamlets	£234,165	£449,300	£395,516	-£53,784	88%	£240,801	-£208,498	54%
142	Westminster	£147,141	£292,425	£256,104	-£36,321	88%	£151,311	-£141,114	52%
143	Newham	£225,893	£450,265	£394,172	-£56,093	88%	£232,295	-£217,970	52%
144	Southend-on-Sea	£85,738	£173,527	£151,580	-£21,947	87%	£88,168	-£85,359	51%
145	Blackburn With Darwen	£94,924	£197,543	£171,888	-£25,655	87%	£97,614	-£99,929	49%
146	Lambeth	£191,448	£410,316	£355,599	-£54,717	87%	£196,874	-£213,442	48%
147	Kensington and Chelsea	£65,817	£160,140	£136,559	-£23,581	85%	£67,682	-£92,458	42%

148	Stoke-on-Trent	£155,882	£383,244	£326,403	-£56,841	85%	£160,299	-£222,945	42%
149	Bolton	£172,519	£437,610	£371,337	-£66,273	85%	£177,409	-£260,201	41%
		£24,700,000	£24,700,000	£25,379,821			£25,400,000		

Appendix 2



Lynn Bransby
Head of Delivery – South
National Treatment Agency for Substance Misuse
Skipton House
80 London Road
London
SE1 6LH
Tel: 020 7972 1939

Email: Lynn.bransby@nta-nhs.org.uk
www.nta.nhs.uk

28th July 2010

To: Young People's Commissioning Leads

RE: YOUNG PEOPLES POOLED TREATMENT BUDGET 2010/2011

The Department of Health have confirmed that the Young People's Pooled Treatment Budget was processed on 22nd March 2010 and issued to Primary Care Trusts.

The indicative allocations issued on the 27 October 2009 are the same as final allocations. The Young People's PTB will be included in the first NHS allocation report (NHS Limits report) to be issued in 2010/2011.

The Pooled Treatment Budget is intended to support mainstream funding as part of a wider treatment system to prevent and reduce substance misuse related harm. The Young People's PTB is specifically for young people's specialist substance misuse treatment provision, as documented in the draft 'Guidance on Commissioning Young People's Substance Misuse Treatment Services' (2008 NTA, DCSF).

If you require any further information, please do not hesitate to contact your regional NTA team.

Yours sincerely,

A handwritten signature in black ink that reads "Lynn Bransby".

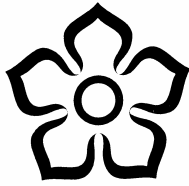
Lynn Bransby
Head of Delivery - South

NTA
Effective treatment. Changing lives

Appendix 3

Table showing proposed funding per annum for Young Person's Specialist Treatment services.

	Mainstream	Pooled Treatment Budget allocation	PTB under spend	Total
Indicative Income p.a.				
	£26,237	£253,635	£33,000	£312,872
Allocation p.a (Subject to availability of funding)				
Specialist (treatment) services	£26,237	£253,635	£33,000	£312,872
Total Allocation over 3 years	£78,711	£760,905	£99,000	£938,616



Leicester
City Council

WARDS AFFECTED:

**BRAUNSTONE PARK &
ROWLEY FIELDS WARDS**

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

CABINET

4 OCTOBER 2010

BRAUNSTONE HALL

Report of the Strategic Director, Development Culture and Regeneration

1. Purpose of Report

- 1.1 Braunstone Hall is a grade 2 listed building which is in need of restoration and a sustainable future. The report proposes a course of action seeking to use other Council owned land to support its refurbishment.

2. Summary

- 2.1 Expressions of interest have previously been invited for the Hall but it has not proved possible to deliver its restoration. There is clearly a difficulty in getting a viable scheme without a financial contribution from the Council. A way of progressing this is to look at the possibility of selling land in the vicinity, which would only be developable if linked to the Braunstone Hall scheme. An area of Council owned land on the opposite side of Hinckley Road (approx. 1.54 acres, see attached plan) may offer this potential as “enabling land” with receipts being reinvested in the Hall.
- 2.2 The potential enabling land is currently allocated as green space in the City of Leicester Local Plan on which there is usually a general presumption against development. However if use for employment purposes would facilitate the restoration of the Hall, the Planning service have indicated that it may be possible for an exception and a case for development to be made.
- 2.3 A practical way of releasing any value from the enabling land is for it to be openly marketed. At this stage it is important to agree the principle of the Hinckley Road land as enabling land for the Hall, and also that an appropriate level of receipts would be available for reinvestment in the Hall.

- 2.4 In accordance with this principle, it is then intended to simultaneously market the Hall and enabling land as 2 separate opportunities with a further report being brought to Cabinet with the results and recommendations as to reinvestment of receipts.

3. Recommendations

- 3.1 Cabinet is asked to approve:-

- i) The simultaneous marketing of approximately 1.54 acres of land at Hinckley Road and Braunstone Hall.
- ii) The principle of approximately 1.54 acres of land at Hinckley Road being used as enabling land for the Hall, and that an appropriate level of receipt, to be agreed, will be available towards the restoration of Braunstone Hall.

4. Report

Background

- 4.1 The Grade 2 listed Braunstone Hall, dates from the 18th century, and stands at the centre of Braunstone Park. Concerted efforts have previously been made to bring it back into use involving the former Braunstone Community Association (BCA), now B-Inspired. Most recently expressions of interest were invited in late 2007.
- 4.2 A preferred bidder was selected to work with who wanted to convert it to a hotel and conference centre. His scheme originally required the development of houses on adjacent land in order to help 'enable' and finance it, but as these would have been on the Park itself this was not progressed. Since then he has been working on an alternative business plan for his proposals, with possible other 'enabling' sites having been looked at and funding sources explored. The conclusion has been that without additional public funding, a viable scheme for the Hall may not be achievable.

Land at Hinckley Rd

- 4.3 This is a triangular shaped area on the opposite side of Hinckley Rd to Braunstone Park bounded by Hinckley Rd itself, Brailsford Rd and the railway line. Although previously designated for employment purposes, since 1994 it has since been designated as Green Space in the City of Leicester Local Plan. With such a designation there is a general presumption against development that would lead to the loss of Green Space. However as a proposal for some form of development could help facilitate the restoration of Braunstone Hall, and therefore have a wider community benefit, it might be possible to consider that an exception is made. This is obviously subject to formal consideration by the City Council in its role as Planning Authority. More detailed comments are set out in section 4.12 – (Comments of Planning and Economic Development).

- 4.4 The optimum way of releasing any value from this land is to market it for a capital receipt. Offers can be invited subject to planning consent, with any prospective purchaser being given the ability to obtain planning consent for his development eg by way of a conditional contract.

Council Investment in Hall

- 4.5 The possibility of Council funding for the Hall was not the case when expressions of interest were previously sought. Also there is a significant time period since last marketing , and there has been interest from another party. Consequently, it would be necessary to remarket the Hall. The previously selected bidder has been made aware of this, recognises the reasons, and is likely to continue his interest. Irrespective of who is selected following remarketing it is clear that the availability of Council funding will maximise the chances of the Hall being restored. Whether the possible financial input from the Council proves sufficient remains to be seen.
- 4.6 If funding is to be made available, there will need to be a clear, transparent process for drawing down funding and its timing. There are State Aid restrictions on the level of funding that could be provided to (see legal implications.), so only a proportion of the receipt may be available for the selected developer. However discussions could take place with the Halls selected developer, following marketing, as to whether elements of the restoration work directly commissioned by the Council could dovetail into a scheme. Also given the VAT considerations (see financial implications in 5.1), the Council itself undertaking the works itself is likely to be the way forward.
- 4.7 If Council funding is to be provided Members may wish to see that the Hall in some way provides benefit to the local community with some facilities available for public use. This can be addressed in the remarketing, although regard will need to be had to any procurement issues.
- 4.8 It would be ideal if the level of funding available from the Hinckley Road land is known prior to the remarketing of the Hall. This would assist potential developers of the Hall in knowing the level of Council investment available. However, this would delay the timescale for remarketing the Hall.

Way Forward

- 4.9 A simultaneous remarketing of the Hall and marketing of the Hinckley Road land is proposed to keep the momentum behind the Halls restoration going. The considerable detail would then, following marketing, be addressed with the selected developer(s). In respect of the Hall, the marketing will indicate that an agreed level of Council funding, linked to the Hinckley Road land,

might be available. Agreement in principle at this stage to the enabling land will assist with the marketing details. If, ultimately, no receipt was obtained from the Hinckley Road land, in order not to then call a halt to the process for the Hall, alternative sources of Council funding would need to be explored.

4.10 Marketing will, however, help ascertain the level of interest, and a report will be presented back to Cabinet at that time.

4.11 One of the key reasons behind the need for Cabinet consideration at this stage is that by marketing the Hinckley Road land, the Council would be seeking development on land that as part of its planning policy is earmarked as Green Space.

4.12 **Comments of Planning and Economic Development**

The land in question is designated in the local plan as green space and a Biodiversity Enhancement Site. It is overgrown and is covered by a large number of immature trees and bushes. All the trees on the site are protected by a woodland Tree Preservation Order; there are two mature oaks within this order which are of high amenity value and are particularly worthy of preservation.

The location of the site between Braunstone and Western Parks allows it to function as a wildlife corridor between these parks; given its undeveloped state it potentially has a high nature conservation value and may provide a habitat to protected species, most probably bats and badgers. The ecological value of this land cannot fully be established until a survey is undertaken. Assuming that no protected species are found, it is likely that the majority of the site can be developed while retaining the ecological corridor value of the site through appropriate landscaping.

A highway reservation line runs along the boundary of the site with Hinckley Road which is approximately 9 metres deep when measured from highway boundary. There is a long-term desire to connect existing bus lanes to the east and west of the site on Hinckley Road, and to provide a specific pedestrian bridge across the railway line next to the existing road bridge. Vehicular access would need to be taken from Oswin Road, which serves the industrial estate on the land to the west.

In planning policy terms, there is a presumption against the development of the land. A case to allow development can be made as the wider community benefit of the restoration and re-use of Braunstone Hall outweighs the desire to leave the land in question undeveloped. It could also provide benefits to the wider area through increased employment land, a new local landmark in a sustainable location, and increase surveillance of Brailsford Road, which connects Western Park to Hinckley Road.

5. **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

5.1. Financial Implications – Nick Booth, Extn. 297160

Braunstone Hall was previously marketed for disposal, but no viable bid was received. It is the belief of officers within Strategic Asset Management that the building actually has a negative value.

It is now proposed that subject to planning permission being granted, a site at Hinckley Road of 1.54 acres be marketed for employment purposes, with the resulting receipt being used towards Braunstone Hall. This site is currently held for open space purposes and as such has a negligible value, whereas if planning permission is granted for employment purposes, it would attract a value.

If the sale receipt of the Hinckley Road site was earmarked towards Braunstone Hall, it should be noted that planning permission for the site to be used for employment use (which represents its' overwhelming value) would only be granted if the sale was linked to the hall. There is therefore no loss of potential capital resources.

The mechanism for any support for Braunstone Hall has still to be decided, and will be subject to a further report. State Aid rules limit direct support to a developer to 200,000 euros, but it may be possible for the Council to undertake improvements to the property itself before any disposal.

It is considered likely that any negative consideration, i.e. direct subsidy payment to a purchaser, could have an adverse effect on the Council's VAT 5% partial exemption limit, possibly adding up to up to 0.33% against that limit. One way to mitigate this would be for the Council to undertake the necessary repairs to the building itself prior to disposal. Providing the subsequent disposal is for no more than a peppercorn, the disposal is a 'non-business sale' and VAT incurred by the Council on repairs fully recoverable without impacting on the 5% partial exemption limit.

If Braunstone Hall was disposed of, the Council would no longer be liable for annual revenue costs of maintenance, security etc. This has been of the order of £30k p.a in recent years.

5.2. Legal Implications – Alex Snowdon, Extn. 296340

Under Section 123 of the Local Government Act 1972 the Council is required to dispose of land and property for the best consideration that is reasonably obtainable in the circumstances. However, the Council is permitted to dispose of land for less than best consideration in certain circumstances under the 2003 General Disposal Consent for land and property ("GDC"). The disposal must be one which will secure the economic, social or environmental well-being of the area in question in order for the disposal of the property to benefit from the GDC.

If the Council contributes towards the cost of the works required to the Hall, this effectively means that it is disposing of the property for less than best consideration. The Council will, therefore, need to ensure that any disposal is consistent with the powers contained in the GDC and that, on the basis of the advice contained in this report, social, economic and environmental benefits will flow from the disposal.

Given that any disposal at less than best consideration will have a financial implication for the Council, the Council will also need to ensure that the Council's general fiduciary duty is complied with in disposing of assets in accordance with the GDC and the Property Disposal Policy Framework agreed by Cabinet in July 2003.

If funding is made available by the Council, this will constitute State Aid. There are restrictions on the amount of funding which can be given. This is usually 200,000 Euros over 3 years but, currently, due to the recession, this figure has been increased to 500,000 Euros over 3 years. This temporary increase is due to expire on 31 December 2010. Further aid can only be given if it comes within a Block Exemption. Legal Services will advise further, if necessary, when the identity of a potential developer is known.

If the Council decides that there should be some facilities to benefit the local community, consideration should be given to the 'Guidance on determining form of contract' contained in the Procurement Toolkit. If there is a procurement and the value of the works and/or services received exceeds the thresholds for public procurement then the Council's Contract Procedure Rules will need to be followed in accordance with the Public Contracts Regulations 2006.

5.3. Climate Change Implications

The proposals outlined in this report should not have a detrimental effect on the Council's climate change targets. However, the loss of any green space, especially if this will result in the loss of established trees, will impact upon the city's ability to adapt to the impacts of climate change.

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

6. **Other Implications**

OTHER IMPLICATIONS	YES/ NO	Paragraph/References Within Supporting information
Equal Opportunities	YES	Marketing of Hall and Hinckley Road land – 4.9, 4.10 + 4.11
Policy	YES	Planning Policy 4.3 and 4.12
Sustainable and Environmental	YES	Sustainable future for Heritage Asset.
Crime and Disorder	NO	
Human Rights Act	NO	
Elderly/People on Low Income	NO	
Corporate Parenting	NO	
Health Inequalities Impact	NO	

7. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1 Objections received to the development of the enabling land, and planning consent not obtained.	M	H	Consideration by City Council as Planning Authority.
2 Capital receipt not received from enabling land. Need to consider alternative source of funding or halt process for Hall.	M	H	At this stage the report concerns agreement to marketing and establishing the principle of enabling land. A further report to Cabinet will then be submitted on the outcome of marketing.
3 Enabling land developed, but restoration of Hall not achieved.	M	H	

8. Background Papers – Local Government Act 1972

8.1. None.

9. Consultations

9.1. Planning and Economic Development
Financial Services
Legal Services

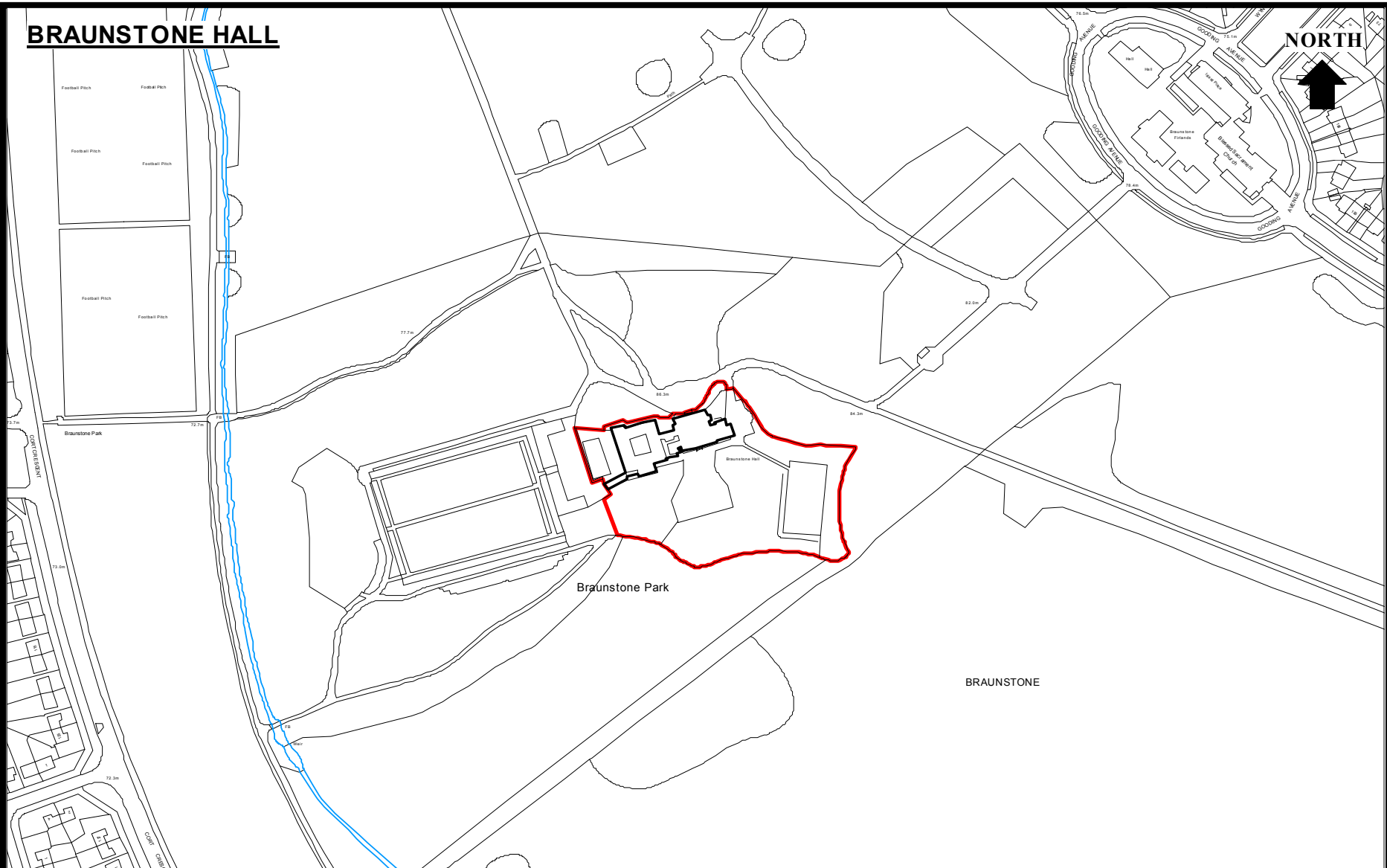
10. Report Author

Neil Evans
Investment and Development Manager
Extn. 298150
Email: neil.evans@leicester.gov.uk

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

BRAUNSTONE HALL

NORTH



BASED UPON THE ORDNANCE SURVEY MAP WITH THE SANCTION OF THE CONTROLLER OF H.M. STATIONARY OFFICE. CROWN COPYRIGHT RESERVED. LICENCE No.100019264

DRAWN BYSD.....
CHECKED BY.....DWR.....

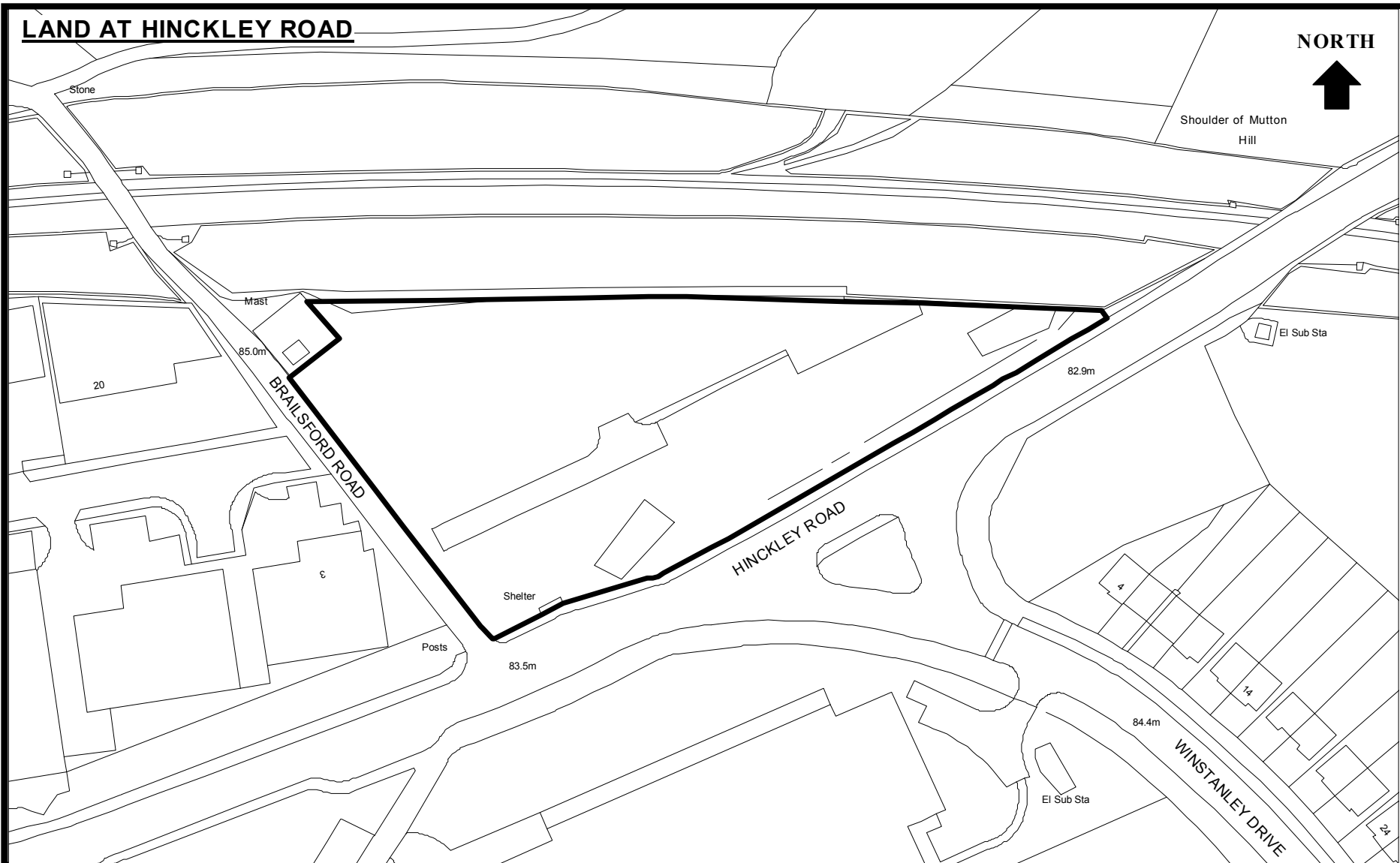
PLAN No. Cttee 176
DATE11/08/2010.....

NOT TO SCALE

LYNN CAVE, DIRECTOR OF STRATEGIC ASSET MANAGEMENT
LEICESTER CITY COUNCIL

LAND AT HINCKLEY ROAD

NORTH



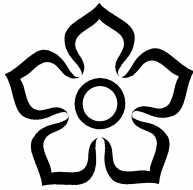
BASED UPON THE ORDNANCE SURVEY MAP WITH THE SANCTION OF THE CONTROLLER OF H.M. STATIONARY OFFICE. CROWN COPYRIGHT RESERVED. LICENCE NO.100019264

DRAWN BY LT PLAN No Cttee 175
 CHECKED BY NOE DATE 16/08/2010

NOT TO SCALE

LYNN CAVE, DIRECTOR OF STRATEGIC ASSET MANAGEMENT
 LEICESTER CITY COUNCIL

This page is left blank intentionally.



Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Performance & Value for Money Select Committee
Cabinet_

22nd September 2010
4th October 2010

Performance Report for Quarter One 2010/11

Report of the Chief Executive

1. Purpose of Report

- 1.1 This report presents a summary of performance against the priorities set out in *One Leicester* for the first quarter of 2010/11. Progress for the purposes of this report is measured primarily against the targets set in our Local Area Agreement (LAA), Corporate Plan and Priority Board Commissioning Statements.
- 1.2 This report includes improved information on operational performance, highlighting significant achievements and key areas of concern or risk that need to be considered by Strategic Management Board and Members in terms of their potential impact on the delivery of strategic priorities.

2. Recommendations

- 2.1 Members are asked to:
- (i) Note our performance for the first quarter of 2010/11
 - (ii) For those targets deemed to be at risk ensure that relevant strategic directors work with their Priority Boards to develop responses and ensure Cabinet Leads are briefed accordingly.
 - (iv) Consider the implications for future performance reporting and management in the light of the coalition government's policy statements and emergency budget as set out in section 4 of this report.

3. Background

- 3.1 This Quarter One report is mainly focused on LAA and Corporate Plan performance. The LAA serves as a good guide to performance as a whole and reflects the priorities for the city as set out in *One Leicester*. The Corporate Plan includes additional targets that reflect the City Council's specific contribution to the delivery of *One Leicester*.
- 3.2 However, in this report we also introduce information on output or performance measures (how we measure the volume and quality of our interventions) and input or organisational measures (how we will measure how well the Council is managed). We also introduce for the first time a report card for the Organisational Development and Improvement (ODI) Board covering the major change initiatives in the Council.
- 3.3 This is a key element of work being undertaken to redesign performance reporting and management in the light of the new senior management arrangements adopted by the Council.
- 3.4 These additional measures are largely drawn from Service Improvement & Efficiency Plans (SIEPS), with some included in *One Leicester*, our LAA, the Corporate Plan, the Organisational Development and Improvement Plan and the Financial Plan.
- 3.5 Inclusion of these measures in our quarterly performance reporting will allow for a richer analysis of performance against our priority outcomes. Key to this will be understanding the causal link between interventions delivered by the Council and impacts on the city's population i.e. the outcomes we want to see.
- 3.6 Consideration of performance against these measures is primarily the responsibility of the Operations Board, Priority Boards and the ODI Board, with issues that can't be resolved at that level being escalated for consideration by Strategic Management Board.
- 3.7 Ultimately, Cabinet and Performance & Value for Money Select Committee will receive an exception report covering key risks to achieving LAA and Corporate Plan targets, informed by the Operations Board's analysis of operational performance and Strategic Management Board's analysis of performance at the strategic / outcome level.

4. Performance in a Wider Context

- 4.1 Headline issues for this quarter are dominated by the current political and related Context.
- 4.2 Since the adoption of the revised corporate performance management framework and the drafting of the 2010/11 Corporate Plan, Annual Commissioning Statements, ODI Plan and SIEPs we have seen the outcome

of the general election and subsequent creation of a Conservative / Liberal Democrat coalition government.

4.3 This change is likely to have a significant impact on future arrangements for performance reporting and management. The key emerging issues can be summarised as follows:

- The coalition government are reviewing the national performance framework for local government (Local Area Agreements and the National Indicator Set)
- Government policy statements have indicated that there will be a radical reduction in the number of performance measures Councils will be required to report to government (Government have already announce the scrapping of the three national surveys used to provide data for the National Indicator Set).
- There is an expectation that more performance (and financial) information will be published locally by Council's reflecting those issues that are important to local people (both city wide and at a neighbourhood level).
- The government have announced an in year budget reduction to the council during 2010/11 totalling £7.7m
- As a consequence of the emergency budget the Council anticipates unprecedented reductions in its budget from 2011/12. Details will be set out in the Comprehensive Spending Review, due to be published on 20th October.

4.4 Clearly these developments mean we will have to carefully consider our future approach to how we manage our performance. There are both opportunities and challenges here. For example, we may have greater discretion to select and report on the performance measures that are right for us in Leicester, rather than centrally imposed indicators. However, we will need to reconcile the expectations of local people with the reduce resource available to us, this may mean we have to reconsider the targets we have set in the Corporate Plan, Annual Commissioning Statements, and SIEPs.

5. Corporate Plan and LAA Performance Summary

5.1 Overall performance against Corporate Plan and LAA targets for the first quarter of 2010/11 is set out below and detailed in appendices 1 and 2 of this report.

<u>LAA</u>		<u>Corporate Plan</u>	
18	On or above target	17	On or above target
13	Close to target	15	Close to target
15	Below target	20	Below target
6	Incomplete data	5	Incomplete data

5.2 The overall position represents a slight deterioration in performance against targets when compared to Quarter Four of 2009/10. However, this can largely be accounted for by the following factors:

- There are instances where the method for reporting performance means that a crude actual against target analysis does not represent an accurate picture of current performance, hence the importance attached to forecasts.
- For a number of indicators there is a significant data lag. As such we often use 'last known data' against a 2010/11 target which may be misleading (e.g. school test / exam targets).
- As we are now reporting against targets in the final year of our LAA it should also be recognised that we are looking at the third consecutive year of increased targets.

5.3 In this respect it is worth noting that the overwhelming majority of measures have a positive 'direction of travel' over the life of the LAA and previous performance against measures in the corporate plan.

5.4 Information on the Council's financial position at the end of Quarter One is presented in other reports on the agenda for this meeting of SMB and should be read in conjunction with this report. Summary information on sickness levels is included in section 7 of this report.

6. Priority Board Performance Summary

6.1 The following summary, including areas of achievement and risk, are taken from:

- the latest available actual performance against LAA targets (Appendix 1)
- the latest available actual performance against Corporate Plan targets (Appendix 2)
- the Priority Board report cards and issues escalated by Operations Board based on information contained in divisional report cards.
- Priority Board and Divisional report cards can be accessed via the following link:

<http://insite.council.leicester.gov.uk/chief-executives-office/performance-management/performance-report-cards>

6.2 **Investing in our Children**

Strategic Director - Rachel Dickinson
Cabinet Lead - Cllr Dempster

LAA

19 indicators

4	On or above target
4	Close to target
9	Below target
2	Incomplete data

Corporate Plan

24 indicators

6	On or above target
5	Close to target
11	Below target
2	Incomplete data

Key achievements:

- Fostering service judged as outstanding
- Encouraging early provisional data from 2010 test / exam results
- No secondary schools in special measures
- Positive NEET outcomes
- Good progress with child poverty strategy

Key areas of risk:

- Sustained increase in referrals to children's social care
- Reduced resources available for school improvement

6.3 **Planning for People, not Cars**

Strategic Director - Alistair Reid
Cabinet Lead - Cllr Osman

LAA

3 indicators

1	On or above target
0	Close to target
2	Below target
0	Incomplete data

Corporate Plan

5 indicators

2	On or above target
2	Close to target
1	Below target
0	Incomplete data

Key achievements:

- Performance for levels of cycling well above target
- Good progress on reducing car journeys to work and congestion

Key areas of risk:

- Delivery of additional and affordable homes
- Cuts to integrated transport capital programme

6.4 **Reducing our Carbon Footprint**

Strategic Director - Alistair Reid
Cabinet lead - Cllr Russell

LAA

3 indicators

1	On or above target
1	Close to target
0	Below target
1	Incomplete data

Corporate Plan

3 indicators

0	On or above target
3	Close to target
0	Below target
0	Incomplete data

Key achievements:

- Forecasting target for CO2 emissions in LA area will be met
- One of the best performers in adapting to climate change

Key areas of risk:

- Dependent on Biffa delivering solutions to address collapse of market for floc

6.5 **Creating Thriving, Safe Communities**

Strategic Director - Kim Curry
Cabinet Leads - Cllr Dawood / Cllr Naylor / Cllr Palmer / Cllr Westley

LAA

16 indicators

10	On or above target
3	Close to target
2	Below target
1	Incomplete data

Corporate Plan

11 indicators

7	On or above target
1	Close to target
3	Below target
0	Incomplete data

Key achievements:

- Progress on 'Neighbourhood Working'
- City wide warden scheme launched
- Continued improvements in delayed transfers of care from hospitals

Key areas of risk:

- Overall crime rates, particularly burglary rates
- Leicester Central Library Project
- Adult Social Care transformation

6.6 Improving Wellbeing and Health

Strategic Director - Deb Watson
Cabinet Leads – Cllr Palmer / Cllr Naylor

LAA

4 indicators

1	On or above target
1	Close to target
2	Below target
0	Incomplete data

Corporate plan

7 indicators

2	On or above target
0	Close to target
4	Below target
1	Incomplete data

Key achievements:

- Good progress in addressing major determinants of premature death
- Sign-up to 3x30 mins pledge exceeding expectations

Key areas of risk:

- All age, all cause mortality rates currently off plan
- Adult participation in sport and active recreation below target

6.7 Investing in Skills and Enterprise

Strategic Director - Alistair Reid
Cabinet lead - Cllr Osman

LAA

5 indicators

0	On or above target
4	Close to target
1	Below target
0	Incomplete data

Corporate Plan

3 indicators

0	On or above target
3	Close to target
0	Below target
0	Incomplete data

Key achievements:

- Reductions in JSA claimant count (proxy for worklessness)
- Improvement in numbers of business start-ups

Key areas of risk:

- Budget reductions and changing landscape for economic development
- Impact of public sector spending reductions on employment rates

7. Organisational Performance Indicators

LAA

2 indicators

1 On or above target
0 Close to target
0 Below target
1 Incomplete data

Corporate Plan

5 indicators

1 On or above target
0 Close to target
1 Below target
3 Incomplete data

- 7.1 As previously reported work is ongoing to develop a basket of key organisational performance indicators. This basket supplements the five top level organisational indicators included in the Council's corporate plan:

Table of Key Organisational Indicators:

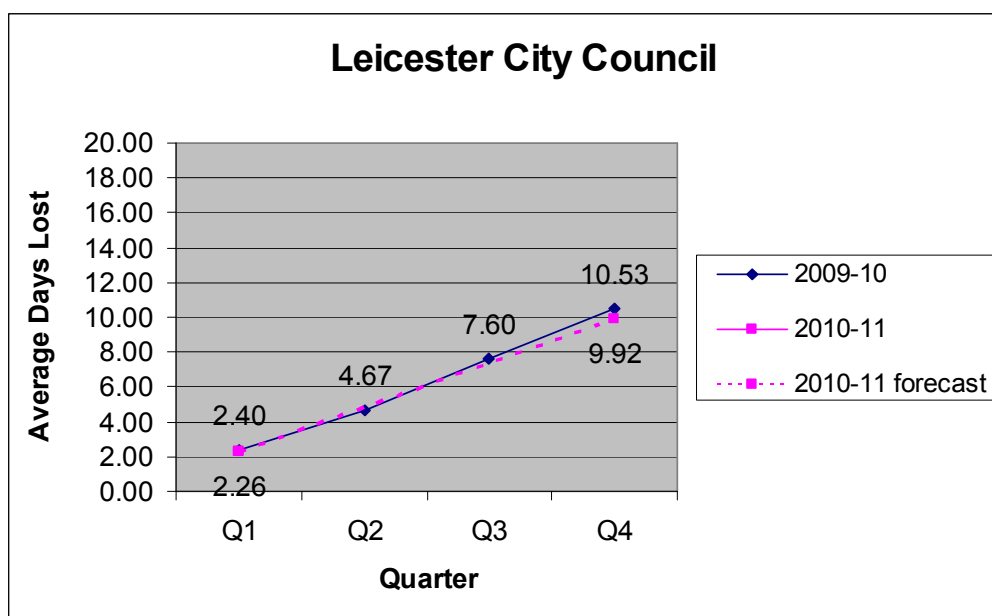
Objective	Performance Indicator	Cabinet Lead
Focus on our customers	NI 140 Fair treatment by local services	Cllr Bhatti
Focus on diverse needs of customers	Workforce representation i.e. employees from BME communities in top 5% of earners	Cllr Dawood
Improve performance	Reducing sickness absence	Cllr Dawood
Deliver Excellence	CAA assessment (noting this includes the value for money judgement)	Cllr Patel
Deliver efficiency	NI 179 Value for money	Cllr Patel

- 7.2 Data for NI 140 was collected for the first time in the 2008 Place Survey. On the basis of this baseline of 66.6% a target for the next Place Survey of 76.6% (10% percentage points increase) was negotiated during the annual refresh of our LAA.
- 7.3 However, the Government announced on 10th August that the Place Survey was to be scrapped. The Place Survey was used to collect data for 12 measures in the National Indicator Set, four of which are included in our LAA. Work has been undertaken through the Stronger Communities Partnership to agree an approach to addressing data for NI 140. This includes the development of three proxy measures.

7.4 Performance information on workforce representation was not available in time for this report as the measure used is subject to review.

7.5 The latest sickness data is presented below.

Total Sickness Absence for the Council



The sickness absence figure for the end of the 1st Quarter of 2010/11 was 2.26 days per FTE. In comparison, the reported 1st Quarter figure for 09/10 was 2.40¹ days per FTE. The reduction of 0.14 days per FTE, represents a 5.83% improvement on last years 1st Quarter performance.

The table shown below give a summary of performance by Division (all figures shown are days lost per FTE).

Areas showing a <u>reduction</u> in sickness absence	1st Quarter 09/10	1st Quarter 10/11	Difference in performance	Actual FTE
Culture	3.25	1.35	58.46%	435.76
Democratic Services	3.87	2.13	44.96%	86.37
Director Care Management ²	2.48	2.34	5.65%	348.91
Environmental Services	3.07	2.89	5.86%	652.87
Housing Services	2.59	2.25	13.13%	830.14
Housing Strategy Options	4.01	2.79	30.42%	308.51
Human Resources	3.26	1.77	45.71%	208.03
Learning Services	1.75	1.74	0.57%	283.84
Legal Services	1.97	0.63	68.02%	66.64
Personalisation & Business	2.84	2.32	18.31%	238.86

¹ For each quarterly report, all data (including historic data) is re-run. Organisational and staffing changes result in variances from the figures given in previous reports

² Previously known as Community Care Services

Support				
Planning & Commissioning	3.01	2.99	0.66%	308.58
Safer & Stronger Communities	3.08	2.15	30.19%	354.81
Social Care & Safeguarding	3.99	2.36	40.85%	487.15
Areas showing an increase in sickness absence	1st Quarter 09/10	1st Quarter 10/11	Difference in performance	Actual FTE
Access, Inclusion & Participation	2.22	2.41	7.88%	506.14
Director Care Services ³	3.64	4.02	9.45%	521.81
Financial Services	1.58	1.94	18.56%	346.25
Information & Support	1.31	1.38	5.07%	210.21
Planning & Economic Development	2.23	3.04	26.64%	279.47
Regeneration, Transport & Highways	1.50	1.71	12.28%	257.28
Resources	0.29	0.91	68.13%	15.50
Schools	1.96	2.09	6.22%	5,846.97
Strategic Asset Management	1.42	2.54	44.09%	152.98

- 7.7 Our 2009 CAA assessment was published on 9th December. The Council was given a score of two in its organisational assessment. This means the Council was judged as performing adequately. The target in the corporate plan is to achieve a score of four by 2012, this is the highest possible score and reflects a council deemed to be performing excellently.
- 7.8 However, in June 2010 the Government announced that the CAA was to be scrapped with immediate effect. Although there has been no formal announcement as to what if anything might replace the CAA, there is speculation that there will be an emphasis on self assessment with an element of peer review and challenge. The Audit Commission will continue to make judgements on Council's financial management and the delivery of value for money.
- 7.9 Targets for cashable savings (NI 179) realised by the Council for 2009/10 were not achieved. Due to the in-year budget cuts announced by the government it had not been possible to calculate the savings generated in the first quarter of 2010/11.
- 7.10 Plans to identify further efficiency savings going forward are being put into place with aim of ensuring that the 3 year cumulative saving of £33.808m will be achieved by the end of 2010/11. However it is acknowledged that there is a risk of not meeting this target.

³ Previously known as Older People's Services

8 **Headline Financial and Legal Implications**

Financial implications

- 8.1 The council is in its first year following major organisational change and significant progress has been made in aligning the senior management structure with strategic priorities. This in turn has had a considerable impact on the council's financial management framework. In particular the 2010/11 budget process was for the first time, completed with the focus on Priority Boards rather than former departmental structures. This was a significant step away from the former grouping of services towards a process designed to deliver the priorities set out in One Leicester. This in tandem with the implementation of the council's new integrated Resource Management System aims to maintain a robust financial framework which facilitates the delivery of strategic priorities.
- 8.2 2010/11 is expected to be another difficult year in terms of available resources and therefore it is imperative that Strategic Directors and their Priority Boards properly identify and consider the performance issues identified in this report in accordance with the financial framework and financial strategy.

Alison Greenhill, Interim Chief Accountant

Legal Implications

- 8.3 There are no additional legal implications arising from this report.

Peter Nicholls, Divisional Director - Legal Services

9. **Climate Change Implications**

- 9.1 This report does not contain significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

10. **Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph References
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	Yes	6.2 & 3
Crime and Disorder	Yes	6.4

Human Rights Act	No	
Elderly/People on Low Income	Yes	6.5
Corporate Parenting	No	
Health Inequalities Impact	Yes	6.6

11. Consultations

Performance teams and service managers – July 2010
Operations Board – 4.8.10
Strategic Management Board – 17.8.10

12. Background Papers

Annual Performance Outturn Report: 2008/9 – Cabinet 7.9.09
Performance Report for Quarter One 2009/10 – Cabinet 5.10.09
Performance Report for Quarter Two 2009/10 – Cabinet 14.12.10
Performance Report for Quarter Three 2009/10 – Cabinet 29.3.10
Performance Report for Quarter Four 2009/10 – Cabinet 21.6.10

13. Report Author

Adam Archer
Special Projects Manager
x 29 6091
adam.archer@leicester.gov.uk

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

LAA Scorecard

Key:

- ★ On or above target
- Close to target
- ▲ Well below target
- ?? Data not available

- ↗ Improving direction of travel over last 12 months
- ↘ Declining direction of travel over last 12 months
- No change in direction of travel over last 12 months

Performance against target:					Total
▲	●	★	??		
15	13	18	6		52

Direction of Travel (DoT):						Total
→	↗	↘	??	↗	↘	
2	13	7	6	20	4	52



LAA Scorecard Q1 2010/11						
Indicator	Lead Officer	Latest Actual	Latest Target	Latest Performance	2010/11 Forecast	Direction of travel (over 12 months)
LAA NI001 % of people who believe people from different backgrounds get on well together	Carter, Cathy	87.60	80.00	★	●	↗
LAA NI005 Overall/general satisfaction with local area	Carter, Cathy	83.90	80.00	★	▲	↗
LAA NI016 Serious acquisitive crime rate	Pancholi, Daxa	5.61	5.47	●	▲	↗
LAA NI018 Adult re-offending rates for those under probation supervision	Pancholi, Daxa	?	?	??	—	??
LAA NI019 Rate of proven re-offending by young offenders	Cavendish, Adrian	0.70	2.35	★	—	↗
LAA NI020 Assault with injury crime rate	Pancholi, Daxa	2.19	2.34	★	▲	↗
LAA NI027 Understanding of local concerns about ASB and crime by the local council and police	Pancholi, Daxa	26.00	32.90	▲	▲	↗
LAA NI032 Repeat incidents of domestic violence	Pancholi, Daxa	24.00	22.00	●	—	↘
LAA NI035 Building resilience to violent extremism	Carter, Cathy	4.30	4.30	★	★	↗
LAA NI039 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Galoppi, Kate	2,073.00	3,118.00	★	★	↗
LAA NI040 Number of drug users recorded as being in effective treatment	Galoppi, Kate	1,255.00	1,214.00	★	—	↗

LAA NI050 Emotional health of children	Dickinson, Rachel	59.00	66.40	▲	—	✗
LAA NI054 Services for disabled children	Thrusell, David	60.00	62.00	●	—	✓
LAA NI056i Percentage of children in Year 6 with height and weight recorded who are obese	Dickinson, Rachel	17.80	21.00	★	★	✓
LAA NI059 Percentage of Initial assessments for children's social care carried out < 7 working days	Smith, Andy	?	70.00	?	—	?
LAA NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smith, Andy	?	11.00	?	—	?
LAA NI072 At least 78 points across EarlyYears Foundation Stage with at least 6 in each scale	Dickinson, Rachel	44.00	45.00	●	●	✓
LAA NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Dickinson, Rachel	69.00	78.00	▲	●	✓
LAA NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Dickinson, Rachel	44.40	48.60	●	●	✓
LAA NI087 Secondary school persistent absence rate	Thrusell, David	4.70	5.30	★	★	✓
LAA NI092 Narrowing the gap- lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	Dickinson, Rachel	36.70	32.00	▲	●	✓
LAA NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Dickinson, Rachel	83.60	96.00	▲	★	✗
LAA NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Dickinson, Rachel	83.70	93.00	●	●	✓
LAA NI099 Children in care reaching level 4 in English at Key Stage 2	Dickinson, Rachel	57.90	44.00	★	—	✓
LAA NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	Dickinson, Rachel	36.80	44.00	▲	—	✗
LAA NI101 Looked after children achieving 5 A*-C GCSEs (or equiv) at KS 4 (with English and Maths)	Dickinson, Rachel	13.00	27.00	▲	—	✓
LAA NI110 Young people's participation in positive activities	Thrusell, David	56.60	70.40	▲	—	✗
LAA NI112 Under 18 conception rate	Dickinson, Rachel	-24.80	-43.00	▲	—	✓
LAA NI117 16 to 18 year olds who are not in education, employment or training (NEET)	Dickinson, Rachel	7.80	8.10	★	★	✓
LAA NI118 Take up of formal childcare by low-income working families	Thrusell, David	12.60	16.00	▲	—	➡
LAA NI120(i) All-age all cause mortality rate (females)	Watson, Deb	584.90	501.00	▲	▲	✓
LAA NI120(ii) All-age all cause mortality rate (males)	Watson, Deb	834.50	692.00	▲	▲	✓
LAA NI125 Achieving independence for older people through rehabilitation/intermediate care	Lake, Ruth	88.10	84.00	★	★	✓
LAA NI126 Early access for women to maternity services	Watson, Deb	83.00	82.00	●	▲	✓
LAA NI131 Delayed transfers of care	Lake, Ruth	9.50	19.40	★	★	✗
LAA NI135 Carers receiving needs assessment or review & specific carers service or advice & inf.	Lake, Ruth	8.20	7.30	★	★	✓

LAA NI140 Fair treatment by local services	Kszyk, Irene	66.60	76.60			
LAA NI142 Number of vulnerable people who are supported to maintain independent living	Rees, Tracie	93.00	99.00			
LAA NI143 Offenders under probation supervision living in settled & suitable accommodation at end of order	Pancholi, Daxa	89.00	85.00			
LAA NI152 Working age people on out of work benefits	Dalzell, Mike	18.05	17.60			
LAA NI153 Working age people claiming out of work benefits in the worst performing neighbourhoods	Dalzell, Mike	36.22	34.57			
LAA NI154 Net additional homes provided	Richardson, Mike	182.00	235.00			
LAA NI155i Number of affordable homes (SOCIAL RENTED) delivered	Keeling, Julia	9.00	103.00			
LAA NI163 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 2	Dalzell, Mike	57.00	61.90			
LAA NI165 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 4	Dalzell, Mike	23.40	23.10			
LAA NI167 Congestion - average journey time per mile during the morning peak	Wills, Mark	4.28	4.60			
LAA NI172 Percentage of small businesses in an area showing employment growth	Dalzell, Mike	14.30	14.63			
LAA NI179a VFM Total net value of on-going cash-releasing gains since 2008-9 (Council)	Noble, Mark	?	34,172.00			
LAA NI179b VFM Total net value of on-going cash-releasing gains since 2008-9 (Partnership)	Noble, Mark	?	77,436.00			
LAA NI186 Per capita reduction in CO2 emissions in the LA area	Stork, Neville	?	7.70			
LAA NI188 Planning to adapt to Climate Change	Stork, Neville	3.00	3.00			
LAA NI193 Percentage of municipal waste land filled	Weston, Steve	54.10	52.00			

Corporate Plan Scorecard

Key:

- ★ On or above target
- Close to target
- ▲ Well below target
- ⊛ Data not available

- ↗ Improving direction of travel over last 12 months
- ↘ Declining direction of travel over last 12 months
- No change in direction of travel over last 12 months

Performance against target:					Total
▲	●	★	⊛		
20	15	17	5		57

Direction of Travel (DoT):						Total
→	↗	↘	⊛	↗	↘	
8	14	7	7	18	3	57



Corporate Plan Scorecard Q1 2010/11					
Measure name	Preferred direction?	Actual	Target	Performance	DoT
LCC Corp A core offer for disabled children : LAA NI054 Services for disabled children	Bigger is Better	60.00	62.00	●	↗
LCC Corp Active & healthy children : LAA NI056i Percentage of children in Year 6 with height and weight recorded who are obese	Smaller is Better	17.80	21.00	★	↗
LCC Corp Active & healthy children : NI057 Children and young people's participation in high-quality PE and sport	Bigger is Better	71.00	71.00	★	↗
LCC Corp Better mental health & wellbeing of children & young people : LAA NI050 Emotional health of children	Bigger is Better	59.00	66.40	▲	↘
LCC Corp Better outcomes for children in need : LAA NI059 Percentage of Initial assessments for children's social care carried out < 7 working days	Bigger is Better	?	70.00	⊛	⊛
LCC Corp Better outcomes for children in need : LAA NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Plan is Best	?	11.00	⊛	⊛
LCC Corp Better outcomes for children in need : LAA NI099 Children in care reaching level 4 in English at Key Stage 2	Bigger is Better	57.90	44.00	★	↗
LCC Corp Better outcomes for children in need : LAA NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	Bigger is Better	36.80	44.00	▲	↘
LCC Corp Better outcomes for children in need : LAA NI101 Looked after children	Bigger is Better	13.00	27.00	▲	↗

achieving 5 A*-C GCSEs (or equiv) at KS 4 (with English and Maths)					
LCC Corp Providing school choice for parents : More parents achieve their first or second preference of primary school	Bigger is Better	89.60	90.00		
LCC Corp Providing school choice for parents : More parents achieve their first, second or third preference of secondary school	Bigger is Better	97.40	97.00		
LCC Corp Providing integrated youth support services : LAA NI110 Young people's participation in positive activities	Bigger is Better	56.60	70.40		
LCC Corp Providing integrated youth support services : LAA NI112 Under 18 conception rate	Smaller is Better	-24.80	-43.00		
LCC Corp Providing integrated youth support services : LAA NI117 16 to 18 year olds who are not in education, employment or training (NEET)	Smaller is Better	7.80	8.10		
LCC Corp Providing opportunities for children in their early years : LAA NI072 At least 78 points across EarlyYears Foundation Stage with at least 6 in each scale	Bigger is Better	44.00	45.00		
LCC Corp Providing opportunities for children in their early years : LAA NI092 Narrowing the gap- lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	Smaller is Better	36.70	32.00		
LCC Corp Providing opportunities for children in their early years : LAA NI118 Take up of formal childcare by low-income working families	Bigger is Better	12.60	16.00		
LCC Corp Better school attendance : LAA NI087 Secondary school persistent absence rate	Smaller is Better	4.70	5.30		
LCC Corp Improving progress and attainment at school : LAA NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Bigger is Better	69.00	78.00		
LCC Corp Improving progress and attainment at school : LAA NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Bigger is Better	44.40	48.60		
LCC Corp Improving progress and attainment at school : LAA NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Bigger is Better	83.60	96.00		
LCC Corp Improving progress and attainment at school : LAA NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Bigger is Better	83.70	93.00		
LCC Corp Providing better schools : NI076 Reduce no. of schools where under 55% of pupils achieve level 4 in KS2 English and Maths	Smaller is Better	11.00	0.00		
LCC Corp Providing better schools : NI078 Reduce no. of schools where under 30% of pupils achieve 5 A*-C GCSE with English and Maths	Smaller is Better	3.00	0.00		
LCC Corp Fewer journeys to work by car : CL9 % of journeys to work in morning rush hour by car	Smaller is Better	51.00	52.60		
LCC Corp Fewer children killed or seriously injured on Leicester's roads : NI048 Children killed or seriously injured in road traffic accidents	Bigger is Better	-16.70	-7.10		
LCC Corp More bus journeys : RE4 More people using public transport	Bigger is Better	34,105,456	35,621,000		
LCC Corp More bus journeys : RE7 Employees covered by work travel plans	Bigger is Better	39	40		
LCC Corp Developing safe walking & cycling networks : (CL20) Encouraging more people to cycle	Bigger is Better	181.00	103.00		
LCC Corp Reduce our carbon footprint : Business CO2 emissions	Smaller is Better	971,000.00	901,000.00		

LCC Corp Reduce our carbon footprint : LCHS45 Residential CO2 emissions	Smaller is Better	613,000.00	565,000.00		
LCC Corp Reduce our carbon footprint : RE5 Travel CO2 emissions	Smaller is Better	346,000.00	319,000.00		
LCC Corp Reduced Crime : Recorded crime per 1,000 pop	Smaller is Better	33.07	26.75		
LCC Corp People able to live independent lives : NI130.09 Social care clients receiving Self Directed Support	Bigger is Better	17.60	15.70		
LCC Corp More affordable housing : NI155 Number of affordable homes delivered (gross)	Bigger is Better	307	407		
LCC Corp Improving peoples homes : LCHS21 Private Sector Homes made decent	Bigger is Better	84	100		
LCC Corp Improving peoples homes : LCHS23 Reduce the number of long standing empty private sector homes (5+ years)	Smaller is Better	119	117		
LCC Corp Improving peoples homes : NI158 % non-decent council homes	Smaller is Better	1.00	2.40		
LCC Corp Encourage people to interact with each other : LAA NI001 % of people who believe people from different backgrounds get on well together	Bigger is Better	87.60	80.00		
LCC Corp Healthier, longer lives : LAA NI120(i) All-age all cause mortality rate (females)	Smaller is Better	584.90	501.00		
LCC Corp Healthier, longer lives : LAA NI120(ii) All-age all cause mortality rate (males)	Smaller is Better	834.50	692.00		
LCC Corp Reducing smoking : NI123 Stopping smoking	Bigger is Better	?	?		
LCC Corp physically active adults : NI008 Adult participation in sport	Bigger is Better	17.90	16.00		
LCC Corp Reduced alcohol harm : LAA NI039 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Smaller is Better	2,073.00	3,118.00		
LCC Corp Reduced overcrowding : LCHS10 Number of severely overcrowded households	Smaller is Better	219.00	90.00		
LCC Corp Prevention of homelessness : NI156 Number of households living in Temporary Accommodation	Smaller is Better	64.00	45.00		
LCC Corp Providing better support for carers : LAA NI135 Carers receiving needs assessment or review & specific carers service or advice & inf.	Bigger is Better	8.20	7.30		
LCC Corp Providing support for older people : LAA NI125 Achieving independence for older people through rehabilitation/intermediate care	Bigger is Better	88.10	84.00		
LCC Corp Providing support for older people : NI139 Extent to which older people receive support to live independently at home	Bigger is Better	31.60	31.60		
LCC Corp Talk up Leicester : LAA NI005 Overall/general satisfaction with local area	Bigger is Better	83.90	80.00		
LCC Corp Increase skills amongst working age people : LAA NI163 Proportion aged 19-64 for males and 19-59 for females qualified to at least Level 2	Bigger is Better	57.00	61.90		
LCC Corp Increase the number of people in employment : LAA NI152 Working age people on out of work benefits	Smaller is Better	18.05	17.60		
LCC Corp Increase businesses showing employment growth : LAA NI172 Percentage of small businesses in an area showing employment growth	Bigger is Better	14.30	14.63		
LCC Corp One Excellent council : BV011b Black/ethnic in top 5%	Bigger is Better	?	18.00		
LCC Corp One Excellent council : Corporate Sickness rate	Smaller is Better	2.26	2.25		
LCC Corp One Excellent council : LAA NI140 Fair treatment by local services	Bigger is Better	66.60	76.60		
LCC Corp One Excellent council : LAA NI179a VFM Total net value of on-going cash-releasing gains since 2008-9 (Council)	Bigger is Better	?	34,172.00		

