



Leicester  
City Council

## **MEETING OF THE CABINET**

**DATE: MONDAY, 1 SEPTEMBER 2008**  
**TIME: 1PM**  
**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,  
LEICESTER**

### **Members of the Cabinet**

Councillor Willmott (Chair)  
Councillor Osman (Vice-Chair)

Councillors Aqbany, Bhatti, Connelly, Cooke, Dempster, Draycott,  
Kitterick, and Wann

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

for Town Clerk

### **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  
Committee Services, Resources Department  
Leicester City Council  
Town Hall, Town Hall Square, Leicester LE1 9BG  
Tel: 0116 229 8816 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.

There are procedures for you to ask questions and make representations to Scrutiny Committees, Area Committees and Council. Please contact Committee Services, 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](http://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 Committee Administrator 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 Committee 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 in Committee Services on (0116) 229 8816 or email [Heather.Kent@leicester.gov.uk](mailto: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. 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.

#### 2. LEADER'S ANNOUNCEMENTS

#### 3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 14 July 2008 have been circulated to Members and the Cabinet is asked to approve them as a correct record.

#### 4. MATTERS REFERRED FROM COMMITTEES

#### 5. 13-19 EDUCATION: CHANGES TO THE NATIONAL MACHINERY OF GOVERNMENT & LATEST DEVELOPMENTS IN LEICESTER CITY Appendix A

Councillor Dempster submits a report that aims to inform Cabinet of changes to the way the 13-19 education system will be managed nationally, important strategic developments in the City, and proposes some first steps in responding to this new planning environment. Cabinet is recommended to note the report.

**A copy of the appendices is attached for Members of the Cabinet only. A copy can be viewed by contacting Committee Services on 0116 2298816 or by using the link to the Council's website below:**

<http://www.cabinet.leicester.gov.uk/ieListMeetings.asp?CIId=78&Year=2008>

#### 6. ANNUAL REPORT OF THE ADOPTION TEAM AND STATEMENT OF PURPOSE Appendix B

Councillor Dempster submits a report that introduces the Cabinet to the updated Leicester City Council Adoption Agency Statement of Purpose and Annual Report of activity during 2007-08. Cabinet is recommended to note and approve the Statement of Purpose and the activity of the adoption team.

**A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 6 August 2008, is attached.**

#### 7. JOINT AREA REVIEW ACTION PLAN Appendix C

Councillor Dempster submits a report that presents the findings of Leicester's

Joint Area Review (JAR) and to highlight the requirement for the Local Authority to produce a JAR action plan. Cabinet is recommended to note these findings and this requirement.

**A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 6 August 2008, will be circulated as soon as it is available.**

**8. CORPORATE CAPITAL PROGRAMME 2008/09 TO 2011/12 – PEDESTRIAN CROSSINGS** [Appendix D](#)

Councillor Kitterick submits a report that seeks Cabinet approval to implement the proposed Corporate Capital Programme funded Pedestrian Crossing Programme 2008/09 to 2011/12. Cabinet is asked to approve the recommendations as set out in Paragraph 3.2 of the report.

**A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 6 August 2008, is attached.**

**9. PROPOSED WEST END CONSERVATION AREA** [Appendix E](#)

Councillor Wann submits a report that seeks to approve the amalgamation of the Daneshill and Westcotes Drive Conservation Areas, their extension of boundaries to include parts of Fosse Road South and Hinckley Road, and to re-designate the area as the 'West End Conservation Area.' Cabinet is asked to make any comments and note the points in Paragraph 3 of the report, prior to consideration at Council.

**10. FAIR TRADE PLEDGE AND MANIFESTO** [Appendix F](#)

Councillor Wann submits a report that informs Cabinet of the manifesto of the Leicester Advocating Fair Trade (LaFT) group and to gain Member approval to a Fair Trade Pledge. Cabinet is recommended to approve the Fair Trade Pledge, to commit to reviewing progress annually and to take part in the launch of the manifesto.

**A minute extract from the meeting of the Overview and Scrutiny Management Board, held on 6 August 2008, is attached.**

**11. REPLACEMENT FOR THE CITY GALLERY** [Appendix G](#)

Councillors Connelly and Willmott submit a report that seeks Cabinet approval for the development of the old Workplace Nursery building as a new contemporary art gallery to replace the City Gallery. Cabinet is recommended to approve the conversion and to authorise an addition to the capital programme 2008/09 to fund the conversion costs.



**12. CAPITAL PROGRAMME - LEICESTER CASTLE PROJECT: OPTIONS APPRAISAL AND FEASIBILITY STUDY** [Appendix H](#)

Councillors Connelly and Willmott submit a report that provides further information on the project to undertake an options appraisal and feasibility study on Leicester Castle, included in the 2008-09 Capital Programme, and to seek approval to commence the project. Cabinet is recommended to approve the commencement of the project at a cost of £50,000 from the Council's 2008-09 Capital Programme.

**13. CAPITAL PROGRAMME - DE MONTFORT HALL BOX OFFICE** [Appendix I](#)

Councillor Connelly submits a report that provides information to Cabinet on the replacement of the box office and telephone systems at De Montfort Hall included within the 2008-09 Capital Programme. Cabinet is recommended to approve the commencement of the project at a cost of £135,000 from the 2008-09 Capital Programme.

**14. CAPITAL PROGRAMME - FESTIVALS AND EVENTS INFRASTRUCTURE PROJECT** [Appendix J](#)

Councillor Connelly submits a report that provides further information to Cabinet on the programme of Festivals and Events capital works included within the 2008-09 Capital Programme. Cabinet is recommended to approve the commencement of the work at a cost of £100,000 from the 2008-09 Capital Programme.

**15. BEAUMONT SPORTS CONSORTIUM - PROPOSAL TO DEVELOP SPORTS FACILITIES** [Appendix K](#)

Councillor Connelly submits a report that informs Cabinet of a proposal by a consortium to develop a football, speedway and cycling centre at Beaumont Park. Cabinet is recommended to approve the recommendations as set out in Paragraph 3 of the report.

**A minute extract from the meeting of the Overview and Scrutiny Management Board held on 6 August 2008 is attached.**

**16. COMMUNITY COHESION ASSESSMENT PROJECT** [Appendix L](#)

Councillor Osman submits a report that presents the main findings of a project to assess community cohesion in the city. Cabinet is asked to approve the recommendations as set out in Paragraph 3 of the report.

**17. DISABILITY DISCRIMINATION ACT INITIATIVES 2008/09 TO 2009/10** [Appendix M](#)

Councillor Draycott submits a report that seeks approval for the works

recommended for funding from the Disability Discrimination Act Initiaves budget for 2008-09 and 2009-10. Cabinet is asked to approve the recommendations as set out in Paragraph 3 of the report.

**18. WARD COMMUNITY MEETINGS APPLICATIONS FOR FUNDING** [Appendix N](#)

Councillor Draycott submits a report that seeks Cabinet endorsement of the spending proposal from the Rushey Mead Ward Community Meeting, notifies Cabinet of an agreement under delegated powers to fund the proposal from the Eyres Monsell Community Meeting, and asks Cabinet to agree that delegated powers will be used to approve future recommendations from Ward Community meetings. Cabinet is asked to approve the recommendations as set out in Paragraph 3 of the report.

**19. SUPPORTING PEOPLE CONTRACTS** [Appendix O](#)

Councillors Cooke and Willmott submit a report that informs Cabinet of the arrangements for extending the 'grant aid contracts' steady state contracts due to expire on 31 March 2009, to enable re-provision to take place in accordance with the decisions of the Commissioning Body. Cabinet is recommended to waive the relevant contract procedure rules and authorise the relevant Corporate Director to offer extended contracts to the providers concerned for up to 6 months from 1 April 2009.

**20. CORPORATE CONTRACT MANAGEMENT AND PROCUREMENT IMPROVEMENT PLAN** [Appendix P](#)

Councillor Willmott submits a report that enables Cabinet to monitor implementation of the Improvement Plan. Cabinet is recommended to review implementation of the Improvement Plan.

**A minute extract from the meeting of the Audit Committee held on 25 June 2008 will be circulated as soon as it is available**

**21. SCHEME OF DELEGATION - REVIEW OF DECISIONS MADE AT CORPORATE DIRECTOR LEVEL** [Appendix Q](#)

Councillor Willmott submits a report that provides Cabinet with a summary of decisions made at Corporate Director level in consultation with Cabinet Leads. Cabinet is recommended to note the summary of decisions.

**22. ONE LEICESTER - DELIVERING EXCELLENCE** [Appendix R](#)

Councillor Willmott submits a report that seeks the release of a further £300,000 from the Service Transformation Programme allocation identified in the Budget Strategy 2008/2011. Cabinet is recommended to release this amount to resource this work.

## 23. PRIVATE SESSION

### AGENDA

#### MEMBERS OF THE PUBLIC TO NOTE

Under the law, the Cabinet is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

The Cabinet is recommended to consider the following reports in private on the grounds that they contain 'exempt' information as defined by the Local Government (Access to Information) Act 1985, as amended and consequently that the Cabinet makes the following resolution:-

“that the press and public be excluded during consideration of the following reports in accordance with the provisions of Section 100A(4) of the Local Government Act 1972, as amended, because they involve the likely disclosure of 'exempt' information, as defined in the Paragraphs detailed below of Part 1 of Schedule 12A of the Act and taking all the circumstances into account, it is considered that the public interest in maintaining the information as exempt outweighs the public interest in disclosing the information.

#### Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Accommodation Strategy – Purchase of Property

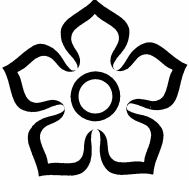
## 24. ACCOMMODATION STRATEGY - PURCHASE OF PROPERTY

**Appendix B1**

Councillor Willmott submits a report.

## 25. ANY OTHER URGENT BUSINESS





Leicester  
City Council

**WARDS AFFECTED**  
All Wards

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**OSMB:**

**Cabinet:**

**To be confirmed**  
**1<sup>st</sup> September 2008**

---

**13-19 EDUCATION: CHANGES TO THE NATIONAL MACHINERY OF GOVERNMENT AND THE LATEST DEVELOPMENTS IN LEICESTER CITY.**

---

**Report of the Interim Corporate Director, Children's Services**

**1. Purpose of Report**

This report aims to inform DMT and elected members of:

- 1.1. Changes to the way the 13-19 education system will be managed nationally.
- 1.2. Important strategic developments in the City.

The report also proposes some first steps in responding to this new planning environment.

**2. Summary**

In March 2008 the government published its proposals for the future funding and organisation of 14-19 Education in the document 'Raising Expectations: enabling the system to deliver' [Appendix 1]. This consultation document gave the lead role for commissioning and funding 14-19 provision in schools and colleges to Local Authorities from 2010. It also proposed setting up a range of new regional and national bodies together with a reducing role for the Learning and Skills Council [LSC]. The period of consultation for these proposals is now drawing to an end and a Green Paper has been published which is scheduled to be given Royal Assent by summer 2009 with full implementation in place by September 2010.

At the same time as these changes are being introduced important developments are taking place in the range of 14-19 qualifications available. Most notable among these are the introduction of the Diplomas. There is no single school or college in the City capable of offering the whole range of qualifications 14-19 and thus there is an increased imperative to jointly manage a curriculum offer across the whole City and its environs. Each area has been required to set up a 13-19 Partnership to manage this joint provision. In the City the 13-19 Partnership has been an active force for change.

### 3. Recommendations (or OPTIONS)

- 3.1.1. Scrutiny Committee and the Departmental Management Team [DMT] are asked to approve the following proposals in order to make a prudent initial response to the new and dynamic planning context described in the following report.
- 3.1.2. With the agreement of colleagues in Leicestershire LA, set up a City/County Group, reporting to both Directors of Children's Services to ensure that, where necessary, coherent sub regional approaches are in place.
- 3.1.3. DMT to receive a further report in the Autumn detailing progress in making changes to the 14-19 system in the City, in the context of sub-regional arrangements. The report to begin to identify the scope of work involved and an approach. This may include the identification of a senior officer to chair a 14-19 transition group for the City with, initially, representation from Learning Services, Finance, Personnel, and Commissioning.
- 3.1.4. Cabinet is asked to note the report.

### 4. Report

- 4.1. The key change in the system is the phasing out of the LSCs by 2010 and their replacement by:
  - 4.1.1. An increased role for Local Authorities.
  - 4.1.2. The formation of a new 14-19 Non Departmental Body.[NDPB]
  - 4.1.3. The formation of a new Skills Funding Agency. [SFA]
- 4.2. It is envisaged that all major changes will be in place for full implementation by September 2010 and 'shadow' arrangements in place for the transfer of LSC functions to LAs by September 2009.
- 4.3. **Increased role of Local Authorities:** Under the new system LAs will be responsible for commissioning and funding all local 14-19 Provision working closely with the new national lead agency for 14-19 education the Young People's Learning Agency [YPLA]. This reflects the main thrust of 'Every Child Matters' and makes LAs accountable for entitlement of the whole range of young people 14-19. Specifically the LA in Leicester will need to:
  - 4.3.1 Implement the MOG changes and take on its expanded role in a way that demonstrably supports the One Leicester priorities, particularly **investing in our children** and **investing in skills and enterprise** which, in turn, will support other priorities; specifically **creating thriving safe communities** and **improving well being and health**. Behind all this, is the recognition that, for many young people, high achievement at 16 is a passport to future success as an individual and a citizen, who is contributing to the realisation of One Leicester.

- 4.3.2 Commission and fund provision, at first, using the existing funding formulas for schools and colleges but probably moving towards a new national funding formula across 14-19 education as a whole.
- 4.3.3 Manage the performance of both schools and Sixth Form Colleges [SFCs] directly and that of General FE Colleges [GFEs] in partnership with the SFA.
- 4.3.4 Pick up responsibility for the performance and funding of the four school sixth forms in the City.
- 4.3.5 Recognise that Leicester is unusual in having 3 SFCs located within the City and serving both the City and surrounding areas: the LA will need to form a productive planning relationship with these colleges and with the Leicestershire LA.
- 4.3.6 Lead on provision for Learners with Learning Difficulties and/or Disabilities (LLDD) up to the age of 25 and secure provision for young offenders up to the age of 18.
- 4.3.7 Gain agreement for its preferred sub regional structure from the DCSF: there is a strong rationale to make Leicester and Leicestershire the preferred sub regional structure as there are so many overlapping planning issues.
- 4.3.8 Engage with providers within the full range of curriculum provision including Apprenticeship and vocational education.
- 4.3.9 Engage in joint planning with a range national and regional bodies including SFA, 14-19 NDPB, Regional Planning Forum, National Apprenticeship Service [NAS], National Employer Service [NES] and other LAs in the East Midlands region.
- 4.3.10 Ensure that there is integrated planning with bodies with responsibility for adult skills and employment, in particular, the LSC and SFA and local planning agencies such as the Lifelong Learning Network, Leicester College and Local Authority Adult provision.
- 4.3.11 Ensure that there is a smooth transition towards the new arrangements and that the skills of staff working within the LSC are retained. A recent letter from Ministers within the DCSF [Jim Knight and Bill Rammell ] underlined the importance of ensuring that there was an orderly transfer of staff and their skills from the LSCs to the LAs to avoid the very real danger of a service meltdown in the transitional period of uncertainty.
- 4.3.12 Above all the LA needs to ensure that the continuing development of the 13-19 Curriculum offer in the City is central to its urgent mission to increase achievement and that this is not destabilised by poor quality implementation of the changes to the machinery of government. This will entail keeping an urgent focus upon the imperative to ensure that all young people, including those in priority areas, such as the West of Leicester, have suitable curriculum opportunities that engage and equip them with the skills and qualifications they will need.
- 4.3.13 Maximise this major enhancement to the influence of the LA by linking the 13-19 agenda to other policy hubs such as community regeneration .
- 4.4 In order to respond to these issues senior officers from Leicester and Leicestershire and members of the respective 13-19 Partnerships have had two joint planning sessions.

#### 4.4.1 **14-19 Non Departmental Body.**

The role of the NDPB is to ensure that there is system-wide planning at regional and national level. Specifically the NDPB will:

- 4.4.1.1 Collate, moderate and approve Local authority plans to ensure that the entitlement to learning is resourced in every LA area.
- 4.4.1.2 Provide capacity for regional planning.
- 4.4.1.3 Establish a national planning and commissioning framework.
- 4.4.1.4 Ensure that there is Management information and statistical analysis to ensure good strategic decision making.
- 4.4.1.5 Manage and develop the national funding formula.
- 4.4.1.6 Secure budgetary control.
- 4.4.1.7 Manage national **contracts**.

#### 4.4.2 **Skills Funding Agency.**

The role of the Skills Funding agency is to service the upskilling of the adult workforce. Specifically the SFA will:

- 4.4.2.1 Have a national and regional presence deploying its resources flexibly across sectors, regions and sub regions rarely following LA boundaries.
- 4.4.2.2 Deploy funding to GFE colleges and other providers following the demand for skills led training coming from employees and employers.
- 4.4.2.3 Be responsible for the performance management of FE colleges including Leicester College.
- 4.4.2.4 Stimulate and manage the overall market for skills training.
- 4.4.2.5 Lead the development of the new Adult Advancement and Careers Service.
- 4.4.2.6 Manage the new National Apprenticeship Service and the new national Employer Service.
- 4.4.2.7 Manage and link to existing programmes such as Train to Gain and Jobcentre Plus.
- 4.4.2.8 Set targets and monitor the performance of the Offenders Learning and Skills Service[OLASS]

#### 4.4.3 **The 13-19 Partnership in Leicester City.**

The 13-19 Partnership in Leicester City meets twice per term and includes all the main partners including employers, Higher Education, Connexions, colleges, secondary schools [including special schools], LSC and the LA. Its central mission is to raise standards 13-19 by developing a City-wide curriculum offer. The Partnership is serviced by a Quality and Curriculum group which has written a 13-19 Curriculum Development plan [Appendix2]. The Partnership has considered the working arrangement between member schools and colleges which is encapsulated in the Partnership Agreement [Appendix 3]. The Partnership in Leicester has a number of distinct and positive features:

- 4.4.3.1 The partnership is underpinned by the Secondary EIP which is a federation of the City secondary schools including special schools. This organisation now has strong credibility and a track record of tackling major issues. The colleges in the city have



also taken the decision to establish a Tertiary Partnership along similar lines. The two groups work closely together and have a number of joint events.

- 4.4.3.2 The Partnership has recently been successful in its Diploma Gateway 2 bid and has secured five approvals to proceed with Diplomas in Creative and Media, Engineering, Society Health and Development, Hair and Beauty and Environmental and Land Based studies. The feedback from Government Office on this bid was very positive.
- 4.4.3.3 The Partnership has also been chosen as one of only thirteen areas in the country to run a pilot project for the Foundation Learning Tier.
- 4.4.3.4 Extensive work has taken place to establish the common protocols covering the practical issues of managing a joint curriculum such as registration and supervision to ensure the safety and welfare of students.

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

### **5.1 Financial Implications**

- 5.1.1 These changes will mean a significant extension of the Council's financial responsibilities into the funding of 14-19 education at Further Education Colleges and Sixth Form Colleges.
- 5.1.2 The current funding arrangements for secondary schools may also change, with the introduction of the new national diplomas and the potential move towards a national funding formula for the education of 14-19 year olds. Arrangements will be needed for the transfer of staff and information from the LSC. There is a significant amount of work required to plan and implement the changes at local level, and the CYPS Department will need to consider how these can be resourced and ensure that the potential impacts upon the Council are fully identified.

Colin Sharpe  
Head of Finance and Efficiency, CYPS, EXT. 29 7750.

### **5.2 Legal Implications**

- 5.2.1 Legal issues will emerge more clearly after the changes to primary legislation. However, it is already apparent that the new system will require legal clarification in the areas of:

- 5.2.1.1 Staff transfer
- 5.2.1.2 Procurement of curriculum provision
- 5.2.1.3 Contracting between partner organisations.

Cathy Healy,  
Team Leader, Community Services Law, Ext 6712

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	yes	<p><b>There are particular EO implications in relation to:</b></p> <ul style="list-style-type: none"> <li>• <b>The possible transfer of LSC staff.</b></li> <li>• <b>Pay and conditions across schools and Sixth Form Colleges.</b></li> </ul>	
Policy	yes	<p><b>The LA needs to link its 14-19 strategy, with other policy areas such as community regeneration, Integrated services and BSF.</b></p>	
Sustainable and Environmental	No		
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		

## 7. Risk Assessment Matrix

Delete if not required and renumber paragraphs.

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. Failure to keep up with the challenging MOG changes timescale	M	H	<ul style="list-style-type: none"> <li>• Monitor progress by receiving regular updates for the lead elected member and DMT.</li> <li>• Set up the Transition group as soon as possible.</li> <li>• Put planning capacity in place in the LA.</li> </ul>
2. Failure to plan in partnership with the LSC to ensure key skills and knowledge are not lost.	M	H	<ul style="list-style-type: none"> <li>• Ensure that the LSC are engaged in the Transition group.</li> <li>• Engage in a dialogue with current LSC staff to exemplify the LA as a future employer.</li> </ul>

**8. Background Papers – Local Government Act 1972**

Appendix 1 -Raising Expectations: enabling the system to deliver.  
Appendix 2- Leicester City 13-19 Curriculum Development Plan Draft  
Appendix 3- 13-19 Partnership Agreement.

**9. Consultations**

None undertaken

**10. Report Author**

Peter Arnold  
Consultant Strategy Adviser: 14-19  
Standards and Effectiveness Division  
Extn: 391634  
peter.arnold@leicester.gov.uk

Richard Whitehouse  
Interim Service Director, School Improvement Strategic Lead  
Extn: 29 7712  
richard.whitehouse@leicester.gov.uk

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

## Glossary of Terms from 'Raising Expectations, enabling the system to deliver'

14-19 Partnership	14-19 Partnerships are partnerships formed between schools, work-based learning providers, colleges and other stakeholders to collaboratively plan and provide the full 14-19 offer.
Adult Advancement And Careers Service	This will be a new service set to be fully operational in 2010. It will give adults information and advice about skills, jobs and other matters to help them overcome barriers to success in work.
ALI	Adult Learning Inspectorate. This was a non-departmental public body responsible for inspecting the quality and education of training for adults and young people in England. In April 2007 it merged with the new OFSTED's (Office for Standards in Education, Children's Services and Skills) Learning & Skills Directorate.
Apprenticeship	A structured programme of training which gives an individual the opportunity to work for an employer, learn on the job and build up transferable knowledge and skills. A successful Apprentice will achieve an occupationally specific qualification alongside qualifications in basic skills and in broader vocational area.
BSF	Building Schools for the Future. The major capital programme for renewing school buildings in England.
CAA	Comprehensive Area Assessment. This will provide the first independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and the local taxpayers at the centre of a new local assessment framework, with a particular focus on those whose circumstances make them vulnerable. CAA will be managed by the Audit Commission with multi inspectorate involvement.
CEL	Centre for Excellence in Leadership. It works with existing and future providers to support leadership management, reform, transformation and quality to create world-class leadership in the learning and skills sector.
Connexions	The Government's information, advice and guidance service for all 13-19 year-olds in England (also provides support up to age 25 for those with learning difficulties and/or disabilities). Transferred to local authority control from 1 April 2008.

Dedicated Schools Grant	A ring-fenced specific grant, paid to local authorities for their maintained schools.
Employment and Skills Board	Led by employers, Employment and Skills Boards are set up in local areas to encourage the involvement of local employers to decide what skills and resources are required to meet the local market needs, including what training support is needed.
ESF	The European Social Fund was set up to improve employment opportunities in the European Union (EU) and so help raise standards of living. It aims to help people fulfill their potential by giving them better skills and better job prospects. As one of the EU's Structural Funds, ESF seeks to reduce differences in prosperity across the EU and enhance economic and social cohesion.
FE College	Further Education College. This is an education establishment for post-secondary education. They offer anything from basic skills to A Levels, Higher Nationals and Foundation Degrees.
Foundation Learning Tier	This will replace and rationalise the current complex range of provision and qualifications below level 2 to create a coherent set of units and qualifications (drawn from the proposed qualifications and credit framework) that are easier for learners and employers to navigate, and are focused on skills for life and work, subject and vocational based learning and personal and social development.
Framework for Excellence	The Framework for Excellence is a comprehensive and new approach to managing performance of FE providers.
HEFCE	The Higher Education Funding Council for England is a non-departmental public body of the DIUS which is responsible for the distribution of funding to Universities and colleges of higher and further education.
IAG	Information, Advice and Guidance. This is the provision of impartial advice and guidance on learning and skills. IAG providers include the Connexions Service for young people and IAG Partnerships and learndirect advice for adults.
ILR	Individualised Learner Record is an aggregation of records about individuals' learning that is collected by UK education bodies in relation to the funding they receive from the LSC.
Jobcentre Plus	Jobcentre Plus provides an integrated service to people of working age. It offers help to people looking to move into work

and support for people who cannot. Jobcentre Plus also provides a range of services to help employers fill their vacancies quickly.

Level 2	Level 2 is an educational attainment level, which is part of the National Qualification Framework. An example of a level 2 qualification would include GCSEs or National Vocational Qualification Level 2. A full level 2 is equivalent to 5 GCSEs at grade A*-C.
Level 3	Level 3 is an educational attainment level, which is part of the National Qualification Framework. An example of a level 3 qualification would be an A Level at Grade E or above, or National Vocational Qualification Level 3.
LLDD	Learners with Learning Difficulties and/or Disabilities.
Local Employment Partnerships	Local Employment Partnerships are a new collaboration between Government and business to tackle the increasing recruitment and skills challenges of the labour market and economy.
LRS	Learner Registration Service is an internet based facility capable of providing a Unique Learner Number. This will allow people to build a lifelong record of their learning participation and achievements (their learner record), which they can access and can choose to share.
LSC	The Learning and Skills Council is a non-departmental public body responsible for planning and funding high quality education and training for post-16 learners in England, other than those in Universities.
MAA	Multi-Area Agreements. These are cross local authority boundary arrangements to bring together key players in flexible arrangements to tackle issues which are best addressed in partnership at regional or sub-regional level.
Machinery of Government	This is the term used to explain the changes to established systems of public administration.
MIAP	Managing Information Across Partners is a programme designed to allow for the streamlining of the collection, handling and sharing of information on learning and achievement for education and training organisations.
NAS	National Apprenticeships Service is a customer-facing agency, which was announced in the Apprenticeships review, aimed at putting England's apprenticeship system amongst the world's best. NAS will provide a streamlined customer-facing service

designed to meet the needs and expectations of learners, providers and employers and will have end-to-end responsibility for the entire programme.

NDPB	Non-Departmental Public Body. These are public bodies that are not an integral part of a Government department but are ultimately responsible to Parliament.
NEET	Not in Education, Employment or Training.
NES	National Employer Service offers a single interface for employers with over 5,000 employees, designed to meet all their skills needs.
OLASS	Offenders Learning and Skills Service. A service which commissions Learning and skills provision for offenders on a regional basis.
PAC	Public Accounts Committee. They examine the accounts of the sums of money granted by Parliament for public expenditure to ensure that it is being spent properly.
Provider	The provider is an institution or organization that delivers training and education in return for receiving public and/or private funds.
PSA	Public Service Agreement. This details a Government department's aims and objectives for the next three years explaining how these targets will be achieved and how performance is measured.
QIA	The Quality Improvement Agency commissions quality improvement to improve provider performance within the learning and skills sector.
RDA	Regional Development Agency. This is a non-departmental regional body that promotes economic development and regeneration. Each of the nine government regions has its own RDA.
SEN	Special Educational Needs.
SIPs	School Improvement Partners. They provide professional challenge and support to schools to assist in evaluating their performance in order to identify priorities for improvement and plan effective change.
Skills Accounts	Skills Accounts enable adults to take control of their learning by accessing funds to cover all or part of their course fees. They put purchasing power in the hands of individuals to access

learning with an accredited provider of their choice. They will help individuals develop skills for job entry and progression.

SSC	Sector Skills Councils are state-sponsored, employer-led organizations that cover specific economic sectors in the UK and have four key goals: to reduce skills gaps and shortages, to improve productivity, to boost the skills of their sector workforces and to improve skills supply.
Sub-National Review	<i>Review of sub-national economic development and regeneration July 2007.</i>
Targeted Youth Support	Coordinated delivery of action to help young people who have additional needs that cannot be met by universal services, and who are at high or growing risk of poor outcomes, such as substance misuse, offending or dropping out of education and training.
Third Sector	The third sector operates between the State and the private sector. Companies operating within the third sector generally have specific social goals.
Train to Gain	The Government's single service to support employers of all sizes and in all sectors to identify and then meet the skills needs of their employee.
Travel to Learn	This is term used to explain the distance travelled to the learning establishment by each individual learner.
UK Commission for Employment and Skills	The UK Commission for Employment and Skills will ensure that employers have a pivotal role in ensuring the UK's employment and skills system responds well to the needs of business. Their aim is to increase employment and skills rates.
ULN	Unique Learner Number that will be allocated to every person undertaking education and training. The 10 digit number will remain with them for life and will not be recycled. It is designed to ensure that no meaning can be inferred from its structure.
WBL	Work-Based Learning. Learning which takes place predominantly in the work place. It includes Government Supported Training: Advanced Apprenticeships, Apprenticeships, Entry to Employment (E2E) and NVQ training.



## SECTION 1

### VISION & AIMS

#### VISION

*Our vision is to develop a broad, inclusive, relevant and learner-focussed 13-19 curriculum entitlement, which will:-*

- raise levels of attainment and participation for all young people in Leicester-Shire*
- enable them to become life-long learners, to progress into employment, and/or further and higher education*
- prepare them for independence and active citizenship.*

Our principles place the learner at the heart of our strategy and we will ensure the following five outcomes for children and young people are being met:-

- 1. Being healthy**
- 2. Staying safe**
- 3. Enjoying and achieving**
- 4. Making a positive contribution**
- 5. Achieving economic well-being.**

***'We are proud of our identity as the most diverse City in the UK, leading the way in social cohesion. The Strategy for Leicester sets out a vision for 2025 that Leicester will be the most cohesive City in Europe, economically thriving as a major wealth creator in the East Midlands and internationally recognised for environmental sustainability and social equality. Substantial investments mean that we are poised to transform the nature of the City's infrastructure, bringing in new Home Learning Base, hospitals, retail centres and arts and leisure facilities. Leicester's children and young people are our most valuable asset and by placing them at the heart of all our planning we are investing in a City that will thrive and grow.'***

(Children and Young People's Plan (CYPP) 2006-9)

## **AIMS**

### **Through the development of our city wide 13-19 curriculum framework, we aim to:**

1. Enable all young people to become successful learners who enjoy learning, make progress and achieve; confident individuals, who are able to live safe, healthy and fulfilled lives; and responsible citizens, who make a positive contribution to society.
2. Raise achievement levels at key stage 4 and Post-16, with a particular focus on raising the achievement of under-performing groups.
3. Increase the number of young people staying in learning Post-16 and participating in higher education, particularly those from under-represented groups.
4. Ensure that all 13-19 learners have equality of access to provision across the city, supported by high quality impartial information, advice and guidance about all learning opportunities.
5. Create high quality, innovative and strategically located centres for learning which together offer a broad range of education and training to all learners.
6. Develop learning routes and pathways that meet the individual needs, interests and aspirations of all learners and allow them to progress to further study, training and/or employment.
7. Establish partnership and collaborative arrangements across the city and conurbation to ensure the effective and efficient delivery of 13-19 learning through a range of centres for learning including, Home Learning Base, colleges, work-based learning and other providers.

## SECTION 2

### PARTNERSHIP AGREEMENT

This document is not designed to be a free standing unit, but stands together with the **Service Level Agreement** (see section 3) and **Financial Agreement** (see section 4).

*[The **Quality Assurance & Planning Toolkit** set out in Section 5 contains detailed protocols which have been developed and cross-referenced to support these three inter-related Agreement documents. These protocols should be consulted and worked through as appropriate, whenever collaborative provision is being organised.]*

**2.1 The Leicester City 13-19 Partnership will establish a new 'landscape' and infrastructure to implement the 13-19 Strategy, so that all young people can enjoy and achieve their learning goals in a safe way, make a positive contribution to their community, and achieve economic well-being. The 13-19 Strategy will be developed and implemented through the:**

1. Leicester City 13-19 Partnership leadership, informed by the executive Quality and Curriculum group and other contributing sub-groups concerned with Careers Education, Information, Advice and Guidance; and Work-related Learning;
2. Post-16 Board
3. Secondary Education Improvement Partnership.
4. The Connexions Service
5. BSF Local Education Partnership.
6. Integrated Services for Young People as identified in the Children and Young People's Plan.
7. Local partnerships that establish new centres for learning
8. ICT Infrastructure.

**2.2 The following entitlement statement, agreed by our partners for all young people, underpins the values of the Leicester City 13-19 Partnership :**

**As a young person I am entitled to:**

1. An experience of education that encourages me to learn throughout my life.
2. Impartial, relevant and up-to-date information advice and guidance.
3. An experience of learning that ensures my health, safety and welfare needs are properly assessed and met.
4. Have my individual learning needs and abilities recognised through a range of learning styles and a personalised curriculum offer, supported by an Individual Learning Plan
5. High quality support to meet my learning needs in my own school or elsewhere.
6. Access to the Curriculum Framework, offering a full range of academic, applied learning, vocational and occupational qualifications including Specialised Diplomas.
7. Learn about working life and develop enterprise skills.
8. Experience a culturally appropriate curriculum and a choice of where to study.

9. Opportunities to learn about further and higher education, employment and training.
10. Assessment that supports my learning at optimum times.
11. A teaching environment that promotes high quality learning to enhance my self-esteem, self-awareness, aspiration and achievement.
12. Opportunities to obtain a secure grounding in the essential functional skills and personal, learning and thinking skills needed to succeed in education, employment and life.

**2.3 In order to meet the aims of the 13-19 Strategy and assure access to the 13-19 Curriculum Entitlement, providers of education and training in Leicester City will:**

1. Value all learners equally and promote parity of esteem across all pathways.
2. Enable all learners to achieve their individual and unique potential by providing pace, challenge and rigour appropriate to their learning needs rather than age.
3. Ensure that, as directed by legislation, local and national guidance the health, safety and welfare needs of learners are thoroughly assessed and properly met in a manner that safeguards and promotes each individual learner.
4. Engage in local collaborations and partnerships to provide a comprehensive education and training offer at school/college, neighbourhood and City levels.
5. Work in partnership with community, further and higher education, and business organisations to secure the learner entitlement.
6. Provide a range of progression routes leading to nationally recognised qualifications.
7. Provide comprehensive, up-to-date and impartial information, advice and guidance throughout the 11-19 phase and especially at transition points.
8. Provide a trained, up-to-date and motivated workforce with the knowledge and expertise to deliver high quality teaching with a range of learning styles.
9. Work in partnership with parents and families so that they are fully aware of opportunities available to their children and are informed of progress they are making.

**2.4 An Action Plan is in place and will be reviewed regularly in order to meet key objectives concerned with:**

1. Collaboration
2. Curriculum Entitlement
3. Information, Advice and Guidance
4. Developing Capacity – Facilities
5. Developing Capacity – Workforce

N.B. and all of these objectives must pay due regard to safeguarding practices.

**NB:** In signing up to this **City 13-19 Partnership Agreement**, Collaborative Partners agree to:

- endorse and realise the **Vision & Aims** (set out in Section 1)
- play an active part in the Infrastructure established to implement local 13-19 Strategy (set out in Section 2.1)
- establish provision which reflects the **underpinning values** of the Partnership (set out in Section 2.2)
- assure generic **access** to the 13-19 curriculum entitlement by 2013 (set out in 2.3)
- contribute to delivery of the 13-19 Partnership's **Development & Action Plan**

Signatories to this 13-19 Partnership Agreement also agree to comply with and apply the following working principles and common procedures. Taken together, these principles and procedures underpin the 13-19 Partnership's role, purpose and activities and establish a binding consensual framework for local collaboration.

1. Adopt and operate common +/- or compatible MIS & ILT systems and share data to facilitate relevant aggregation and analysis.
2. Accept the priorities set out in the 13-19 Partnership's Action Plan.
3. Take responsibility for inputting data to "Coursefinder" using agreed template / format and for updating this information according to the agreed timeframe.
4. Adhere to the "Annual Planning Cycle" for the planning and commissioning of capacity and provision to meet defined demand.
5. Adopt and comply with the "Protocols" and Quality Assurance measures established by the 13-19 Partnership
  - to govern local collaborative arrangements
  - to operate associated administrative systems (e.g. safeguarding, transport, financial contracting etc.).
6. Contribute actively to the provision of high-quality, up-to-date, accurate and impartial Information, Advice and Guidance.
7. [Linked to no. 6 above] Abide by the requirements and deadlines of the LeCAP application and transition process.
8. Contribute and receive students, as appropriate, as part of the local collaborative system to satisfy the curriculum entitlement imperative.
9. Ensure the accurate and sensitive targeting of students in order to match their identified needs to the range of opportunities available in the local area as part of a fully inclusive curriculum offer.
10. Respect the cultural identity of learners from different cultures and welcome actively their contribution to a culturally diverse City.





# Raising Expectations: enabling the system to deliver



department for  
**children, schools and families**

Department for  
**Innovation,  
Universities &  
Skills**



Department for Children,  
Schools and Families

Department for Innovation,  
Universities and Skills

# **Raising Expectations: Enabling the system to deliver**

Presented to Parliament  
by the Secretary of State for Children, Schools and Families  
and the Secretary of State for Innovation, Universities and Skills  
by Command of Her Majesty

March 2008



**© Crown Copyright 2008**

The text in this document (excluding the Royal Arms and departmental logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the document specified.

Any enquiries relating to the copyright in this document should be addressed to Information Policy Division, OPSI,  
St Clements House, 2-16 Colegate, Norwich, NR3 1BQ.  
Fax: 01603 723000 or e-mail: [OPSLicensing@cabinet-office.x.gsi.gov.uk](mailto:OPSLicensing@cabinet-office.x.gsi.gov.uk).

# Contents

Ministerial foreword	3
Summary	7
<b>PART 1: Supporting participation and achievement for young people</b>	<b>15</b>
Chapter 1: Introduction	15
Chapter 2: Local authorities commissioning provision to meet the needs of young people	19
Chapter 3: Operational models for commissioning	23
Chapter 4: Management of the system	39
Chapter 5: Funding	47
Chapter 6: Implementation	51
<b>PART 2: Reforming the post-19 skills system to secure better outcomes for adults</b>	<b>57</b>
Chapter 7: Rationale and key proposal	57
Chapter 8: Funding and commissioning	63
Chapter 9: Sponsorship of the Further Education system	71
Chapter 10: An integrated system: other functions of the Skills Funding Agency	77
Chapter 11: An integrated system: how the Skills Funding Agency fits into the wider skills landscape	83
<b>Responding to this consultation</b>	<b>87</b>
Glossary of terms	89



# Ministerial foreword



Our two departments are tasked with arguably the most important job in Government today – improving the education and skills of our nation.

We must ensure that all young people can achieve well through education and training. We must enable today's adult workforce to gain new skills and qualifications. And, in the coming years, we must ensure that everyone can continue to improve their skills throughout their life.

At the time of writing, 77% of 17 year-olds are engaged in some form of education or training. We are now raising our sights so that by 2015 all young people will stay in education or training at least to 18, developing the skills and gaining the qualifications they need for successful adult life.

The legislation currently before Parliament provides the framework and the impetus to make that change happen. But its success depends on a radical transformation of our education and skills sector; and on a major cultural change reflecting higher aspirations for all young people. A central part of that transformation is that every young person will be entitled to a new curriculum and new qualifications, including 17 new Diplomas and the guarantee of an Apprenticeship or pre-Apprenticeship place, so that every young person can be learning in a way that motivates them and prepares them for life.

This transformation requires strong local leadership in every area. That leadership will come from local authorities, who will have clear responsibilities for delivering the new entitlements for all young people. In parallel, they are assuming responsibility for the Connexions service and for developing integrated youth support services. By bringing all of these vital responsibilities together we are significantly enhancing the role of local government and placing in their hands the responsibility for ensuring that the participation age can be raised successfully.

Our proposals mean that local authorities will assume responsibility for commissioning and funding education and training for all 16-18 year-olds. But they cannot do so successfully by acting in isolation. In the first place, we want to keep aspects of the existing national system, especially the national funding formula. And secondly, because young people so frequently travel to learn across local authority boundaries, local authorities will need to work together in order to carry out their commissioning role.

Schools, colleges and other providers are the organisations that are directly responsible for educating and training young people. The commissioning and funding system will support them to make a success of their joint efforts. We want the commissioning system to be as simple as possible;

to respect the autonomy of individual institutions and the differences between different types of institution; and to ensure that young people are offered the best and standards continue to rise.

We will make it a priority to ensure a smooth and efficient transition to this new system, so that outcomes continue to improve for young people in education and training now. Through the transition, we will continue to support the Learning and Skills Council to drive up standards and participation levels and will work with local authorities to manage the devolution of power.

If we succeed in our goals for the young people who will reach the age of 18 over the next decade we will have a huge impact on the life chances of that generation. They will expect to have the opportunity to gain new skills and qualifications through their working lives. In the short term, we also have a big job to do supporting our current workforce and their employers.

When Lord Leitch wrote his definitive report on the future skills needs of the UK, he reported that 70% of the 2020 workforce had already left compulsory education. That figure has already risen to around 74%.

As urgent as the need to deliver our goals for young people, is the need to give adults already in the workforce – or, even more crucially, who are out of work – the skills they need to succeed.

We have set our 2020 skills ambitions, and set out our policy programme to achieve the formidable tasks on the road to 2020; but new tasks often need new tools and new approaches. The movement of duties from the LSC into local authorities presents us with a simultaneous opportunity to rejuvenate and reconfigure our delivery mechanisms for adult skills and to fit them to the remit of the Department for Innovation, Universities and Skills.

In particular, to deliver our ambitions not just for a qualified workforce but a skilled workforce, we must ensure that public funding for qualifications and training deliver economically valuable skills. And to do this, we must ensure that when employers and individuals go to colleges and training providers for solutions, what they get is the skills they really need, delivered in the way they need and to the highest standard.

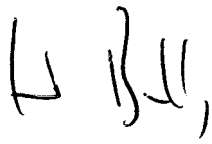
At the same time, we will expect colleges to work more closely with Jobcentre Plus to develop an integrated employment and skills service that can not only help people come off benefit into work but ensure that they keep their job and gain new skills.

Colleges will also have an important role in delivering the more basic skills that are needed for work and which can be the first step towards vocational qualifications.

We propose to create a new, streamlined Skills Funding Agency, designed to oversee the development of the FE sector and to route public funding effectively to where it is most needed. The LSC has had considerable successes in driving up quality and volumes of skills supply, but we now need to develop the post-19 funding mechanisms for a training and education system in which the volume of funding determined by the demand of employers and learners will grow significantly in the years to come.

The new agency will also, under our proposals, house a range of other functions vital to the effective operation of the FE sector, including the new National Apprenticeship Service (NAS) already announced by the Prime Minister. This will ensure that we bring together in one place the elements of the training system which depend critically on engagement with employers (the NAS, the National Employers Service, and the Skills Pledge and support for Train to Gain).

The publication of this consultation document marks the beginning of a period of discussion and debate with those most affected. The issues it addresses, while concerning the Machinery of Government, are vital to the creation of a strong, effective system for meeting the skills needs of our nation and the entitlements of our young people. We hope you will consider them carefully, and respond to our consultation.

Handwritten signature of Ed Balls in black ink.

Ed Balls

Handwritten signature of John Denham in black ink.

John Denham



# Summary

1. We want every 16 and 17 year-old to participate in education or training, and we want every adult to have the chance to improve their skills in order to find work or progress in their current employment. The changing nature of the world economy makes increasing participation in education and training an urgent necessity.

## **Raising Expectations: enabling the system to deliver for young people and adults**

2. Since its creation in 2001, the Learning and Skills Council has helped drive significant progress towards its goal of improving the skills of England's young people and adults to create a workforce of world-class standard. Together with schools, colleges and other providers, the LSC has delivered year on year improvements in participation and success rates, with more young people and adults than ever before gaining the skills and qualifications that employers need and value. 87% of all 16 year-olds are now staying on in education or training, and over a quarter of a million young people are on an Apprenticeship programme.
3. We have also seen year on year improvements in attainment, with 73.9% of 19 year olds achieving at least level 2 qualifications (equivalent to at least five higher grade GCSEs) in 2007; and 48% achieving level 3 (two A levels or the equivalent). Over two million adult learners have achieved a first qualification in literacy, language or numeracy since 2001, and over 1.7 million more adults have achieved a level 2 qualification. Almost three quarters of the adult workforce are now qualified to at least level 2 and over half are qualified to level 3.
4. To maintain this progress, the system needs to respond to new challenges. As this document is published, there is a Bill before Parliament to raise the participation age. Our ambition is for every young person to be pursuing a programme which engages them and enables them to progress in learning and employment. Successfully implementing this vision will require clear local leadership in every area. We want local authorities to provide that leadership.
5. In June 2007, as part of the Machinery of Government change, we announced that funding for 16-18 participation would transfer to local authorities, subject to consultation and the necessary legislation. This gives local authorities clear responsibility for 14-19 provision, in line with their responsibility for commissioning children and young people's services, and enables them to take decisions locally about how services can best be delivered for young people.



6. Alongside the challenge to ensure that an appropriate and engaging learning opportunity is accessible to every 14-19 year-old, is a drive within the adult education and skills market towards a more dynamic, demand led approach.
7. This consultation paper proposes two new systems responding to these challenges and reflecting the different needs of young people and adults. In the system for young people, responsibility and accountability is given to local authorities, to deliver the right education and training provision for every young person in their area. The system for the adult sector is focused on establishing a market which rewards success and brings together education and skills in a high quality offer to respond to the needs of adults and employers.
8. Across all parts of the education and training system it will be critical to intervene less where there is success but take robust action where there is failure. As we make this change we will commit to minimising unnecessary costs and bureaucracy and to creating a light touch environment that supports those delivering learning and training to focus on success.

## Young people

9. For 14-19 year-olds we aim to build on the success of the current system while enabling local authorities to drive increased achievement in every local area. Our preferred approach has four key features:
  - Local authorities will discharge their responsibilities to provide a place in learning for every young person through strategic commissioning.
  - Local authorities will cluster together in sub-regional groupings reflecting travel-to-learn patterns to commission provision for young people across the wider local area.
  - This will be supplemented by a slim national Young People's Learning Agency, which will have responsibilities for budgetary control and for securing coherence in the event that agreement cannot be reached locally.
  - There should be progressive devolution of power and authority to the sub-regional level as the collaborative arrangements become stronger, successful and more formal.
10. Local authorities will judge demand for different forms of provision, and the extent to which the available supply meets that demand and makes a full reality of the new entitlements to Diplomas, Apprenticeships and the Foundation Learning Tier. They will then decide where to commission more provision, where to expand the best provision to fill gaps, and where to remove the least effective provision. In doing so, they will aim to make the new entitlements available in full to all young people at the highest possible standard.
11. Based on this, and as part of its Children and Young People's Plan, the local authority will produce a commissioning plan for young people's learning. When it has been agreed, it will provide the basis for funding allocation. Funding will follow the learner's choice and comparable funding will be provided for comparable provision within a national funding formula, which will continue

on a very similar basis to the current formula. Local authorities will be funded according to the institutions which are in their area – not according to where young people live.

12. It is vital that the system enables local authorities to fulfil this new commissioning role, and is neutral between different types of provider in deciding where provision should be located. Nonetheless, it must recognise the needs of different types of provider. Further Education (FE) Colleges and training providers in particular may draw students from many local authority areas and we do not want such colleges to be required to manage multiple dialogues with local authorities. Achieving a workable model will therefore require local authorities to work together to develop and implement plans. Local authorities will be expected to form groups to commission provision. This will be supplemented by a national Young People's Learning Agency, which will have reserve powers to step in to secure coherence of plans and budgetary control in the event that agreement cannot be reached.
13. As a minimum, we would require local authorities to come together in sub-regional groupings to: share their 16-18 commissioning plans; analyse together how learners move across and within their borders and make sure that their collective plans accommodate them; aggregate demand for Apprenticeships in each plan in order to commission the National Apprenticeship Service (NAS); and decide who is responsible for leading the planning, commissioning, procuring and funding for each college and provider in the region.
14. We will progressively devolve more power to sub-regional collaborative groupings as the strength of those groupings increases. Where groups are less well established and less formally constituted, the Young People's Learning Agency will have an important role especially in commissioning General FE Colleges. Where sub-regional collaborative groupings can demonstrate that they have the governance and decision-making structures and operational rules in place to take on this role, then they will do so.
15. A key part of the new curriculum and qualifications entitlement is that from 2013 every suitably qualified young person should be entitled to an Apprenticeship place. Local demand will be identified by each local authority, aggregated within the region and agreed with the NAS. It will then be the task of the NAS to provide the necessary Apprenticeship places (through contracting with employers and training providers) to deliver the entitlement in every part of the country. Funding will be transferred to the NAS at national level, to reflect total agreed demand; and the NAS will be accountable to the Department for Children, Schools and Families (DCSF) for the delivery of sufficient places for 16 and 17 year-olds. Similarly, for specialist and third sector organisations that operate at a national and regional level, there should be a single contract covering all these operations in a region. These contracts would be drawn up by the Young People's Learning Agency on the basis of aggregated demand from local authorities.
16. Local authorities will come together as a regional planning group in each of the nine Government Office regions to consider and agree the overall commissioning plan for the region. The Regional Development Agency (RDA) will co-chair this group, which will be

convened by the Young People's Learning Agency and include representatives from the Government Office and the adult Skills Funding Agency.

17. In the new system, local authorities will be primarily responsible for planning and funding of provision for learners with learning difficulties and/or disabilities (LLDD), who have an entitlement to education or training up to the age of 25, and for the education and training of young people in juvenile custody. It is important in both cases to be as consistent as possible with wider arrangements for all young people.
18. These new roles and the new commissioning process must be underpinned by a strong performance management system. As local commissioning will be based on analysis of local demand, and funding will follow the learner, this will be an incentive for providers to deliver learning that young people want and that is of good quality. Institutions will retain clear responsibility for their own performance and be held to account against a clear framework of measures common across providers.
19. Through the planning and commissioning cycle local authorities will be able to expand strong and cease to fund weak provision. Local authorities will also have powers to lead more significant reorganisations of 16-18 provision where this is necessary. Ultimately, there will be robust intervention where there is serious underperformance. We will ensure that this system is supported by excellent data, collected in a low-burden way, shared efficiently and in a timely way with those who need it.
20. National Government will continue to have a role in managing the strategic direction of the system, maintaining the national funding formula, setting expectations and providing the necessary resources to deliver. The main mechanism to hold local authorities to account for 14-19 provision will be the new performance framework set out in the *Strong and Prosperous Communities* White Paper.

## Adults

21. Upskilling the adult workforce is the key to creating a high-skill, high-productivity nation. Almost three quarters of the workforce of 2020 have already left compulsory education. In our response to the independent Leitch Report<sup>1</sup> – the seminal report on the UK's skills needs - we set out in *World Class Skills*<sup>2</sup> and related documents<sup>3</sup> how we will work with our partners, employers and individuals to rise to the skills challenge.
22. The LSC has successfully hit all its targets, but the ever-increasing pace of change means the skills landscape too must change, and itself be flexible and responsive to new challenges.
23. Two key features in particular of our ambitious policy programme dictate that structural change is necessary: the aim of a demand-led system, and the integration of employment and skills.

---

1. Dec 2006 *Prosperity for all in the global economy - world class skills*

2. July 2007

3. *In Work, Better Off and Ready to Work, Skilled for Work*

24. The advent of Skills Accounts and the growth of Train to Gain herald a radically different model of organisation of the skills system, where the role of Government is to ensure that customers are empowered, well-informed and well-supported, so that demand can lead supply.
25. The integrating employment and skills agenda – which will strengthen and grow in the coming years, as the Government pursues its twin socio-economic goals of 80% employment and higher productivity – also requires a refreshed approach. In particular, it will require ever-closer co-operation and alignment between the activities and agencies of the Department of Innovation, Universities and Skills (DIUS) and the Department for Work and Pensions (DWP), as set out in *Opportunity, Employment and Progression*<sup>4</sup>.
26. To support these policies and strengthen the system we will create a new Skills Funding Agency. It will be a focused, streamlined agency, close to Government and with an operational role. It will have national and regional presence, deploying its activities and resources flexibly to reflect the fact that skills needs are manifested in sectoral, regional and sub-regional patterns, and rarely follow local authority geographies.
27. The key role of the new Skills Funding Agency is to ensure that public money is routed swiftly, efficiently and securely to FE Colleges and providers following the purchasing decisions of customers. It will build on the considerable successes of the LSC. It will be responsible for ensuring that public funds are best used to complement the much larger private investment which is made in adult skills and training. The majority of its funding will flow in direct response to customer choices through Train to Gain and Skills Accounts.
28. Coupled with making payments, the agency will also manage the framework and the development of the FE service. This includes responding to strategic skills pressures and bottlenecks, securing dynamic market exit and entry, creating a funding and incentive structure that prioritises responsiveness to customers, and ensuring availability of good public information. It will be a funding body, not a funding and planning body.
29. The Skills Funding Agency will be responsible for ensuring that the overall environment or ‘trading conditions’ in FE created by Government are highly supportive of upskilling to meet the nation’s needs. The Skills Funding Agency will therefore be responsible for the performance management of FE Colleges. It will also be the single point of intervention where either pre- or post-19 performance of FE Colleges does not meet nationally agreed minimum standards.
30. As announced in *World-class Apprenticeships: Unlocking talent, Building Skills for All*,<sup>5</sup> we are creating a new National Apprenticeship Service to take end-to-end responsibility for the Apprenticeships programme, including ultimate accountability for national delivery of targets. The NAS will be a discrete service, led by a Director reporting to the Secretaries of State of DCSF and DIUS, and managed within the Skills Funding Agency.

---

4. November 2007

5. January 2008

31. The agency will also manage the National Employer Service (NES), the single service for employers with 5,000+ employees. The relationship between NAS, NES and Business Link will be close, so that employers experience a 'no-wrong-door' service.
32. As a key part of creating a genuinely demand-led system, the Skills Funding Agency will lead the development and management of the new England-wide adult advancement and careers service. It will play a vital role, with Jobcentre Plus, in boosting individual demand for skills and guiding people to the right training to meet their needs and help change their lives. The agency will, in the long term, be responsible for all programmes of financial support to help adult learners meet the additional costs of learning in FE that could otherwise prevent them from participating; although a single delivery contract managed by the Young People's Learning Agency will be kept in the medium term to unify the delivery of most financial support for young people and adults.
33. The Skills Funding Agency will also be responsible for setting targets and monitoring performance of the Offenders Learning and Skills Service (OLASS), which it will do jointly with the new National Offender Management Agency.
34. The Skills Funding Agency will have a close relationship with DIUS policy functions, similar to the DWP/Jobcentre Plus relationship, in order to minimise the need for sponsoring and oversight functions in DIUS and get the tightest connection between policy and delivery. Like Jobcentre Plus, it will depend on clear rules and operating procedures to give the necessary assurance that public money is being used equitably, according to national priorities as defined by Government. As now, there will be a national funding system, with consistent, transparent, national funding formulae, tariffs and subsidies.
35. The UK Commission for Employment and Skills will advise Government on how we can make it simpler for employers and individuals to access the welfare and skills system in England. We will ask the Commission to make recommendations on how the 'user experience' of the employment and skills system can be simplified, including by 'hiding the wiring' and creating clear pathways for customers.
36. The 2006 *Raising Skills Improving Life Chances* White Paper set out our ambition to develop a new relationship with colleges and providers which would reinforce their autonomy within a significantly deregulated operating environment, including the new proposals for qualification deregulation for colleges and employers.
37. Then in November 2007 the Government, in partnership with the Centre for Excellence in Leadership (CEL) and the Quality Improvement Agency (QIA), published a consultative prospectus for a new sector-owned improvement organisation to be created through bringing CEL and QIA together. Rapid progress is being made to establish the new body so that it is ready to take on the responsibility for development and improvement. The aim is for the new organisation to be fully up and running by autumn 2008 and to become a major player in enabling a self-improving, self-regulated sector.

38. The second element of FE self-regulation is a sector-wide representative group which has been set up by the main college and provider representative organisations and is wholly owned and managed by them. It will work with the new sector-owned improvement organisation to raise the performance of the FE sector. As it develops its representative function, it will seek to provide a coherent position on relevant matters of interest to the whole of the sector on behalf of the sector.
39. The challenges to our country brought about by global social, economic and environmental change are only likely to increase. It is imperative that the new landscape we create is not only streamlined and effective but also adaptable, and in ways which cannot be predicted today. The proposals in this document give the adult skills system the dedicated agency needed to reflect the vital importance of the skills agenda to our economy and society. Built from its inception to be innovative, streamlined and to have the needs of the adult workforce and employers at its heart, the Skills Funding Agency will be a sharp and effective tool to allow us to realise our ambitions for a world-class, demand-led system. Our goal is a skills and FE system which targets support for individuals and employers where it is needed most, and allows colleges and providers to deliver the excellent service we must have as we move towards a sustainable vision of a high-skills, high-employment, high-productivity nation.



# PART 1: Supporting participation and achievement for young people

## Chapter 1: Introduction

- 1.1** We want every 16 and 17 year-old to participate in education or training. The benefits of participation to the individual, the economy and society are well documented. Those who participate for longer are more likely to be in work and to earn well, more likely to be healthy and live longer and less likely to suffer crime or the effects of deprivation. The economy benefits from higher skill levels in the population; and society as a whole benefits not only from greater affluence, but also greater cohesion, if all its members are able to contribute.
- 1.2** The changing nature of the world economy makes raising participation in education and training not merely highly desirable but an urgent necessity. Economic activity will move to wherever in the world it can be carried out most competitively. As the impact of this grows, the skills of the workforce will be a decisive factor in our continuing to be a high wage economy. The Leitch Review of the skills needs of the economy points out that, on current trends, there will be only 600,000 unskilled or low skilled workers in the UK economy in 2020 compared to over three million now. If all young people are to have opportunities to take part in our high-skill economy of the future we need all of them to learn and develop ready to do so.
- 1.3** The wellbeing of our society as well as its wealth depends on the education of its population. As sources of information and influence become more varied and less subject to scrutiny; as traditional sources of authority decline in importance; and as the diversity of society and personal experience increases, so the importance grows of having an educated population, capable of independent thought and judgement, able to live and work with others harmoniously.
- 1.4** In this context, those who drop out of education and training without the skills and qualifications they will need to make a success of their lives will face a bleak future: as the number of non-participants shrinks, the disadvantage they may suffer grows. We cannot allow a small, disadvantaged group to leave prematurely, knowing that they do so unprepared for life and work.



- 1.5** As this document is published, there is a Bill before Parliament to raise the participation age – to require all 16 and 17 year-olds to participate in some form of education or training. Subject to Parliamentary approval, we intend this new requirement to be fully in place for 16 year-olds by 2013 and for 17 year-olds by 2015. The young people who will be affected first by this legislation, if it is passed into law as it is, are in Year 6 now, starting secondary school this September. Changing the law will galvanise action in schools, colleges and in all services that support children and young people – in line with the ambitions we set out in the Children’s Plan. We want the legal change to play a key part in stimulating change throughout the system, so that this generation of young people is kept engaged throughout secondary schooling, and provided with new opportunities up to the age of 16 and beyond, so that each can succeed and achieve.
- 1.6** Over recent years participation among 16 and 17 year-olds has increased, and attainment of young people post-16 has risen sharply with, for example, the proportion of 19 year-olds who achieved level 2 qualifications up from 66.4% in 2004 to 73.9% in 2007. The Learning and Skills Council (LSC) has played an important part in these achievements, in support of schools and colleges. It is vital that the drive to increase participation and attainment is maintained. However, successful implementation of our plans to raise the participation age will require a major cultural change. Central to implementation will be:
- making sure that the new Key Stage 3 curriculum is implemented successfully for the young people starting secondary school in September 2008 – so that schools have better opportunities to help those who fell behind at primary school to catch up;
  - making sure that there are routes available to every young person in Key Stage 4 and post-16 which can engage them and enable them to progress – through making sure that the new qualification routes (Diplomas and the Foundation Learning Tier) are available to all;
  - making sure that the right guidance and support are available to all young people – through the transition of Connexions to local authorities, and the development of Targeted Youth Support to ensure that every young person can receive the help they need with any problems they face;
  - making sure that those young people who need it get financial support;
  - supporting every young person to make the transition from pre- to post-16 learning successfully – implementing the September Guarantee to every young person of a place in learning straight after they finish Year 11, and extending this to age 17; and
  - engaging those young people who will be affected first, their parents or carers and their teachers – so that they know what to expect and what opportunities will be available and can begin to think about the future and aspire.
- 1.7** To do this, we will need clear local leadership and a single point of local accountability for the whole of the 14-19 phase of learning. Raising the participation age means that the need to make sure that the right opportunities are available in each area and to integrate learning and

support services is greater than ever – so that each young person can get the right range of opportunities and the right support to make good choices which work for them.

- 1.8** We want local authorities to provide that leadership and we therefore propose that responsibility for the funding and organisation of 16-19 learning should transfer from the LSC to local authorities in England. Local authorities are already accountable for how well children’s services in their area meet the needs of young people and for the outcomes which are achieved. They will be able to integrate their new role with regard to post-16 learning with their existing responsibilities for services for children and young people, and their leadership of Children’s Trust arrangements. As responsibility for Connexions services transfers to them, they are also taking on responsibility for commissioning the broad range of advice and guidance services – from careers guidance to more targeted support for those young people at risk – and developing integrated youth support services, including transforming the range of positive activities available to young people.
- 1.9** It is our intention to bring forward legislation to effect this change at the next available opportunity. We want the formal transfer of funding to take effect from 2010-11. And within the existing legislative framework, we intend to move as far and as fast as possible to increase the local authority voice in 16-19 provision. In this document, we set out for public consultation our proposals for transferring responsibility, subject to legislation, and for moving towards this goal in the shorter term.
- 1.10** The key elements of this change are:
- a clear role for local authorities to identify demand and plan provision to meet the needs of young people;
  - an operating system in which local authorities can commission the provision that is needed;
  - a performance management system which ensures that the system raises standards for young people;
  - a funding model which ensures that money reaches providers appropriately; and
  - a plan for managing the transition from the present to the future.
- 1.11** Our key proposals in these areas are set out for consultation in this document.



# Chapter 2: Local authorities commissioning provision to meet the needs of young people

## Summary

**To enable local authorities to lead the system to respond to the needs of young people, we need to do more than change the way that funding flows, important though that is. We need to give local authorities clear responsibility for commissioning provision, and a process for doing so which ensures that all young people are able to access suitable learning opportunities, wherever they live and whatever their needs and interests.**

**We want every young person to be pursuing a programme that engages them and prepares them for success in life. By 2013 young people will be entitled to a new, wider choice of options: this will include a new Foundation Learning Tier for those working below level 2, new functional skills embedded within all qualification routes, 17 new Diplomas, strengthened GCSEs and A levels, including a new extended project, and an Apprenticeship place for every young person who wants one.**

**Local authorities will be responsible for making a reality of this national entitlement in their area. They will analyse demand from young people, ensuring that choices are informed by good information, advice and guidance. They will compare the pattern of demand to the existing pattern and performance of provision locally, and work with schools, colleges and other providers to assess the best way of filling any gaps and promoting quality.**

**This analysis and these decisions will lead to a commissioning plan agreed within and without the area, as part of the local authority's Children and Young People's plan.**

- 2.1** Securing the local leadership that we want for 14-19 reform is not solely about how the funding flows to individual institutions – important though that is. It is more importantly about how local authorities carry out their commissioning role, come to decisions on the provision that is needed area by area and draw up plans for provision, so that funding can flow to implement the commissioning plans.

## **We want every young person to have access to an appropriate place in learning**

- 2.2** It is central to our drive to raise the participation age and to transform attainment by age 19 that every young person should be pursuing a programme which both engages them and prepares them to progress in learning and in life. For that to happen, we need to ensure that every young person can follow a course that meets their needs (in terms of subject area and style of learning) at the right level of difficulty.
- 2.3** This means that by 2013, every young person will have access to:
- the new secondary curriculum, which will give schools more freedom to tailor the curriculum to meet the needs of young people and help those who fell behind at primary school to catch up;
  - the new Foundation Learning Tier, for those working below level 2, which will provide, for the first time, coherent progression routes to level 2 and beyond;
  - new functional skills qualifications in English, maths and ICT, so that, no matter what route young people are on (GCSEs, Diplomas or Apprenticeships), they will be expected to achieve the functional skills they need for life;
  - the new Diplomas – a new set of high quality broad qualifications for 14-19 year olds, designed by employers and Higher Education, which combine theoretical and practical learning and are available at three levels, up to advanced;
  - strengthened and revised GCSEs and A levels and a new extended project; and
  - an Apprenticeship place for all those who are suitably qualified, or a pre-Apprenticeship place for those in need of further preparation.
- 2.4** Delivering this new entitlement will be an essential part of the local authority commissioning role – making sure that every young person has the learning opportunities they need, pre- and post-16, to be able to progress and succeed. Alongside this, the local authority has the leading role in ensuring that young people know what is on offer, can make good choices and have targeted support where it is needed.
- 2.5** The local authority will discharge these responsibilities as strategic commissioner. As part of its Children and Young People’s Plan, it will produce a plan for education and training for young people, which will form part of the integrated regional strategy for economic development. The plan will focus on delivering a pattern of education and training provision which fits what is needed locally, including in the labour market, and drives up quality for young people. It must take particular account of the need to raise participation, raise achievement at levels 2 and 3 by age 19 and reduce the number of young people who are not in education, employment or training (NEET). The first step is to understand the demand from young people.

## **The local authority will judge the level and nature of demand for different forms of provision**

- 2.6** Local authorities will analyse demand in many ways: examining patterns of application for courses; directly consulting young people; and gathering information from schools and colleges. They will use data and management information currently provided by the Learning and Skills Council (LSC) to its partnership teams. Since September 2007, there has been an online prospectus for every local area, setting out information about each course available across the area to inform choice, and we are strongly encouraging local authorities to develop a common online application process alongside the prospectus to manage and track post-16 applications. These systems will provide a continuing source of information about young people's interests, motivations and aspirations.
- 2.7** At age 16 many young people choose to travel further to learn than they did at an earlier age – perhaps because they want to access more specialist provision. There should be no assumption that it is problematic that a young person chooses to leave the area of one local authority in order to learn elsewhere. Local authorities will need to understand such patterns of demand, but should not seek to reverse flows of young people across boundaries, unless the choices they are making are driven by dissatisfaction.
- 2.8** Local authorities should make sure that they understand fully the nature of demand from young people, but also that young people are well informed about the full range of choices available. Local authorities are now responsible for commissioning information, advice and guidance (IAG) services, in line with national quality standards. These standards make clear that good IAG must be impartial, be provided in the best interests of the young people and include information about the local and national labour markets. Good IAG also makes sure that young people can have 'taster' and other experiences which help them to make choices. On the basis of a full analysis of demand, local authorities will consider what is on offer locally and how well it meets demand.

## **The local authority will judge the extent to which the available supply meets the demand from young people**

- 2.9** In considering how well the supply of learning meets demand, the local authority will consider how well the new entitlements to Diplomas, Apprenticeships and the Foundation Learning Tier are being delivered locally. It will consider whether all young people, no matter where they live, can access a place in learning. They will consider whether there are sufficient places at every line and level of learning to meet every young person's needs. They will look at the outcomes being achieved, the progress of different groups of young people, including particularly the disadvantaged and vulnerable, to make sure that every young person has a good quality place.

- 2.10** Local authorities should not seek to provide for every resident young person within their own boundaries – since doing this would lead to serious over-provision, often in the wrong places. Instead, local authorities should work together in their commissioning to ensure that every young person has access to the provision they need within reasonable travelling distance. They should together analyse and understand demand from across the ‘travel-to-learn’ area, consider gaps in provision and share judgements of quality. For some young people, including some learners with learning difficulties and/or disabilities (LLDD), where local authorities need to plan for all young people up to the age of 25, provision may be highly specialised and costly. Planning across a wider area for such provision will be particularly important.
- 2.11** The local authority will use evidence from recent inspections and provider performance data to analyse where there are areas of weakness and of particular strength. The local authority will then approach commissioning decisions with a clear focus not only on filling gaps and responding to growth and shifting demand, but also on tackling and eliminating weakness and on expanding the best provision.

**In making commissioning decisions, the local authority will put first good quality provision, meeting the needs of young people**

- 2.12** Through this analysis, the local authority will look at what changes need to be made in order to secure a full entitlement for all learners at the highest possible standard. It will decide where to commission more provision, and where to reduce provision – focusing on expanding the best provision and filling gaps, and reducing or replacing the least effective provision and that which is not in demand. The local authority will need to discuss its planning widely. Where it decides that it should make significant changes in order to meet demand, it will need to take care to manage the process of change to avoid unnecessary impact on providers.
- 2.13** The decisions local authorities make will produce a local commissioning plan. When this plan is agreed, it will provide the basis for funding to flow to institutions. Local authorities will be funded according to the agreed plan for the institutions which are in their area – not according to the residency of young people. In this system, the processes for agreeing a plan and for ensuring that it is affordable are of course critical and, therefore, the broader structures and processes within which the local plan is agreed are an essential part of creating a functioning system. These are the subject of the next chapter.

**1. Do you agree that transferring funding from the LSC to local authorities to create a single local strategic leader for 14-19 education and training is the right approach?**

# Chapter 3:

## Operational models for commissioning

### Summary

We need to consider carefully the best model to enable local authorities to fulfil this new commissioning role, whilst recognising the needs of different types of provider. The model needs to ensure that there is transparency about funding decisions, promote quality, secure proper budgetary control, fit the post-16 context and be flexible enough to respond to demand.

A model in which each local authority simply commissioned independently would be difficult for large Further Education (FE) Colleges, would be unresponsive to changes in demand and would create problems for budgetary control. A model in which a national agency retained ultimate responsibility for decision-making and commissioning, informed by local analysis of need, would fail to make a reality of local leadership of the system.

We therefore propose a model between these extremes, in which local authorities will be expected to form groups to consider the coherence of plans across a wider area and agree commissioning decisions. A new, small national agency the Young People's Learning Agency will provide an indicative budget for an area, help to resolve issues where a group cannot reach agreement, and secure overall budgetary control. Within this model there will be differing degrees of collaboration between local authorities and there should be progressive devolution of responsibility as groups of local authorities demonstrate sufficiently robust governance and decision-making arrangements and operational procedures are in place to manage this.

Recognising the diversity of post-16 provision, learning providers will be engaged at the right level for them: School Sixth Forms, Sixth Form Colleges and local voluntary organisations will have conversations with the local authority in which they are situated, for example, whilst larger FE Colleges will deal with a single representative of the sub-regional grouping of local authorities.

- 3.1 We want to create a system which is as effective as possible in increasing opportunity and in raising the quality of provision available to young people. Such a system must be capable



of delivering change and improvement, but must also be capable of securing necessary institutional stability.

### **The system must deliver transparency of funding and improvement in the range and quality of provision for young people**

- 3.2** In order to achieve our central objectives that the system should be improving continuously in offering greater opportunity and higher standards for all young people, we need to have in place several key elements:
- There should be clear requirements to deliver a national curriculum and qualifications entitlement for all young people.
  - Local authorities should have clear levers to commission, in order to secure this entitlement, remove poor provision and expand good provision. They should be held to account for the outcomes for young people in the area – including levels of participation, progression and attainment.
  - The system must be coherent for providers. The scope for challenge in a commissioning system can drive up standards, but requires dialogue between providers and commissioners. These interactions must not be so complex as to draw energy from the task of educating and training young people.
  - There should be a national funding formula. This will ensure that providers receive comparable rates for comparable provision, make the system as simple, transparent and accountable as possible, and avoid perverse incentives.
  - There must be budgetary control at each level, to ensure that commissioning takes place within the limits of what can be afforded.
- 3.3** It is also important that the system works effectively with the patterns of demand in post-16 education and training. Young people are much more prepared to travel longer distances to get the provision that they want at 16 than at 11. Colleges in particular can draw from a very wide area – sometimes from over 100 local authorities. It is important that local authorities work with these patterns of demand rather than seeking to provide every possible form of specialist provision for every young person within their own boundaries. However, we do not want colleges to have to manage multiple dialogues with local authorities, but to be able to plan their provision for young people in dialogue with a single commissioner. Of course, where providers also offer adult education and training, we will want to bring this dialogue together as far as possible with the dialogue with the Department for Innovation, Universities and Skills (DIUS) Skills Funding Agency about adult provision.
- 3.4** Post-16 provision is much more flexible in many respects than pre-16. Courses can start, stop, grow or shrink much more quickly, especially in private providers and in colleges. As a consequence, reputational shifts and shifts in patterns of demand can be much quicker. And the number of year groups involved means that half the post-16 student body completes

courses each year – compared to only a fifth of the 11-16 cohort – so that a shift in demand in one year has a proportionately much bigger effect on the budget as a whole. In practice, this means that the distribution of the post-16 budget between different local authority areas is much more variable from year to year than the Dedicated Schools Grant is. Variations of plus or minus 10% are not unusual, even in regions of the country where overall numbers are stable. We therefore need a system and a funding model that can be responsive to changing demand.

### **Neither centralised nor locally fragmented models can deliver our objectives**

- 3.5** We have examined a range of models for achieving our objectives. One possibility would be that each local authority could simply commission independently on the basis of its own analysis of demand. However, when combined with a national funding formula, this approach would threaten proper budgetary control over a very large national budget, if local authorities were responsible for drawing up commissioning plans and Government were responsible for funding these plans at the national rate.
- 3.6** In practice, this would mean that in any such model funding would have to be provided to institutions on the basis of the previous year's student numbers, as with the Dedicated Schools Grant. This would significantly reduce local authorities' scope to commission actively to meet changing patterns of demand, fill gaps in provision or address quality issues – the money for one year would simply reflect what happened the year before and local authorities would not be able to withdraw funding from a poorly performing institution in order to expand provision elsewhere.
- 3.7** An alternative solution to the problem of securing budgetary control would be to give a national agency a very 'hands on' role. In this model, local authorities could carry out needs analysis, bring forward proposals for filling gaps and addressing quality problems and set out proposals for change. But a national agency would retain ultimate responsibility for the key decisions and for commissioning provision.
- 3.8** This approach would solve the problem of budgetary control because the agency could continue to adopt the approach taken by the Learning and Skills Council (LSC), of iterating between national, regional and local levels to challenge and adjust planning on the basis of national data and budgets – and would commission to fit the budget. Equally, the problem of making the interaction coherent from the point of view of colleges would be solved because the agency would be able to internalise the problem of bringing together different local authority proposals and go to each college with a single plan. And as a single national body, the agency could straightforwardly adapt to shifts in demand without facing the risk that budgets had been pre-allocated in the wrong place.
- 3.9** However, the ability of local authorities to provide real local leadership would be limited under this model. Admittedly, local authorities would still be able to do their own local planning and come to a view about what their local plan should be. But ultimately, this would be local authorities acting partly under contract to the national agency; and partly in an advisory

capacity. The key responsibilities and accountabilities would rest with the agency – and the local authority would have too few levers to lead and too much incentive to act as though unaccountable.

**3.10** Therefore, neither of these models could ultimately deliver the local leadership that we seek. A workable model must come between the two extremes.

### **Our preferred model includes local, sub-regional and national roles**

**3.11** In the light of this, our preferred way forward has three key features:

- local authorities should cluster together in sub-regional groupings to commission provision;
- this should be supplemented by a slim national agency – the Young People’s Learning Agency – which would have responsibilities for budgetary control and for securing coherence in the event that there could not be local agreement; and
- there should be progressive devolution of power and authority to the sub-regional level as the collaborative arrangements become stronger and more formal.

### **Local collaborative arrangements are essential**

**3.12** Achieving a workable model requires local authorities to work together to develop and execute plans. Young people may travel significant distances, perhaps across several local authority boundaries, in order to learn: sometimes to access specialist provision or a centre of excellence; sometimes because transport routes make that the most straightforward thing for them to do. This means that when analysing demand, understanding patterns of movement and looking at shifting preferences, local authorities will need to work together – to understand what is happening across whole ‘travel-to-learn’ areas and to ensure that they are working from consistent data and assumptions. If they do not, planning will be incoherent for the area as a whole.

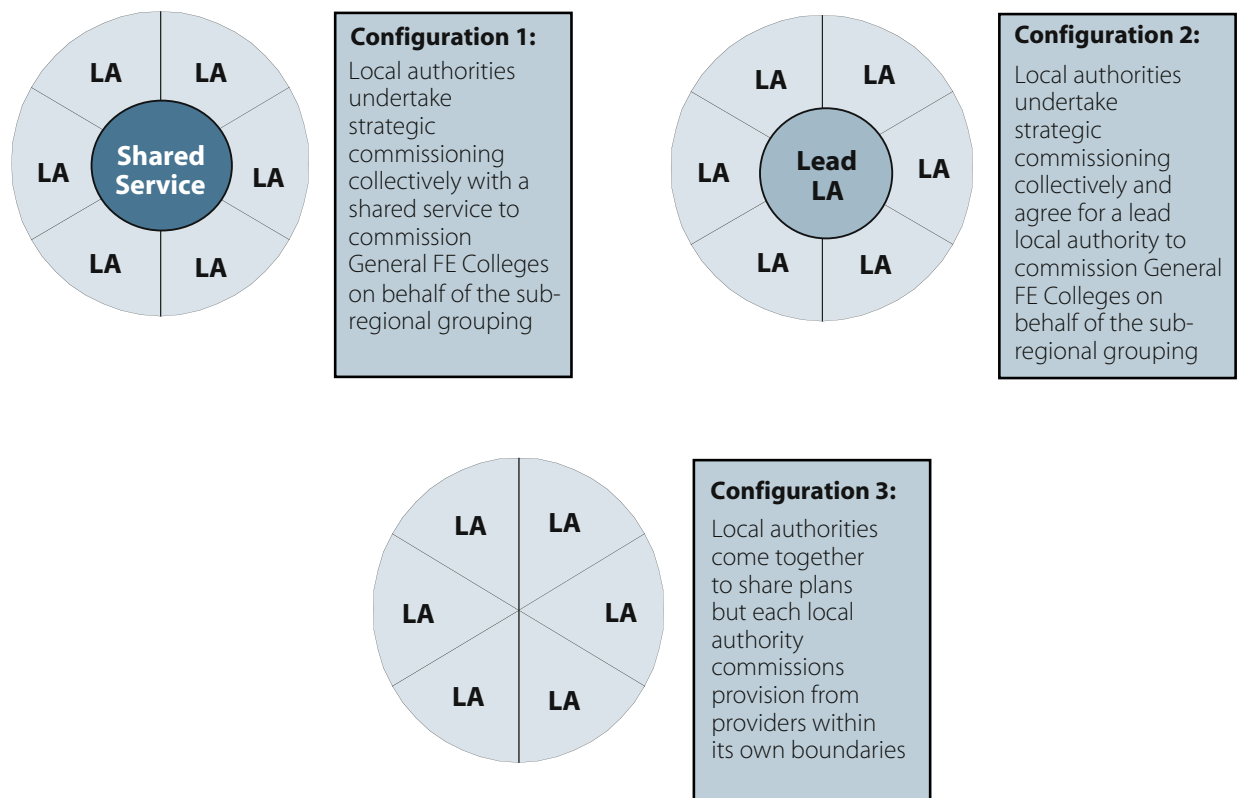
**3.13** Likewise, commissioning decisions need to be made collectively. No local authority should seek to provide every form of provision for every learner within its own borders, ignoring centres of excellence which may be just over the boundary but within easy reach of learners. And if, for example, several neighbouring authorities all decide that there is a need for more and better provision of a particular type and separately run competitions to commission that, the result would almost certainly be incoherent, with the likelihood that some of the provision would close in short order. Conversely, a local authority should not decide in isolation to withdraw funding from provision if others are relying on it and it would be destabilised. In this area of public service – as the *Review of sub-national economic development and regeneration*, known as the sub-national review (SNR), found in other areas – making decisions at a sub-regional level is an effective way to deliver the economic and skills needs of an area.

**3.14** We therefore expect local authorities to form structured collaborative groups to agree their commissioning plans. These collaboratives will draw on needs analyses carried out locally – ensuring that they are based on shared data and shared analysis of movement across the sub-

region, to come to decisions about the match between supply and demand. The group will need to ensure that the collective plans are consistent and coherent and agree who will lead the commissioning conversation with each provider in the sub-region, making sure that they are able to do so on behalf of the whole group.

- 3.15** The size and nature of groupings will of course vary – reflecting local demography, geography and travel-to-learn patterns. Local authorities in metropolitan areas will sensibly group together. Some whole regions might naturally form a single grouping. There may be some large counties which can sensibly and without damaging others approach the task alone. Where possible, we want groupings to develop from existing relationships or structures which are working well. For example, the new Multi-Area Agreements (MAAs) are designed to support local authorities to improve economic prosperity by working across administrative boundaries, and could provide a good basis.
- 3.16** We will expect local authorities to identify groupings that they regard as workable, and for there to be a process of designation by the Secretary of State to allow functions to be delegated to them. To be designated, the groupings will need to demonstrate good shared governance arrangements and clear decision-making and escalation structures; and taken together, the sub-regional groupings will need to be coherent across the country, avoiding gaps, ‘enclaves’ or other geographical features not reflecting travel-to-learn patterns.
- 3.17** Beyond the level of the formal collaborative groupings, we also propose that local authorities come together in each of the nine Government Office regions to ensure coherence. This will be a much more informal grouping, designed to consider whether the plans taken together are consistent with one another and whether together they meet all the needs of young people and the region. The fact that authorities will meet in this way does not preclude authorities from forming sub-regional groupings which sit across the regional boundaries.

Figure 1: Local authority collaboration: potential configurations for planning and commissioning provision



**A Young People’s Learning Agency to secure budgetary control will give local authorities more space to undertake commissioning activity**

- 3.18 The local collaborative arrangements will be an essential part of creating a coherent system. However, in order to secure full budgetary control while giving local authorities powers to commission and de-commission provision, there will also need to be a slim Department for Children, Schools and Families (DCSF) national agency – the Young People’s Learning Agency – with a role in securing budgetary control.
- 3.19 Without this, budgetary control would have to be achieved through budgeting on the basis of ‘lagged’ (i.e. the previous year’s) student numbers, so the national budget setting process could not be very sensitive to changing circumstances. Local authority and institutional budgets would be based on the number of young people they actually taught in the preceding year, and local authorities would only be able to commission with any ‘growth’ funding – that is, funding for increases in the total number of participants.
- 3.20 The existence of a national agency with a role in budgetary control will mean that funding can be plan-led – that is, based on plans agreed between commissioner and providers. Of course, it will be necessary in the following year to ensure that funding properly reflects the activity actually delivered in the previous year. However, if the commissioning process has worked well and demand has been mapped accurately, there should be a close match between what is planned and what actually happens.

- 3.21** The Young People's Learning Agency will provide an indicative budget for a region and local authorities collectively will need to ensure that the plans will fit within that budget. Local authorities will carry out a full analysis of supply and demand for the young people in their area, using common data supplied by the agency and supplemented locally. Local authority collaboratives will consider jointly the impact on providers, so that there can be a single conversation with each provider. The agency will be able to step in if local authorities are unable to reach agreement on a collective plan which falls within the budget and delivers the requisite progress towards national targets; or if young people will not have access to the full national qualifications and curriculum entitlement.
- 3.22** We anticipate that the Young People's Learning Agency will be established as a Non-Departmental Public Body (NDPB) and that its governance will include representatives of the key delivery partners, including local authorities. It will operate nationally and regionally and we anticipate that its governance regionally would reflect the importance of local authorities having a strong sense of ownership of services provided to them by the Agency. The Young People's Learning Agency will:
- establish and agree with local authorities a national planning and commissioning framework;
  - provide a strategic analysis service which supplies consistent data to support local authorities to carry out their commissioning duties;
  - manage the national funding formula and work with the new qualifications development agency, which will evolve from the Qualifications and Curriculum Authority, to advise on qualifications funding;
  - deliver all learner support for young people and adults, as the LSC does now, nationally to 2013 – the end of the current contract. Beyond 2013 we will take a view on managing the youth and adult learner support systems separately;
  - manage national and regional contracts, for the few providers that operate across the whole country or provide highly specialised services;
  - secure budgetary control and delivery of statutory entitlements if these would not otherwise be delivered; and
  - be responsible for the flow of 14-19 management information to meet commissioning needs.
- 3.23** The Young People's Learning Agency would also provide support to a regional grouping of local authorities. We anticipate that as well as the local authorities in the region and the Agency, this grouping will also involve the Regional Development Agency (RDA), the DIUS Skills Funding Agency (which will fund adult skills development) and the Government Office. The sub-national review recommended that the RDA have oversight of strategic economic issues and responsibility on behalf of the region for preparing the new style integrated regional strategy and that a new local authority leaders' forum be established to scrutinise this work and sign off the regional strategy. Regions will wish to consider how the RDA, the leaders' forum

and the grouping looking at education and skills plans are best brought together. The RDA will act as co-chair at this level, reflecting its regional strategic role. This grouping will provide local authorities collectively with the opportunity to ensure that the plans:

- are collectively affordable within the regional budget;
- are coherent making consistent assumptions and using common data;
- deliver the 14-19 entitlement – so that all learners can access provision at the right level which meets their learning preferences – including the opportunity to choose from the full range of Diplomas and to choose an Apprenticeship or pre-Apprenticeship programme;
- meet demand from young people and focus on driving up quality;
- make manageable demands upon individual providers (and particularly FE Colleges which will feature in most plans); and
- are consistent with the priorities for economic development set out in the region’s integrated regional strategy.

**3.24** The regional grouping provides a forum for local authorities to assure themselves on all of these points collectively, so that plans can formally be signed off. When all are in place, the group will be in a position to confirm individual plans to the Young People’s Learning Agency and to the National Apprenticeship Service in respect of Apprenticeship places.

#### **The extent of devolution of powers will depend on the strength of collaborative arrangements**

**3.25** At sub-regional level, there will in practice be degrees of collaboration. Some authorities will wish to develop shared services for the procurement and commissioning of 16-18 provision. Others may wish to go further to pool their planning and commissioning structures. Some may wish to start with a minimal degree of collaboration and grow in time towards more joint services. The more robust the collaborative arrangements, the more we will judge them to be capable of taking on the key functions.

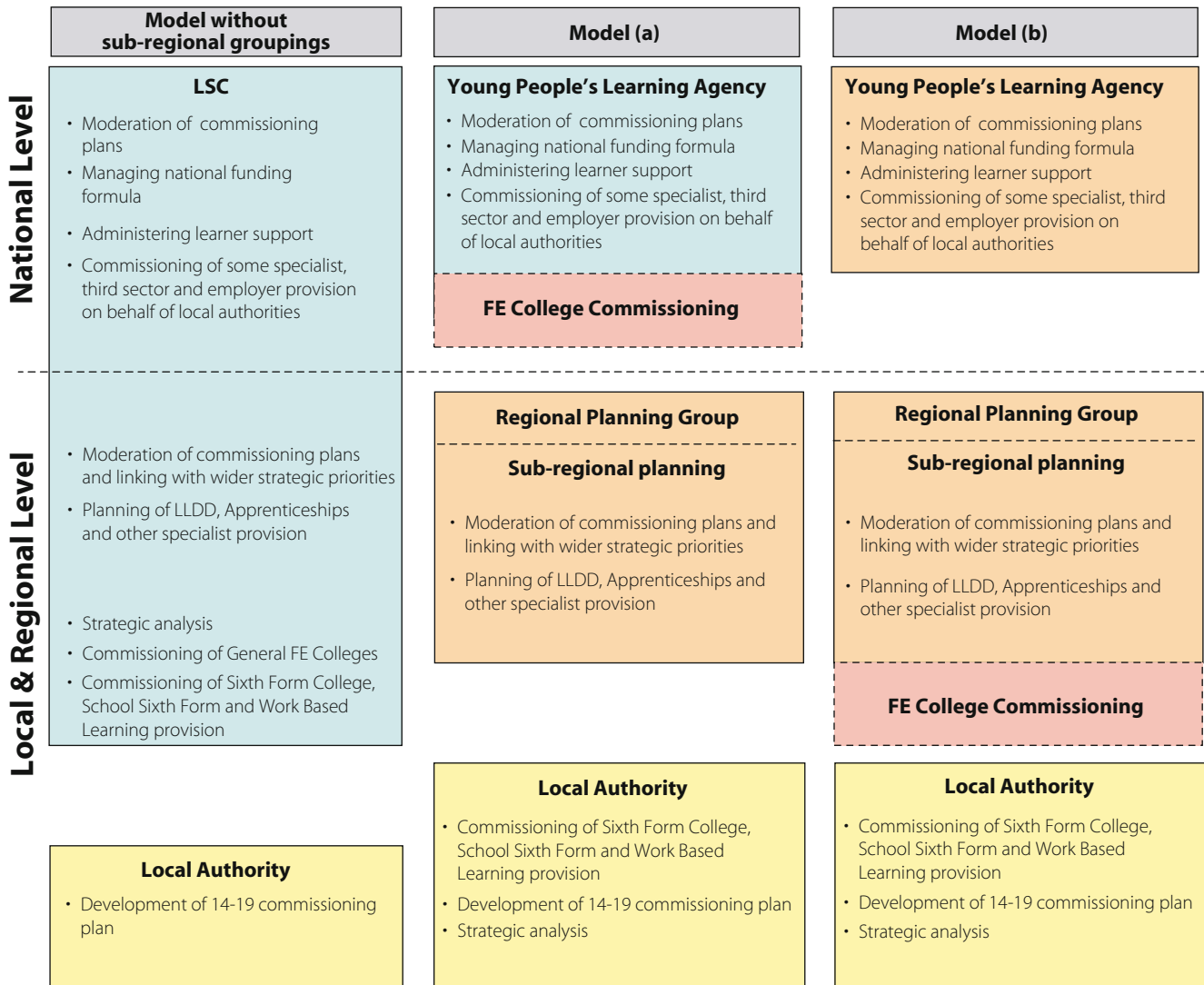
**3.26** At one extreme, if appropriate sub-regional arrangements cannot be agreed, all but the local analysis work would need to sit with the Young People’s Learning Agency. In practice, we expect that it will be possible to agree appropriate collaborative arrangements across the country and therefore, there would be essentially two variants of the model in place, depending on the depth of collaboration:

- In model (a), the home local authority manages the relationship with School Sixth Forms and Sixth Form Colleges. Management of the commissioning relationship with FE Colleges, however, is by the Young People’s Learning Agency at a regional level.
- In model (b), the home local authority manages the relationship with School Sixth Forms and Sixth Form Colleges, but the relationship with FE Colleges is managed through the sub-regional collaborative groupings of local authorities.

- 3.27** The more devolved model (b) is preferable in giving local authorities a fuller leadership role, but will place more demands on the collaborative grouping than model (a). In particular, the grouping will need more robust shared governance arrangements and a clearer capacity to make difficult decisions and trade-offs, particularly where the initial thinking and planning of individual local authorities is different. It will be particularly important that decisions can be taken in a timely fashion, so that providers have details about their budgets sufficiently early to plan their own provision sensibly.
- 3.28** We therefore propose that as a default the Young People’s Learning Agency should have a significant role. However, when local authorities can demonstrate that they have put in place sufficiently robust formal partnership and decision-making structures, the Young People’s Learning Agency will step back, maintaining only reserve powers to intervene if necessary. In practice, we anticipate that in the time it takes to pass the legislation, all local authorities who wish to should be able to demonstrate readiness for, and capacity to deliver, model (b). They will need to demonstrate that they have formed a coherent grouping, have agreed governance and decision-making structures, have operational procedures in place and functioning and have an agreed means of resolving disputes in a timely fashion. We will need to be sure that there is the necessary capacity and capability to perform the commissioning role to a high standard and will look to identify and disseminate good practice so that all local authorities are well prepared to do this job.
- 3.29** We believe that this approach, of progressive devolution of decision-making, as local authorities demonstrate increasingly effective collaborative arrangements, is the best way to ensure that local authorities can assume the fullest local leadership role while minimising the risks of the transition. The Young People’s Learning Agency would maintain the power to step in should there be a serious problem at the sub-regional level, or to ensure that the budget is not breached. If a group of local authorities significantly fails to deliver their duties under either model, the Secretary of State will reserve the right to intervene and manage commissioning in that area directly through the Agency until such a time as the local authorities are able to do so.



Figure 2: Commissioning proposals under the two models



**The system will take account of differences between providers**

3.30 Delivery of the full curriculum and qualifications entitlement across an area requires the active involvement of schools, colleges, work-based learning and third sector providers. Each type of provider can bring distinctive strengths, and the commissioning process will be neutral between them. The aim of the system will be to drive up quality – making sure that there is a full range of provision, capable of meeting the needs of every young person, and that the best provision is allowed to grow and flourish. Decisions on what to expand and on where to develop new provision will be based only on which providers can do it best.

3.31 However, we intend to ensure that the system engages with providers in the ways that work best for them. The system will respect the autonomy of individual institutions and the freedoms that they have. Individual institutions will retain the lead responsibility for improving standards and for tackling underperformance where it exists. The system will seek to avoid unnecessary bureaucracy and intervention with all providers – but will approach this task differently with different providers, depending on their circumstances.

## The home local authority will lead engagement with many institutions

- 3.32** We would expect that in relation to many forms of provider, the home local authority will straightforwardly lead for all local authorities the relationship with the provider. This will be true for School Sixth Forms, Sixth Form Colleges and many third sector organisations. In these cases, the home local authority will have the lead role in commissioning, in performance management (including intervention if necessary) and the key powers of the LSC in this respect will transfer to the home local authority.
- 3.33** In order to achieve this, we will identify Sixth Form Colleges as a distinct legal category for the first time. Currently, all incorporated colleges are treated as a single group in law. In practice there are few objective criteria which can differentiate precisely between Sixth Form Colleges and all other colleges: some Sixth Form Colleges have diversified to a considerable extent into adult provision, while many other colleges, not formally identified as Sixth Form Colleges, are very clearly focused on young people.
- 3.34** Therefore, we propose that a college should be deemed to be a Sixth Form College if:
- it predominantly caters for students aged 16-19; and
  - it is designated as a Sixth Form College by the Secretary of State.
- 3.35** In practice, this will mean that the Secretary of State has some discretion as to which colleges are so designated. Some colleges which were originally Sixth Form Colleges could propose not to adopt this status, if they felt that their identity had changed significantly since incorporation. Equally, colleges which did not start life as Sixth Form Colleges but had become very strongly focused on 16-19 year olds could apply to be designated as Sixth Form Colleges if this now reflected the reality. Colleges under either designation will continue as incorporated bodies, with high levels of autonomy and could continue to offer provision to both adults and young people.
- 3.36** We recognise the strength of the Sixth Form College sector and its major contribution to the education of young people. We will continue to work closely with Sixth Form Colleges as we work through the details of the changes and their implementation. We want the sector to be strong, growing and stable. We anticipate that the key differences in the system between the position of Sixth Form and FE Colleges will be a closer relationship between Sixth Form Colleges and their home local authority and a single commissioning and performance management relationship with that authority. We hope that bringing Sixth Form Colleges back within the local authority family will give added impetus to the growth of the sector. We will look to mechanisms such as 16-19 competitions to consider much more actively the option of creating or enlarging a Sixth Form College where new 16-19 places are needed.
- 3.37** Academies are funded directly by the DCSF on the basis of funding agreements. Like other providers, they will represent their interests and contribute expertise through local 14-19 Partnerships. Academies will participate fully in this process. Where an individual Academy is unable to agree with the local authority what its provision should be, the Secretary of State

retains the right to fund the number of Academy places which he deems to be appropriate, having first consulted the relevant local authorities. The Academies will receive their funding directly from the DCSF in line with the agreed commissioning plan.

### Some providers will need to be engaged at regional or sub-regional level

- 3.38** For FE Colleges, larger work-based training providers, more specialist provision and Apprenticeship places, we propose that commissioning should take place at the regional or sub-regional level. In the future, either the Young People's Learning Agency (under model (a)) or a sub-regional grouping of local authorities (under model (b)) will act as the lead for these forms of provision, in aggregating demand from all local authorities and leading the commissioning and 'contracting' processes on their behalf.
- 3.39** A sub-regional grouping will be able to carry out this role in a range of ways: establishing a joint governance arrangement with responsibility for commissioning decisions; designating a single lead authority to work with FE Colleges across the grouping; or through each local authority carrying out the task for any FE Colleges in their area. In deciding how they wish to carry out this and other functions together, local authorities will need to consider how best to use the resource, expertise and staff available. The establishment of effective arrangements for carrying out this function, including clarity about who will lead in relation to each college, and their ability to act quickly on behalf of other authorities, will be a crucial criterion for taking on responsibilities under model (b).
- 3.40** The DIUS Skills Funding Agency will need to engage with the local lead for each FE College, so that between them they can ensure that their plans cohere. The local lead will also be responsible for engaging with the Skills Funding Agency in the annual performance assessment and in the event of poor performance by an FE College.
- 3.41** By 2013, we want every suitably qualified 16 and 17 year-old to be entitled to an Apprenticeship place, as a part of the new curriculum and qualifications entitlement. Each local authority will establish what supply of Apprenticeship places will be needed in order to implement this entitlement. This demand will be aggregated within the region and agreed with the National Apprenticeship Service (NAS). It will then be the task of the NAS to provide the necessary Apprenticeship places (through contracting with employers and training providers) to deliver the entitlement in every part of the country. Funding will be transferred to the NAS at national level, to reflect total agreed demand; and the NAS will be accountable to DCSF for delivery of sufficient places for 16 and 17 year-olds. The NAS will be accountable to both DIUS and DCSF for quality assurance and intervention in relation to Apprenticeship delivery.
- 3.42** Some organisations make provision for young people right across the country. These include third sector organisations, such as the Prince's Trust, Rathbone, Barnardo's, NACRO, Rainer and YMCA. They also include some independent training providers which provide Entry to Employment and other programmes as well as Apprenticeships. For these organisations, we propose that there should continue to be a single contract covering all these operations in a

region, rather than contracts with every local authority. These contracts would be drawn up by the Young People's Learning Agency on the basis of aggregated demand from local authorities. For third sector organisations and other training providers operating at a more local level, we would expect local authorities to commission provision directly, working in their sub-regional groupings where appropriate.

### **The system will serve learners with learning difficulties and/or disabilities**

- 3.43** Local authorities will be responsible for provision for all learners with learning difficulties and/or disabilities (LLDD) up to the age of 25. As with all learners, we want to ensure that these learners have access to the right provision for them to learn and progress. The move to the new system provides an opportunity to make arrangements work better for these learners, and to ensure that support and provision are fully integrated.
- 3.44** Planning of provision for LLDD will take place at local level, where local authorities will plan within their indicative budgets, as with other forms of provision, but be supported by brokerage with specialist providers at regional level:
- The local authority will analyse future demand from their resident young LLDD population using existing data and known cases – local authorities should involve other agencies in this planning, to support good commissioning.
  - This will then be included as a distinct requirement in the commissioning plan – and wherever possible provision will be developed and delivered locally.
  - Local authorities will share their plans in the regional planning group and agree where unmet demand can be met from non-specialist providers in another part of their region.
  - Should gaps remain, requiring more specialist provision, the regional planning group will pass this requirement to a specialist team within the Young People's Learning Agency who will broker provision from specialist providers as appropriate.
- 3.45** Funding for such provision will flow from the Agency to the specialist provider. This means that local authorities can have access to a larger pool of specialist providers, increasing choice and value for money, and to funding for high cost, specialist LLDD provision. It also ensures an appropriate focus on the development of local provision wherever possible.

### **We will provide better for young people in juvenile custody**

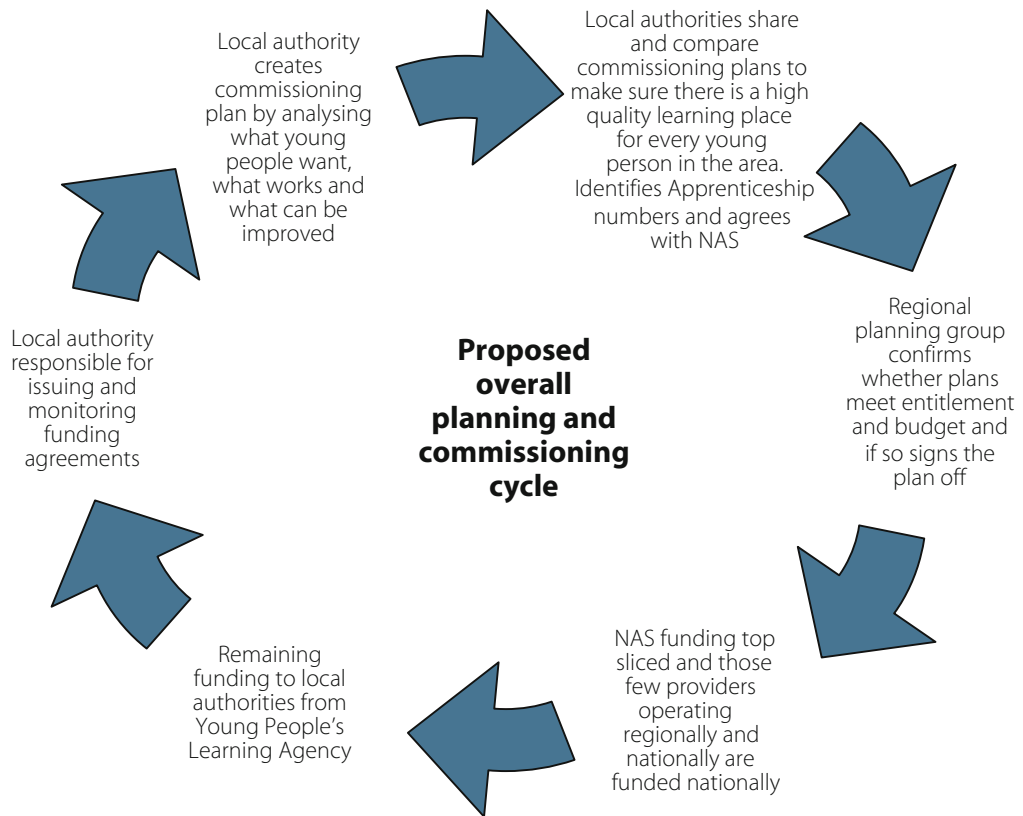
- 3.46** Consistent with the principle that local authorities should plan, commission and fund education and training for all children and young people, we want them to do so for young people in juvenile custody (who are aged 10-17 and some 18 year-olds nearing the end of their sentence). Despite recent improvements, standards of provision still fall short of what we would expect for young people in mainstream education. New planning and funding arrangements for young people in custody must foster improved outcomes, including progression and achievement in education, and hence contribute to reducing re-offending.

- 3.47** There are currently 37 custodial establishments for juveniles and these are located in some 30 local authorities across England and Wales. The majority of young people in custody are held in establishments situated in a different local authority area to the one where their home is. The largest custodial establishments may hold young people from 50 different local authorities. The average length of stay for a young person in juvenile custody is between three and four months. Young people can also move establishment during their sentence and some transfer to the post-18 secure estate.
- 3.48** We want the 'host' local authority (the one where the custodial establishment is) to plan and arrange education for young people in juvenile custody, as part of their wider 14-19 planning and commissioning. They could choose to deliver education in custody by providing it directly, or by commissioning a school, college, private training provider or third sector provider. They will need to work with the Prison Service and other establishment operators in order to plan and deliver appropriate provision which is integrated with wider custodial regimes.
- 3.49** We think that there are two options for funding arrangements within this new model of local authority-led delivery:
- One model is for the 'host' local authority to be responsible for both planning and funding education in custody regardless of where the young people held there have come from. This model is consistent with wider proposals for mainstream provision post-16. However, this model provides little incentive for 'home' local authorities (where young people are from) to maintain an interest in young people's education while they are in custody.
  - An alternative model is for the 'host' local authority to be responsible for planning and arranging education in custody, but for 'home' local authorities to be responsible for funding education for young people from their areas. This would involve 'host' local authorities recouping the cost of education in custody from the young people's 'home' local authorities.
- 3.50** The latter model has the important advantage that the 'home' local authority remains financially responsible for the young person's education regardless of where the young person is in the system. This could create strong financial incentives for 'home' local authorities both to prevent young people from entering custody in the first place, and to maintain a role in ensuring appropriate education is available and is continued on release from custody (in order to prevent the young person from re-offending and re-entering custody). The difficulties with this model are that the recoupment of funds would be difficult to administer for both 'home' and 'host' local authorities. 'Home' local authorities would need to pay for education provision over which they would have little control, because it would be arranged by the 'host' local authority.
- 3.51** The DIUS Skills Funding Agency will be responsible for funding skills and training in adult prisons and this will include 18 year-olds held there. Youth and adult establishments follow different regimes, and it would be impractical to expect establishments to deal with a different planning and funding regime for offenders aged 18, to that which applies to those aged 19 and over. However, we will seek to secure a consistent approach for all young people in custody across the adult and young people's systems.

**3.52** The youth justice system covers England and Wales. This document applies to arrangements in England only, although we will consider with the Welsh Assembly Government what arrangements are needed for young offenders from Wales who are held in custody in England, and vice versa.

- 2. Do you agree that the model we have proposed for transferring funding to the local authority is the best way to give local authorities effective powers to commission, to balance the budget, create coherence for providers and retain the national funding formula?**
- 3. Do you agree that there is a need for:**
  - a. Sub-regional groupings of local authorities for commissioning?**
  - b. Authorities to come together regionally to consider plans collectively?**
  - c. A slim national 14-19 Young People's Learning Agency with reserve powers to balance the budget and step in if needed?**
- 4. Do you agree that we have described the way that these bodies would function in broadly the right way? Is the balance of responsibilities between them right?**
- 5. Do you agree that there is a need for a single local authority to lead the conversation with each provider?**
- 6. Do you agree with the proposed approach for Learners with Learning Difficulties and/or Disabilities?**
- 7. Do you agree that local authorities should be responsible for commissioning provision for young offenders in custodial institutions?**
  - a. Do you favour the 'host' funding model, or the model where 'home' authorities are charged?**
  - b. Are there planning or legislative levers other than funding systems which would create the right responsibilities and incentives to promote the best outcomes for this group of young people?**

Figure 3: Proposed overall planning and commissioning cycle



# Chapter 4:

## Management of the system

### Summary

**New roles and a new commissioning process must be underpinned by a strong performance management system. Local commissioning will be based on analysis of local demand, and funding will follow the learner, an incentive for providers to deliver learning that young people want and that is of good quality. Institutions will retain clear responsibility for their own performance and be held to account against a clear framework of measures common across providers. Through the planning and commissioning cycle local authorities will be able to expand strong and cease to fund weak provision, and they will also have powers to re-organise 16-19 provision more fundamentally where necessarily. Ultimately there will be intervention where there is serious underperformance. We will ensure that this system is supported by excellent data, collected in a low-burden way, shared efficiently and in a timely way with those who need it.**

- 4.1 The central task of the new system will be to widen opportunity for young people, increase participation in education and training and increase attainment by age 19. Over recent years there have been significant improvements: post-16 participation has increased, after a period of stagnation; and attainment is up – for example, 73.9% of 19 year olds achieved level 2 qualifications in 2007 – up from 66.4% only three years earlier. These improvements are a huge tribute to the efforts of schools, colleges and others across the country in helping more young people to stay in education and training, and more to achieve by doing so.
- 4.2 The challenge now is to continue and accelerate that improvement, so that all young people are prepared by their education and training to make a success of their lives. We want all young people to have the chance to achieve well – by 2013, we want at least 85% of 19 year-olds to achieve level 2 qualifications; and at least 56% to achieve level 3 (up from 48% now). Meanwhile, we aim to reduce the proportion not in education, employment or training from 10% to 8% by 2010.



## **There will be a strong performance management system**

**4.3** The new system is designed to support and accelerate the improvement now happening in participation and attainment, through:

- ensuring that informed learner choice can drive the system;
- leaving responsibility firmly in the hands of individual institutions for their own performance and putting in place a transparent system for holding institutions to account for their performance;
- giving local authorities levers to expand strong provision and cease to fund weak provision; and
- requiring intervention in institutions where there is serious underperformance.

## **Informed learner choice will drive the system**

**4.4** In a demand-led system, where funding follows the learner, the choices young people make will be crucial in creating the shape of the system. We want to make sure that the choices young people make are as well informed as they can be, through making sure that young people have had access to good quality information, advice and guidance (IAG), so that they make course choices which work for them. This should include making sure that the online local prospectus in every area is available and effectively promoted to all young people and that it provides a good basis for decisions – including information about how well institutions do, how successful young people are on courses and the views of other young people.

**4.5** Where young people do not take up provision, of course, this will be reflected in plans as part of plan-led funding. In addition, local authorities will be expected to take steps to find out the views of young people, so that these can inform commissioning decisions. We also intend to explore with learners and parents how we can develop a system that is more customer responsive, where young people can register their views on the courses they take which can then be accessed by others as part of determining the quality of provision on offer at a particular institution.

**4.6** As now, we would expect that the national funding formula will include a factor reflecting success rates. The success rate reflects the proportion of young people starting a course who go on to complete it and achieve the qualification. Thus success rates are reduced both by drop out (where someone leaves a course part way through) and poor achievement. Where success rates are poor, this will lead to reduced funding – and likewise, good success rates will be rewarded through the system.

## **Individual institutions are responsible for their own performance and will be held to account through a common, transparent system**

**4.7** As well as the choices of young people and the effects of the funding formula, we want there to be a clear framework for assessing performance which is common across all providers of education and training for young people and adults. This will treat all providers in a consistent

way, make available a full range of reliable data which can accurately assess performance and therefore provide the single, transparent basis for making commissioning decisions, as well as underpinning information to young people, parents and employers.

- 4.8 We think that this framework will need to include information about the standards achieved and the quality of provision, about the views of young people and (where appropriate) of employers and the value for money achieved. It should include key performance measures of individual achievement at 19, which are now part of local authority performance indicators.
- 4.9 We believe that such a framework could build on the Framework for Excellence<sup>6</sup>, which has been developed by the LSC, to serve a similar purpose within the FE sector. It is currently being piloted with 100 providers including FE Colleges, work based learning providers and Sixth Form Colleges. The first Overall Performance Ratings will be published in 2010. In order to serve the purpose we will need it for in future, we will look to develop and refine the Framework so that it can include School Sixth Forms and other providers as part of the pilot process from September 2009.

#### Local authorities will be able to expand strong and cease to fund weak provision

- 4.10 Local authorities will be under a duty to ensure that there is sufficient provision for all young people in their area (including full participation of 16 year-olds by 2013 and 17 year-olds by 2015) and to ensure that they have access to the new curriculum and qualifications entitlements. They will then be under a duty when commissioning to promote high standards and ensure that the best quality provision is purchased. This will mean that local authorities should be working to ensure not that all young people attend provision in their area – but that the young people in their area have access to the best available provision within reasonable travelling distance, whether situated within or outside their own local area boundaries.
- 4.11 In practice, this should mean that local authorities should look through the commissioning cycle at where provision is strong and where it is weak, with a view to expanding what is strong and either improving or ceasing to fund what is weak. Of course, where there is no comparable provision nearby to expand, it may not be possible immediately to reduce funding of weak provision. Here, local authorities might choose to run a competition for a particular form of provision, to bring in a new provider, or to take improvement action.
- 4.12 The home local authority will have the lead responsibility for improving quality and raising standards in relation to School Sixth Forms and Sixth Form Colleges, but the local authority would need to work through the DIUS Skills Funding Agency in relation to FE Colleges. School Improvement Partners (SIPs) will continue to hold performance discussions with School Sixth Forms on behalf of local authorities as part of the ‘single conversation’.

---

<sup>6</sup> *Framework for Excellence: Raising Standards and Informing Choice*, LSC, March 2007.

## Intervention will be rigorous in cases of serious underperformance

- 4.13** Where performance is inadequate, a formal intervention may be required. In the case of FE Colleges, the responsible local authority will notify the DIUS Skills Funding Agency which will then take further action as necessary. If a Sixth Form College is involved, the responsible local authority would lead, and would act on behalf of the Skills Funding Agency in relation to any concerns regarding the quality of post-19 provision being delivered.
- 4.14** Should the necessary improvements to an institution or a significant part of its provision fail to be made, a local authority may need to withdraw significant amounts of funding in order to purchase alternative provision to secure the quality required. Where there is an intention to withdraw a significant amount of funding from any provider, it will be necessary to give reasonable notice. Clearly, the effects of any such decision on the institution's long-term viability, provision for learners from other local authority areas, adult learning provision or provision of other courses will need to be thought through collectively in advance and managed carefully.

## Local authorities will have powers to re-organise 16-18 provision

- 4.15** To a significant extent, local authorities will be able to reshape the nature of provision without making major organisational change. Increasing the number of places available on popular and successful courses, removing poorly performing provision within a larger institution or commissioning an increased number of Apprenticeship places are all things that an authority will be able to do without changing the fundamental organisation of provision. Where an authority is able to meet the needs and aspirations of young people without re-organising provision, this is likely to be quicker and more cost effective.
- 4.16** However, there will be occasions on which this will not be possible. There are many patterns of post-16 provision across the country: in some places, all schools have sixth forms; in others, the system is organised on a tertiary basis, with 11-16 schools and Sixth Form or Tertiary Colleges; in others, most provision of all types is to be found in FE Colleges; in others still, there is a mixed economy, with some schools having sixth forms and others not. There is no single best model which can be applied in all situations, but it is clear that in some circumstances, some models limit some young people's access to good quality provision that is suitable for them. In these cases, it may be necessary for local authorities to re-organise provision in order to ensure that all young people have access to good provision meeting their needs.
- 4.17** It is clear that there are a few key things that demonstrate whether or not the organisation of provision in an area is effective:
- standards and quality: the provision available should be of a high standard – as demonstrated by high levels of achievement and good completion rates;
  - progression: there should be good progression routes for all learners in the area, so that every learner has a choice of the full range of options within the curriculum and qualifications entitlement, with institutions collaborating as necessary to make this offer;

- participation: high levels of participation in the local area; and
- learner satisfaction: young people consider that there is provision for their varied needs, aspirations and aptitudes in a range of settings across the area.

**4.18** In practice, a range of organisational models can mean that provision is good on all of these measures. In some areas, all schools have sixth forms and they are working together collaboratively with a FE College, perhaps within a shared curriculum and timetable framework, to make sure that all young people have access to a full range of options in all the schools and the college. In other areas, a full tertiary re-organisation has created a system where young people have access to a very wide range of choices within strong Sixth Form, Tertiary or General FE Colleges. Where standards and participation rates are high in such areas, and learners are satisfied, there is not a strong case for change. However, in other areas, perhaps where some schools have sixth forms and others do not, the colleges have strengths in some areas but not others and collaboration is weak, opportunity at 16 depends greatly on where a young person went to school. Here, the case for re-organisation is strong.

**4.19** In future, local authorities will be expected to lead change as necessary to create a highly effective system. We will therefore review the principles of 16-19 organisation published in 2004 in this context. We propose to bring 16-19 competitions into line with school competitions, managed by the local authority, and to make them more flexible. In this way the local authority will be able to use them more easily to meet the needs of the area – and take a more active role in changing organisational structures where necessary.

**4.20** We will continue with a presumption that what is good should be able to expand – in schools and FE – where there is student and parental demand, in order to extend quality and choice. The sixth form and FE presumptions only apply to that minority of schools and colleges which demonstrate outstanding achievement, and we have always encouraged schools and colleges to consider their proposals in the context of local supply and demand and the need to work with other providers to raise standards across an area. There need be no tension between expansion and collaboration: presumption schools and colleges offer high quality places that should add to the ability of local partnerships to deliver the best possible provision to all local students.

**4.21** But we recognise that embedding new presumption places within a local 14-19 delivery plan takes time. We propose to extend the eligibility period to allow more time for the expansion proposals to be considered within the context of local provision, and to introduce a requirement that there is evidence of local collaboration over the presumption proposal and a statement of how the new places will be integrated with the existing offer. We will amend the Decision Maker's guidance so that statutory proposals to expand a school under the sixth form presumption will take account of the need for collaboration with local partners, the organisation of 16-19 provision in the local area and the need to ensure that the presumption leads to higher standards and better progression routes for pupils at the 'presumption' school. We will extend a similar requirement to the process of establishing all publicly funded schools

with sixth forms including Academies. Where a presumption is turned down on these grounds, the school will be able to appeal to the adjudicator.

- 4.22** The development of the new 14-19 entitlement needs to be supported by a strategic vision for capital investment led by the local authority. We are already investing in capital projects linked to the delivery of the new Diplomas, both in schools and colleges. It will be important to make sure that the funding sources complement each other to create world-class Diploma facilities.

### **Local authorities will be held to account for the outcomes achieved**

- 4.23** Local authorities will be held to account for the outcomes that are achieved, through the new local government performance framework. This framework is underpinned by the National Indicator Set (NIS) which contains a suite of 198 indicators that reflect priorities across Government. These include measures of the number of 16-18 year-olds not in education, employment or training (NEET), and measures of attainment of level 2 and 3 qualifications by age 19.
- 4.24** Government Offices will negotiate Local Area Agreements (LAAs) with local authorities, which include targets in areas of priority for the local authority, taken from the measures in the NIS. Comprehensive Area Assessments (CAA) will consider holistically the performance of all public service providers within a local area. Intervention is possible if these assessments show serious problems.
- 4.25** Clearly, we want all local authorities to be able to carry out their new roles effectively. In order to ensure that all authorities can have support for their commissioning role, they will be able to draw on support from Regional Improvement and Efficiency Partnerships. If there were ever serious problems in the operation of the system, the Young People's Learning Agency would be able to step in.

### **We will ensure that data is available to manage the system**

- 4.26** This system will rely on up-to-date and trend data and information in a wide variety of areas – including demand from young people, skills needs of the area, and patterns of provision and achievement, particularly in relation to areas of deprivation and poverty. We need to have a modern and integrated data system in place which ensures that the right data is available in a timely and simple fashion to all those who need it, and which avoids placing significant new burdens on providers. There will be both new users of data and changing requirements for existing users, and it is important that data are shared as effectively as possible.
- 4.27** We propose to continue to develop separate data services for schools, FE/work-based learning and Higher Education. This will ensure that each institution will provide data to only one agency. The separate agencies will then share data, in line with regulations, to allow integrated and effective use of information and reporting that cuts across different phases of education. The Young People's Learning Agency will provide collective data analysis nationally and

regionally to all those who need it (local authorities, regional groups) drawing together data collected by the three data services.

- 8. Do you agree with:**
  - a. Proposals to ensure that informed learner choices should be a key part of shaping the system?**
  - b. The proposed approach to a common performance management framework based on the Framework for Excellence?**
  - c. The local authority role in commissioning to improve quality?**
- 9. Do you agree with the proposals for managing changes to 16-19 organisation and adjusting the arrangements for 16-19 competitions and presumptions?**



# Chapter 5: Funding

## Summary

The commissioning process will drive funding. Once plans have been agreed, and with a national funding formula in place, funding flows according to the provision set out in plans. For the detailed operation of the funding system we intend to build on the current Learning and Skills Council (LSC) approach and principles set out in the *Raising Skills, Improving Life Chances* White Paper in 2006, ensuring that funding follows learner choice, institutions are funded equitably for comparable activity, and the funding system is straightforward for institutions to understand.

The Young People's Learning Agency will provide indicative budget allocations at the start of the commissioning process. Final budgets will be based on the commissioning plans agreed, and each local authority will receive a budget for the institutions, rather than the residents, in its area. Each year there will be a reconciliation between plans and outturn, with funding adjusted in the next year as necessary. We will provide the capital funding to enable local decision making.

We would like to extend the way that 16-18 learning provision is funded to the 14-16 age range, as this presents an exciting opportunity to drive a strong, sustainable 14-19 sector offering all young people good quality learning that prepares them for success in later life. We are consulting on this as part of the schools funding review.

- 5.1 The commissioning process of course drives funding. Once plans have been agreed, and with a national formula in place, funding flows according to the plan. However, the detailed operation of the funding system is important in achieving our policy objectives.
- 5.2 Our aim is to build on the current Learning and Skills Council (LSC) approach to funding, which is being extended across all providers for young people from 2008–2009. In the longer term, we are considering whether to extend the national funding formula to Key Stage 4, to create a 14-19 funding system. This would support coherent planning to deliver the 14-19 entitlement in each area, and facilitate progression. We are consulting on this change as part of our review of schools funding and would implement the change from 2011.



## The funding system will ensure that institutions are funded equitably

5.3 We intend to continue to follow the principles for funding set out in the *Raising Skills, Improving Life Chances* White Paper in 2006. We said then that we wanted a system where:

- funding follows the learner and young people's choices about the education and training route they follow drive funding allocations and not the other way around;
- comparable funding is allocated for comparable activity, irrespective of the type of institution that is providing the education and training;
- funding is transparent, simple for institutions to understand, provides stability and certainty for future planning, and avoids unnecessary bureaucracy; and
- the funding methodology facilitates collaboration between providers, so that a learner's programme may be followed at two or more separate institutions.

5.4 In this context, there are important national and local roles.

## The framework will be set nationally

5.5 The responsibilities for securing and determining the total budget, managing its overall distribution to local authorities and supervising data collection will rest with DCSF and the Young People's Learning Agency, which will also be responsible for advising on funding rates for qualifications and on the national funding formula.

5.6 We do not propose fundamentally to change the current methodology. This assigns guided learning hours to each qualification and then measures the size of each individual's learning programme by aggregating the number of guided learning hours in the qualifications being studied. The total size of programmes in each institution is aggregated and institutions are then funded on the basis of this total programme size, the mix of provision within these programmes (some courses which require significant equipment levels, for example, are much more expensive to put on than others and therefore attract more funding), the characteristics of learners in the institution (if there are many learners from deprived areas, institutions attract more funding) and the success rates of the institution overall. This is the basis of the national funding formula.

5.7 The Young People's Learning Agency will provide indicative regional and local budget allocations at the start of the commissioning process. It will do so by analysing what happened in the previous year and what the data show about changes for the coming year. This provides a key initial input into the commissioning process.

5.8 Final budgets at local authority level will be based on commissioning plans. Each local authority will receive a budget for the institutions in its area rather than a budget for residents. This is the best way to avoid undue complexity since otherwise FE colleges and other providers would receive funding from a very large number of local authorities; or local authorities would have to manage a complex system of recoupment.

## The decisions affecting the funding levels of institutions are made locally

- 5.9** Each year, there will be an assessment of what is happening during the year and what that shows about what will happen in the next year. At institutional level, this will include matching plans with outturn – so that funding in the forthcoming year will need to be adjusted to reflect such differences. This information, together with the local authority’s commissioning decisions, will form the basis for funding each year.
- 5.10** As part of the process of moderating plans between authorities, local commissioning plans will be aggregated in relation to each provider, so that it is clear what will be bought from each provider. Once final budgets are confirmed, they will flow to local authorities to fund the institutions in their areas as a 16-18 grant alongside the Dedicated Schools Grant.
- 5.11** As now, where a young person starts but does not finish their programme by their 19th birthday, funding through local authorities will continue for the full duration of their programme. Similarly, 16-18 year olds who are receiving training in employment through Train to Gain will be funded through work-based learning budgets. Local authorities will continue to fund learners with learning difficulties and/or disabilities (LLDD) for the duration of their learning programme, according to need, to their 25th birthday as is currently the arrangement with the LSC.
- 5.12** The funding methodology for learning for young people in juvenile custody will need to be slightly different. Young people tend to stay only for short periods, so there will need to be considerable flexibility and funding ‘by course’ is not possible. Nonetheless, it will be possible to develop a forward-looking funding approach, in which funding is based on the average number of places and the average number of hours of education to be delivered. We will develop a national funding formula which reflects the factors leading to the high cost of delivering education in custody: high needs; the need for learner support; small class sizes; diseconomies of scale; differing needs of young people held in the different types of establishments; differences in types of curriculum provision; and the number of hours to be delivered.

## Capital Funding

- 5.13** We want local authorities to ensure that capital plans across their area are coherent in developing the infrastructure that will be necessary to deliver the increase in the participation age and the full curriculum and qualifications entitlement to all young people. Central to this will be the Building Schools for the Future (BSF) programme, which is designed to ensure that local authorities develop a vision across the area of how provision will be organised, including in relation to the new 14-19 entitlements. We intend to bring Sixth Form Colleges within the scope of BSF, so that they can be part of securing the area-wide entitlement.
- 5.14** It is also important that local authorities use the very large amounts of devolved capital that they now have in support of these area-wide objectives and in support of their commissioning plan. Equally, we recently announced the allocation of some £600m to local authorities in later waves of BSF so that they could develop necessary 14-19 or special educational needs provision

in the short term. Local authorities will need to ensure that they use all of these sources of capital to best effect to deliver the pattern of provision that is necessary across their area – joining with other authorities in the sub-regional grouping as appropriate. Local authorities will also work closely with the Young People’s Learning Agency and the DIUS Skills Funding Agency, to make sure that capital funding through local authorities joins up with funding through the FE modernisation fund, which will be used for both adult and young people’s facilities in FE, to create a coherent programme overall.

**5.15** The Young People’s Learning Agency will hold the 16-19 capital pot in future. This resource will be deployed to create new 16-19 places in support of commissioning decisions, particularly 16-19 competitions, presumptions and reorganisations which are necessary to improve quality and outcomes. The regional planning groups will be a source of advice to the Young People’s Learning Agency on the priorities. We will ensure that all our capital funding coheres to support the new system.

**10. Are you content with the proposals:**

- a. To retain a national funding formula based closely on the existing one?**
- b. For funding to flow to institutions on the basis described?**

**11. Would you support a move to a single national 14-19 funding system?**

**12. Do you agree with the proposals for capital funding?**

# Chapter 6: Implementation

## Summary

**As we deliver this important change for the future, we are mindful of the need to deliver the best outcomes for those young people in post-16 education and training now. Success for them is our first priority, maintaining and building on improvement in attainment and participation rates in recent years.**

**We will work with the Learning and Skills Council (LSC) and local authorities, to move steadily to the new system, maintaining the expertise and skills in the system and considering carefully where our current resource can be used to best effect in the future.**

**Following consultation, we will make final decisions and then legislate at the earliest opportunity. Ahead of full implementation, we plan to move as far and as fast as we can within current legislative structures. We propose to implement a shadow structure nationally, regionally and locally, aiming to move with energy to prevent loss of focus but taking care to manage the change systematically.**

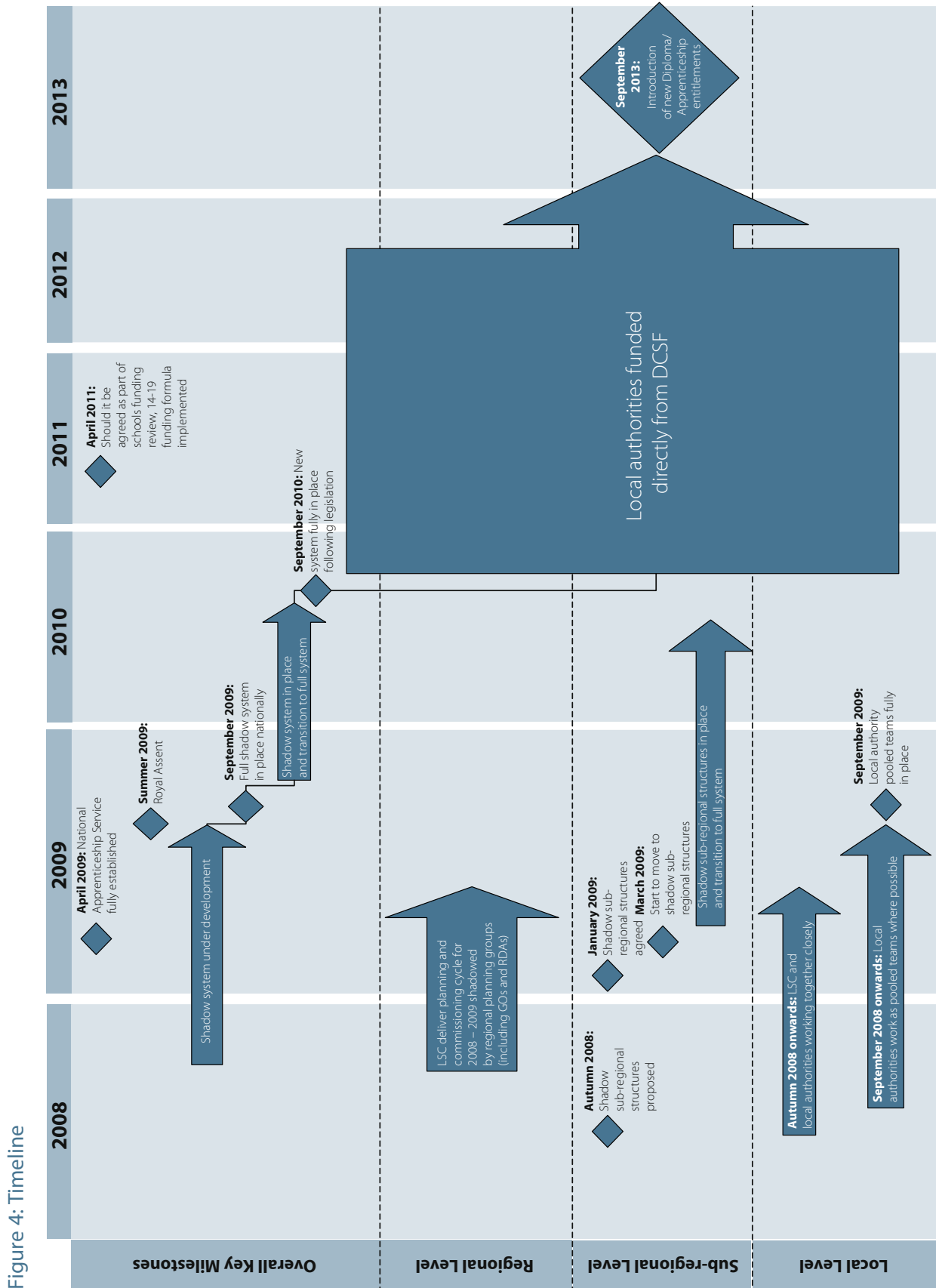
- 6.1** We will consider responses to this consultation carefully before coming to final decisions. Our plan is that having reached final decisions, we should legislate at the earliest opportunity so that we can implement the transfer of funding to local authorities in the academic year 2010/11, with the new system fully in place from September 2010. A move to a 14-19 funding formula, if agreed, would be implemented from the start of the 2011-12 financial year.

## **We will make early progress towards implementation**

- 6.2** Our ambition is to implement change as early as possible, having regard to best practice in implementing system change on this scale. As a first step, we want to put in place a shadow structure in which within the current legislative framework, local authorities take on greater responsibility and begin to lead the commissioning process locally. In so far as is possible, the other supporting structures will also be established on a non-statutory basis, so that the system can begin to work in the ways proposed here.

- 6.3 Of course, it will only be possible to make changes within the existing legislative framework, and therefore the powers and duties of the key actors will be unchanged and local authorities cannot formally become accountable for decisions. However, significant progress is possible:
- The Learning and Skills Council (LSC) is already moving to identify and will begin to separate the 14-19 and adult sides of the organisation, with National Directors appointed to lead these changes. This will make it possible to identify at local, regional and national levels the staff with a focus on the 14-19 system.
  - Locally, we want each local authority to take a lead in planning provision for young people. In practice, this will mean that the LSC will need to identify those staff in local partnership teams who work on 14-19 reform, so that they can begin to work closely with the relevant local authority. In the transition period these staff will remain part of the LSC and continue to report internally – but will work closely with the local authority, and may be co-located with local authority staff on local authority premises. They will carry out their existing functions, but with much more input from the local authority, and will work closely with other neighbouring local authorities. Local authorities may choose to operate with pooled teams. We want these arrangements to begin wherever possible from September 2008, and be fully in place by September 2009, with the formal duties transferring the following year.
  - Sub-regionally, we will ask local authorities to form suitable collaborative groupings. Local authorities will need to decide how they wish to operate, what the sensible planning area is, how they will manage and govern the grouping, make decisions, support FE provision and resolve disputes. Government will sign off plans to ensure that there is full national coverage and that no one area is disadvantaged by the actions of others. We would hope that shadow sub-regional structures can be agreed by January 2009, to allow a move to such structures to start by March 2009.
  - The LSC and the Association of Directors of Children's Services (ADCS) have already begun to establish shadow regional planning groups for each Government region. These will shadow the LSC's planning and commissioning cycle, which will take place in 2008/09 for the academic year 2009/10, and provide advice and direction regionally. They will begin to consider how best to carry out their functions in the long term alongside the regional leaders' forum proposed in the sub-national review. Regional LSC staff will support the regional groupings of local authorities and the sub-regional groupings in the shadow structure.
  - Under this model the Young People's Learning Agency will carry out the national functions that the LSC does now. Within the LSC the internal separation at national level of the organisation into adult and young people's structures will enable separate reporting of the 16-19 programme and funding directly to the DCSF, and the adult/employer skills programme to DIUS. The National Apprenticeship Service will be established from April 2009 as a joint programme reporting to both departments. This will mean that the national functions can begin to operate in shadow form at that point.

6.4 This means that the full shadow system will be in place nationally by September 2009, effectively managing the commissioning system for the academic year 2010/11. In practice, the LSC and local authorities are already working together and will do so even more closely from autumn 2008 in planning for the interim year of 2009/10.



## **We will manage the transition to the new system carefully**

- 6.5 The need to legislate for change and the time required to do that means that this period of transition is unavoidable. It is also, however, highly desirable – since it is clear that local authorities could not take on these new responsibilities immediately. They have not been accountable for provision in FE for over 15 years; they consequently have no staff or expertise in this area; and there is a need to establish new structures. There must be a period of time in which staff are transferred, new structures developed and capability built.
- 6.6 We will make sure that the process of transition is carefully managed and that local authorities are given time and support to prepare. This is particularly important for the creation of new sub-regional groupings. In due course, and as the legislation is passed, these groupings will often want to take on the full range of functions set out under model (b). In order to do this, the groupings will need to establish clear and robust governance and decision-making arrangements; effective operational procedures for agreeing plans (including in relation to young people moving across local authority boundaries), resolving disputes and working with the National Apprenticeship Service; a common approach to commissioning pre-19 provision from FE Colleges, so that colleges need to deal with only one commissioning body; and an agreed process for managing third sector contracts and specialist provision, including provision for learners with learning difficulties and/or disabilities (LLDD) up to the age of 25.

## **Our priority for the transitional period is that improvements in opportunities, participation and attainment should continue**

- 6.7 By 2011 three further cohorts of young people – nearly two million – will have reached the age of 19. We owe it to this generation to ensure that there is a continued focus on increasing participation and attainment and on offering more to each successive cohort of young people. The next three years are crucial for the introduction of the new qualifications and curriculum entitlement, with the first teaching of all the new Diplomas, and for increasing participation and attainment. We do not want there to be any loss of focus on achieving these goals.
- 6.8 We have set our sights high, with targets to:
- increase the proportion of young people participating at 17 to 86% by 2011, on course for raising the participation age in 2015;
  - increase the proportion of young people achieving level 2 by age 19 from 66.4% in 2004 and 73.9% now to 85% by 2013;
  - increase the proportion of young people achieving level 3 by age 19 from 42% in 2004 and 48% now to 56% by 2013; and
  - reduce the proportion of 16-18 year olds not in education employment or training (NEET) by two percentage points by 2010 from 10% in 2004.

- 6.9 It is important that both local authorities and the LSC should continue to lead and drive progress forward during the period of transition. We want local authorities to demonstrate effective leadership, make progress during the period of shadow structures towards the introduction in 2013 of the new Diploma and Apprenticeship entitlements and show that they can commission effectively to deliver improvements against these targets. This will be a key way of demonstrating readiness for the transfer.
- 6.10 During the transition, the LSC will retain its responsibilities to deliver enough suitable places at the right level in the right places for all learners in the system. Ongoing leadership and drive from the LSC will therefore be critical as well. The LSC and local authorities will need to work closely and effectively together over this period if continued improvement is to be achieved. And we need to make sure that the LSC is in a position to give all of its staff as much clarity as possible about their futures and how their posts will fit into the new system, as early as possible. Their experience and skill will be crucial to succeeding in our aim to raise the participation and achievement levels of all young people. We want to show them their future within the new system as early as possible.

**13. Do these proposals about timescale and transition appear reasonable?**





# PART 2: Reforming the post-19 skills system to secure better outcomes for adults

## Chapter 7: Rationale and Key Proposals

### Summary

**To achieve our policy aims as set out in *World Class Skills*, and our 2020 skills ambitions, we will need a strong, demand-led FE sector. We also must ensure that employers and individuals are able to easily access skills support through simple customer interfaces.**

**We propose to create a new Skills Funding Agency (SFA) to come into being when the LSC ceases to exist – expected in 2010. This will be a smaller, lighter touch body, focused on funding not planning. It will route most of its funding to providers in direct response to customer choices through Train to Gain and Skills Accounts.**

**It will manage the incentive structure for the FE sector to ensure that it is highly responsive to customer needs. It will be the intervention body where FE colleges are failing to deliver.**

**It will be a Next Steps Agency, accountable to Parliament for its expenditure and through the Secretary of State for Innovation, Universities and Skills for its performance and operations.**

- 7.1 In response to the independent Leitch Report<sup>7</sup> – the seminal survey of the UK's future skills needs – we set out in *World Class Skills*<sup>8</sup> and related documents<sup>9</sup> how Government will work with our partners, employers, and individuals to rise to the skills challenges of the next decade.
- 7.2 The proposals for reform in this consultation document are designed to better support those policies and the Government's goals on skills in England. This document does not deal with our policies on higher level skills, which will be set out in a forthcoming Higher Level Skills Strategy and which will be the basis for consultation.
- 7.3 The skills landscape has developed over the years. Some of its key features, such as the LSC, were created prior to the creation of the Government's skills strategy<sup>10</sup>; and prior to the adoption of the current ambitious vision for World Class Skills.

7. Dec 2006 *Prosperity for all in the global economy – world class skills*

8. July 2007 *World Class Skills*

9. *In Work, Better Off* and *Ready to Work, Skilled for Work*

10. July 2003 *21st Century Skills*

- 7.4** Since its creation, the LSC has developed a more coherent and responsive FE system, with greater consistency between local areas and clearer progression routes. Working in partnership with colleges and other providers, it has delivered year on year improvements in participation and success rates, with more adults than ever before gaining the skills and qualifications that employers need and value. Over 2 million learners have achieved a first qualification in literacy, language or numeracy since the launch of the Skills for Life programme in 2001. We have also seen over 1.7 million more adults achieving a level 2 qualification since 2001, with almost three quarters of the adult workforce now qualified to at least L2 and over half qualified to level 3.
- 7.5** This continuing rise in participation and success rates has been a real boost to our strategies for vocational education and skills. But to achieve the step-change our targets require, the skills landscape too must be able to change, and be flexible and responsive in its form.
- 7.6** Two key features in particular of our ambitious policy programme dictate that structural change is necessary: the aim of a demand-led system, and the integration of employment and skills.

### **The evolution of a demand-led system**

- 7.7** Our skills targets – which will bring us into the top quartile of OECD nations in terms of the qualifications of the workforce by 2020 – are very demanding. We must ensure that public funding for qualifications and training does in fact deliver economically valuable skills. To do this, we must ensure that employers can get the skills they need on demand.
- 7.8** Train to Gain is the Government's single service to support employers of all sizes and in all sectors to identify and then meet the skills needs of their employees. We recently set out how we will continue to expand and improve Train to Gain, with Government funding routed through the service rising to over £1 billion by 2010–2011. We have also agreed that from April 2009 the skills brokerage will be integrated with general business support brokerage, delivered by Business Link and managed by England's Regional Development Agencies.
- 7.9** This model of funding, fronted by brokerage, needs less central planning. The model is demand-led and, as such, needs a particular type of expertise – with brokers able to translate business imperatives and colleges and providers responding to the needs of employers where and when they are required.
- 7.10** This is already having a major impact on our provider base – with most, if not all, requiring a significant transformation programme to help them change their business model. Many will require a different model from the predict, plan and adjust approach used until now, to a more responsive model that delivers more training in employers' own premises in a manner which they determine.

- 7.11** New Skills Accounts will give individuals greater ownership and choice over their learning. To bring Skills Accounts to a wide user group, we are integrating the advice and guidance services currently provided by learndirect and nextstep providers to create a universal adult advancement and careers service, working in partnership with Jobcentre Plus. We will trial universal Skills Accounts from the autumn in the South East and East Midlands, learning from their experience of Adult Learner Accounts.
- 7.12** The advent of Skills Accounts and the growth of Train to Gain both herald a radically different model of organisation of the skills system in the future, where the role of Government is to ensure that customers are empowered, well-informed and well-supported, so that demand can lead supply. In this world, a new kind of relationship between Government, colleges and providers, and customers is needed, and a different structural landscape to make that relationship work as well as it possibly can.

### **The integration of employment and skills**

- 7.13** There are currently 4.2 million people of working age without qualifications, of whom 1.9 million are inactive and 250,000 are unemployed. While the UK's employment rate is high, and has improved in recent years for all other disadvantaged groups, it has fallen for those with no qualifications. Those with poor literacy skills have an employment rate of 55% compared with around 75% for those with good literacy skills. Within three months of moving into employment from Jobseekers' Allowance, 21% return to benefits. A degree of churn is a normal feature of a modern labour market, but for too many people cycling on and off benefit is the norm. Enhancing the skill levels of this group will play a large part in ensuring they remain in work.
- 7.14** We are therefore creating a more joined-up employment and skills system to support low-skilled and unemployed adults to improve their skills, find work, and progress in their careers.
- 7.15** The integrating employment and skills agenda – which will strengthen and grow in the coming years, as the Government pursues its twin socio-economic goals of 80% employment and higher productivity – requires a refreshed structural approach. In particular, it will require ever-closer co-operation and alignment between the activities and agencies of the Department for Innovation, Universities and Skills (DIUS) and the Department for Work and Pensions (DWP).
- 7.16** New arrangements are needed to more strongly support the aims outlined in *'Opportunity, Employment and Progression: Making Skills Work'*<sup>11</sup> and the overall integration of employment and skills which is a key cross-Government agenda. A demand-led system will more closely align adult education and training with employers' needs, improving the employment and career prospects of individuals. The new adult advancement and careers service will support disadvantaged adults to be informed learners, whose needs and aspirations directly influence colleges and providers and the courses on offer. Again, these changes point to the need for a new approach.

---

11. December 2007

- 7.17** A further significant new feature of the landscape is the UK Commission for Employment and Skills (UKCES), which will become fully operational from 1 April 2008. It will give employers a new and influential voice in shaping employment and skills services and encourage greater employer engagement and investment in skills development. This independent oversight role, performed on behalf of the four Governments of the UK, by an employer-led body and ranging across both employment and skills, could threaten to overlap with the current strategic role of the LSC, unless that role is now changed. A key principle of our reform is the simplification of roles and the eradication of overlap or duplication.
- 7.18** The UK Commission for Employment and Skills will be advising Government on how we can make it simpler for employers and individuals to access the welfare and skills system in England. We will ask the Commission to make recommendations on how the 'user experience' of the employment and skills system can be simplified, including by 'hiding the wiring' and creating clear pathways for customers.
- 7.19** We will also ensure that, in making the changes set out in this consultation, the principles of Business Support Simplification are followed. The main component of this is the incorporation of skills brokerage for the Train to Gain service within the single, integrated business support service operated by RDAs.

### **A new body for a new degree of challenge – The Skills Funding Agency**

- 7.20** To adapt the landscape to the challenges described above, we propose to create a new Skills Funding Agency (SFA). The LSC will cease to exist when the SFA comes into being, expected to be in autumn 2010.
- 7.21** The driving purpose of this new post-19 body is to meet the challenge of delivering the shared high ambitions for people and business skills; and to do so in a more streamlined way which makes it a simpler and more effective experience for individuals and employers. This simplicity is built upon clear sets of entitlements for learning, advice and financial support; services that are readily accessible and segmented to meet specific individual need; and innovative 21st century IT systems which enable individuals and employers to make informed choices and access high-quality services. This will create a smaller and more dynamic body responsible for post-19 skills funding, more responsive to the demands of users, joining up delivery of the system and services at every level.
- 7.22** The new body will be a focused, streamlined agency, close to Government and with an operational role. It will have national and regional presence.
- 7.23** The key role of the new Skills Funding Agency is to ensure that public money is routed swiftly, efficiently and securely to accredited colleges and providers following the purchasing decisions of customers. It will build on the success of the LSC.

- 7.24 Coupled with making payments, the agency will also manage the framework and the development of the FE service. This includes responding to strategic skills pressures and bottlenecks; securing dynamic market exit and entry; creating a funding and incentive structure that prioritises responsiveness to customers; and ensuring availability of good public information. It will be a funding body, not a funding and planning body.
- 7.25 The agency will provide a coherent structure for managing other key functions of the skills landscape. Principal amongst these will be the National Apprenticeship Service (NAS), and the adult advancement and careers service. It will also manage the National Employer Service (NES), which serves large employers (5,000+ employees). These services managed from within it each will have a strong, accessible presence targeted on their different audiences, and strong interfaces with each other, consistent with the Government's business support simplification programme.
- 7.26 Overall, the funding agency will be responsible for ensuring that public funds are best used to complement and leverage the much larger private investment which is made in adult skills and training. It will be responsible for ensuring the overall environment or 'trading conditions' in FE created by Government are highly supportive of upskilling to meet the nation's needs. This includes, crucially, ensuring that individuals have the information and support they need to be informed, empowered consumers; and colleges and providers have the freedom they need to meet the requirements of employers and learners, drawing down public funding as part of that service where appropriate.
- 7.27 The functions of the new agency are set out in more detail in chapters 8 to 10.

## Governance

- 7.28 The Skills Funding Agency will be a Next Steps Agency, giving it a closer relationship to Government than now exists between DIUS and the LSC, more analogous to the DWP/ Jobcentre Plus relationship, so as to minimise the need for sponsoring and oversight functions in DIUS, and get the tightest connection between policy and delivery.
- 7.29 The Chief Executive of the agency will be the Accounting Officer, and as such will be accountable directly to Parliament for the expenditure of the agency's budget.
- 7.30 The Chief Executive will be a member of the DIUS Executive Board, and as such will be accountable directly to the Secretary of State and the Permanent Secretary of DIUS for performance management purposes.
- 7.31 The Executive Board of the Agency will comprise the Directors of the NAS, the adult advancement and careers service and the NES, together with the Chief Executive. Other board members will be appointed as deemed necessary.
- 7.32 As a Next Steps Agency, the agency will have an operational remit, implementing the policy decisions made by Ministers. The overall strategic leadership role will rest with Ministers.

- 7.33** The Skills Funding Agency, like Jobcentre Plus, will depend on clear rules and operating procedures to give the necessary assurance that public money is being used equitably, according to national priorities as defined by Government. As now, there will be a national funding system, with consistent, transparent, national funding formulae, tariffs and subsidies.
- 7.34** The UK Commission for Employment and Skills will have the power to scrutinise the operation of the Skills Funding Agency on behalf of employers. All the normal procedures of Parliamentary scrutiny will apply, including through the work of the National Audit Office (NAO) and the Public Accounts Committee (PAC).

**14. Do you agree with the proposal to create a new Skills Funding Agency to replace the Learning and Skills Council post-19?**

**15. Do you agree with the proposed role of the Agency?**

# Chapter 8: Funding and Commissioning

## Summary

The Skills Funding Agency's core function will be to transfer funds to education and training providers. Increasingly, this money will be allocated according to the purchasing choices of customers, expressed through Train to Gain and Skills Accounts. The rates which colleges and providers receive will be based on a national funding formula reflecting delivery costs. Colleges and providers will be accountable for delivering the outcomes they are funded for, but will retain the internal flexibility to transfer funds between programmes.

The roll out of Skills Accounts, alongside the adult advancement and careers service, will incentivise individuals to take up learning, and enable them to drive the system to meet their needs. The expansion of Train to Gain will ensure businesses can also meet their training needs through a demand led route.

The Skills Funding Agency will continue to commission provision to support local, informal opportunities for learning, and for learners with learning difficulties and/or disabilities. The agency will work closely with regional and national partners to ensure capacity exists for providers to meet specific skills needs. It will not plan supply, it will support suppliers who respond to demand. In order to perform this role, the agency will have a regional structure, and the capability to operate at sub-regional level. The agency will work with the new Employment and Skills Boards where they exist, and with local partners to ensure that employment and skills commissioning is considered together within a local context. This supports our strategy to integrate Employment and Skills provision.

- 8.1 Payment of funds from the Skills Funding Agency to colleges and providers of skills, education and training for adults will be the core function of the new body. Over time, the portion of funding distributed in ways which follows the purchasing choice of customers will grow, until by 2015 it will form the large majority of the budget. The agency will allocate indicative budgets, on a regional basis, to ensure there is sufficient capacity amongst suppliers to meet employer and learner demand through Train to Gain and Skills Accounts.



**8.2** The funding which colleges and providers receive will be based on a national funding system, and this will reflect as closely as possible the actual costs of delivery of the best colleges and providers. For the Train to Gain programme, as happens now, colleges and training providers will earn funds by successfully winning business from employers up to an indicative budget ceiling. Colleges and providers will need to demonstrate they have delivered the outcomes that they have been funded for; however, it is recognised that colleges and providers need to have discretion over how they use funding to deliver the provision which has been commissioned, and that this has to be managed at an overall provider rather than an individual budget level. This means providers will continue to have ability to flex funding across the full range of their activity, including across the age range. These flexibilities will allow the Skills Funding Agency to have a light touch relationship with colleges and providers while still ensuring that they are delivering the necessary outcomes funded by public money.

### Demand-led funding

**8.3** Skills Accounts – alongside the adult advancement and careers service – will enable individuals to take control of their learning and use their own purchasing power to improve their skills to support sustainable employment and progression. We will roll out Skills Accounts for all learners nationally, building on trials which will begin in 2008. We are committed to an ambitious rate of growth for Skills Accounts, to ensure a truly demand led system, driving greater choice, purchasing power and investment by individuals and employers. By 2010/11, learners with Skills Accounts should be able to access around £500m of funding for learning, rising to nearly £1.5bn in 2015.

**8.4** In the period up to 2010/11, Skills Accounts will drive a demand-led funding system for individuals through the LSC's learner responsive funding model, which will ensure that money given to colleges and providers follows the choices made by the individual. Skills Accounts will drive this responsive system by giving individuals a greater sense of their own purchasing power, through offering a virtual "voucher" representing their entitlement, which can be taken to an accredited provider of their choice. This will give individuals greater incentive to take up and invest in learning, making them more informed and demanding customers who can drive the system to meet their needs.

**8.5** As the Prime Minister, Gordon Brown, announced on 31 October 2007, Skills Accounts will also provide individuals with access to the new Apprenticeships credit, which will motivate them and employers by highlighting the availability of funds for training, raising greater awareness of the value of an Apprenticeship.

**8.6** Under the new agency, Train to Gain will continue to be implemented in a way that increases the demand from employers for skills at all levels in their workforce, with the Government's financial contribution to the cost of training being focused mainly on Skills for Life and first full level 2, and matched funding for level 3.

- 8.7** From August 2008, employer-based provision delivered as Train to Gain and Apprenticeships will be funded through the “employer responsive model”. This includes provision arranged for larger employers through the National Employer Service. This means payments to providers will be made in arrears for the actual delivery of learning. This model reflects the principle that the amount of funding earned by providers is directly related to employer demand and choice.
- 8.8** In addition to making a reality of demand-led funding for employers, the employer-responsive model will make it easier to allow the best providers to flourish, freed from as much bureaucracy as possible (whilst protecting public investment), driven by their ability to engage employers, and working collaboratively with other parts of the skills system. It will also make it easier to bring in new providers to meet evolving employer demand, provided that they can meet the necessary quality threshold.
- 8.9** In order to ensure simplicity for employers and an effective transition for those under 19, the Train to Gain service (which is to be integrated with Business Link) will encompass those in employment under 19 who are not on apprenticeships, to ensure they have access to the necessary training.
- 8.10** From 2010, Skills Accounts and Train to Gain will work hand in hand to give both employers and individuals the seamless support they need to progress their business and their lives through better skills. We will roll out Skills Accounts to all learners receiving training through Train to Gain, linked to existing passport schemes where these exist, ensuring these individuals benefit from wider services in a Skills Account such as an online learner record on which to record their achievements over a lifetime. Their account will also show how much their employer and the Government has invested in their learning. Over time, this will ensure that all adult learners have a lifelong Skills Account.
- 8.11** Those who are unemployed will be expected, guided by advice from the adult advancement and careers service and their Jobcentre Plus Personal Adviser, to use their Skills Account to enable them to enter sustainable employment, with a particular focus on improving any identified literacy, numeracy or English language needs. In some cases they will be mandated to do so. Jobcentre Plus and the advancement service will both work together with the Skills Funding Agency to ensure that customer demand is met with flexible and high quality provision. For some of these people, Local Employment Partnerships will provide an overarching framework for skills improvement both prior to starting, then once in, work. An individual will access their Skills Account to undertake training identified as necessary to open the door to vacancies identified with a particular employer. Once employed, that individual can continue to improve their skills using Train to Gain.

## Other funding for adults

- 8.12** As described above, Train to Gain and Skills Accounts will become the primary funding routes for the great majority of post-19 education and training, focused strongly on enabling employers and individuals to gain skills and qualifications which have economic value. But in addition to this, we will continue to support a wide range of more local, informal opportunities for education and activity which does not lead to qualifications or employment, but is undertaken for personal enrichment and fulfilment. It will be the function of the Skills Funding Agency to support this range of local activities, using available public funds to leverage and complement the wide array of learning activities initiated and funded by others. We are currently consulting on the best way of supporting such activity, and will incorporate decisions on that within the new Agency's remit. The Agency will also be responsible for learners with learning difficulties and disabilities (LLDD) over the age of 25. The transition at age 25 will be closely scrutinised by the Skills Funding Agency and the Young People's Learning Agency to ensure that it works well for learners in all local authority areas.
- 8.13** The LSC is currently the primary co-financing body for European Social Fund with 65%-80% of all ESF in its individual regional co-financing plans and budgets covering the first 3 years (up to December 2010) of the new 2007-13 programme. ESF is now fully aligned and integrated with mainstream programmes including Train to Gain, adult Skills for Jobs and provision for the NEET group.
- 8.14** In the second phase of the new programme Train to Gain and Skills for Jobs will be a function of the Skills Funding Agency. Given the significant technical tendering and contract management support required for ESF and the strong linkage between NEET provision and apprenticeship programmes, the agency will make available its expertise to the Young People's Learning Agency when it is tendering and managing ESF for provision for 16-18 year olds.

## Dealing with strategic demand for skills

- 8.15** The Skills Funding Agency will work closely in each region with the RDA, the Regional Skills Partnership and other regional partners to ensure that the new integrated regional strategy sets the context for action on skills, in support of the shared priorities for economic development that the strategy identifies.
- 8.16** We need to ensure that we have the capacity within the FE system to identify and respond to strategic skills pressures and bottlenecks. These may arise from major projects such as the Olympics, Cross-rail, or large housing developments, from economic shocks (such as, for example, floods, and large scale redundancies), or from strategic change within sectors or regions.
- 8.17** Meeting these sorts of demand cannot be successfully done only through demand-led programmes that are aimed at individual learners and employers. Neither will single sector skills agreements, even if aggregated, suffice. We need a new mechanism to address these complex

problems. And there is a wide variety of partners with a legitimate interest in discussions about strategic demand.

- 8.18** Strategic responses will be of two types. The first will be about known projects, such as the Olympics, and will focus on solving known and predictable skills issues at a strategic level, across the whole project. The second type will deal with solving less clear cut skills issues associated with structural economic change in a sector or region, or with economic shocks. There are already mechanisms to tackle this in some regions and in some sectors.
- 8.19** The agency will work with Jobcentre Plus and with regional and local partners to further improve and expand these approaches: producing agreed strategies, tailored to the project or issue concerned, which uses funding from a variety of sources, including Train to Gain, to ensure that the right skills are available as part of an holistic solution where strategic projects or skills demands arise.
- 8.20** To aid its role of working with partners to respond to strategic demand and ensure an effective environment in FE at a regional level, the agency will have a regional structure. The regional roles relevant here will be:
- Oversight of the sufficiency of the colleges and providers to meet the region's needs in terms of range and pattern of service, in support of the choices made by individual employers and learners, and the priorities for economic development set out in the new integrated regional strategy. That includes sufficiency in the diversity of specialist provision and response to big strategic projects or developments.
  - Commissioning through competitive tender of new provision to fill gaps, where necessary, including active encouragement of specialisation. In identifying gaps, the agency will seek to identify not only places where supply falls short of actual demand, but also places where disadvantaged communities need better access to services in order to generate higher demand through stronger community involvement. Thus social equity must be one of the tests for intervention by the agency. The agency will not pursue an approach of competition for competition's sake.
  - Using capital funds to improve facilities for all learners, including better access for disadvantaged communities.
  - Working seamlessly with Business Link, the service managed by the RDAs to provide integrated information, diagnostic and brokerage to employers in support of business growth and improved productivity.
- 8.21** The Agency will have the capability to operate at sub-regional level. The definition of sub-regions is evolving under the terms of the Sub-National Review, but should map onto travel to train and travel to work patterns. It will include the areas covered by Employment and Skills Boards (ESBs), and areas covered by Multi Area Agreements. Local economic development and regeneration relies significantly on the right employment and skills activity in that locale. Therefore the agency will need an understanding of the particular circumstances and priorities

of each sub-region. There is no presumption that agency staff will need to be physically located in each sub-region, with the exception of the National Apprenticeships Service, which will have some staffing at a sub-regional level. But they will need the capacity to engage with partners at a variety of sub-regional and local levels.

**8.22** The core sub-regional roles of the Skills Funding Agency will be:

- Playing their part within local strategic partnerships in delivering local area agreements (LAAs) and multi-area agreements (MAAs);
- Supporting the Employment and Skills Boards (ESBs) – where they exist – and taking account of their assessment of how demand is likely to shape up sub-regionally;
- Ensuring the right skills capacity exists to help Jobcentre Plus manage the placement of their clients onto suitable training programmes, both before and after job entry.

**8.23** It is likely that this local and sub-regional engagement will become more important as the landscape evolves. The Government set out the wider strategy for promoting economic development at regional and sub-regional level in the Sub-National Review (SNR)<sup>12</sup>. Skills are an essential component of economic development, so it is important that the new agency and the overall pre-19 system are active partners in carrying forward that wider strategy. We shall shortly be consulting on the next steps in implementing the SNR conclusions, which we shall take forward consistently with the overall outcomes of this consultation exercise.

**8.24** Employment and Skills Boards (ESBs) will be established in city regions and sub-regions where the partners want to do so. They are normally partnerships at the sub-regional level, with a range of representatives from the private and public sector including Jobcentre Plus and local authorities. They will identify the employment growth opportunities arising in that sub-region, within the framework of the Regional Economic Strategy, and integrate local services such that Jobcentre Plus clients can access the training to gain the skills that local employers want to recruit. As the coverage of ESBs extends across England, and the supporting mechanisms of Multi Area Agreements become more robust, we intend that ESBs would take an increasing role in defining local training priorities that the agency would fund. The London Employment and Skills Board is a good model for this approach. In order for the agency to work with any given ESB certain criteria would need to be met, including that the ESB should correspond with a recognisable economic geographic footprint which is relevant for adult skills provision. Where no ESB exists we will encourage local and sub-regional partners to group together in a way which involves employers; in the absence of such a grouping, the agency would work with local and sub-regional partners to ensure that employment and skills commissioning are being considered together, within the economic strategy for the area.

**8.25** With DIUS spending some £1.6 billion each year on supporting individual adults to move into employment and progress through skills development, and DWP spending about £1 billion, there is a real opportunity to drive more efficiencies in the supply chains of both Departments

---

<sup>12</sup> July 2007 Sub-national economic development and regeneration review

and to underpin the integration of employment and skills services through joint commissioning. We will progressively seek to converge our funding and management of those providers which offer both employment and training services. We have established a joint project that will create the basis for joint commissioning of employment and skills provision and set out the first steps towards these goals.

**16. Do you agree with the funding and commissioning role proposed for the Skills Funding Agency?**

**17. Do the proposals in this chapter reflect the right balance of strategic commissioning and individual customer service?**



# Chapter 9: Sponsorship of the further education system

## Summary

Sponsorship of the further education service, including general further education colleges and training providers, rests with DIUS. The Skills Funding Agency will be responsible for delivering key elements, such as taking account of the overall goals for the service and supporting strategies for meeting those goals. It will maintain oversight of the pattern and range of institutions, their performance and viability, covering their work with both young people and adults.

The Skills Funding Agency will be responsible for managing the performance of FE colleges and providers. The system will increasingly be self regulating, as funding will follow choices made by customers, but the SFA will be responsible for intervening where performance does not meet the nationally agreed minimum standards. A framework for such intervention has already been established, and in such a situation the SFA will be responsible for deciding the appropriate course of action.

The SFA will also identify issues surrounding the viability of individual colleges. In such situations the agency will call a “case conference” bringing together the Young People’s Learning Agency and the relevant local authority to determine the next steps, which could vary from issuing a Notice to Improve in cases of underperformance, to closing the college and identifying alternative sources of provision. Where the conditions of such a Notice have not been met, the procedures for intervening in the governance of the college set down in the Further Education and Training Act 2007 will be followed. Any decision to intervene will be considered in the context of the needs of the local community for a continuing FE service.

FE colleges are autonomous, and responsible for developing their own strategy to respond to Government priorities and other demands. This is likely to lead to the structure and composition of FE provision evolving as a result of strategic decisions taken by colleges and changing demand. The Skills Funding Agency will maintain an overview of the developing institutional pattern, will support colleges as they respond to change, and will ensure such changes take relevant interests into account.



- 9.1 DIUS is the sponsor department for the FE sector. This encompasses a range of responsibilities, all designed to secure the twin aims of (1) creating the right environment in which FE Colleges and providers can excel and prosper to the benefit of learners; and (2) creating the systems and structures to ensure Government can deliver its commitments to a skills strategy that meets national needs.
- 9.2 The Skills Funding Agency will be responsible for the performance management of FE Colleges and will also be the single point of intervention where either pre or post-19 performance does not meet nationally agreed minimum standards.

### A self-regulating sector

- 9.3 The Skills Funding Agency will work with local authorities and an increasingly self-regulating FE sector to pursue excellence and best practice. Confident and mature FE colleges will be driving up and maintaining the quality of provision and providing mutual support through mechanisms such as peer review.
- 9.4 The new Improvement Body for FE which is being formed by the merger of the Quality Improvement Agency and the Centre for Excellence in Leadership will be collectively owned and directed by the FE sector. It will oversee the delivery of the National Improvement Strategy and will secure delivery of support and improvement services.
- 9.5 The Skills Funding Agency will maintain the funding framework, manage the capital investment programme and act in the case of market failure to meet customer needs, by encouraging new providers and the development of consortia and other new ways of working between providers.
- 9.6 The Framework for Excellence will underpin self-regulation by informing customer choice. It will support institutional management and self-regulation by providing unambiguous and objective performance data and benchmarks for excellence.

### Performance management

- 9.7 Where colleges and providers are delivering the requirements of local authorities and of adult customers there is no need for performance intervention from outside. Funding will flow following choices made by customers and commissioners, and the sector is expected to use the tools available to it to achieve continuous improvement and innovation.
- 9.8 There will be occasions, however, when there are issues with performance of colleges and providers which self-regulation has not been able to address swiftly or effectively enough, and service to the community or Government objectives are in jeopardy. In such cases, intervention is necessary.
- 9.9 We have already established an approach to managing the performance of FE Colleges and providers which defines minimum acceptable standards, triggers action to support improvement and, where necessary, intervention to address inadequate provision. Examples of such intervention are a change of management, putting the provision out to tender, or

withdrawing funding. In determining the appropriate intervention, the Skills Funding Agency will take into consideration issues such as the availability of alternative provision and the likely impact of the intervention on the viability of other elements of provision available from that provider. This broad intervention strategy has been established by the LSC and will continue to be pursued by the Skills Funding Agency.

- 9.10** Where a local authority has a concern about the quality of a college's 14-19 provision, then this should be escalated to the Skills Funding Agency (via the local authority with the strategic commissioning relationship for that college) to form part of the performance reviews between the Skills Funding Agency and the college.
- 9.11** If there is an issue with college provision (either pre or post 19) not meeting the minimum level of performance then the Skills Funding Agency will issue a Notice to Improve. If the college provision fails to improve then the Skills Funding Agency will apply appropriate intervention action.
- 9.12** The Skills Funding Agency will need to identify at the budget aggregation stage whether there are plans to purchase provision from colleges and providers that do not meet quality requirements and work to understand why this is the case. In this scenario there would need to be an improvement plan put in place to ensure that quality does improve.

#### Case Conferences

- 9.13** Issues of viability of a college or a substantial part of their provision will from time to time be identified by the Skills Funding Agency. This could arise either as a result of poor quality leading to decommissioning, or because of changing patterns in pre or post 19 funding decisions unrelated to quality such as demographic changes or infrastructure needs. In these cases there will be no single right solution that will always apply. Instead, we propose a presumption that a "case conference" would be called by the Skills Funding Agency in order to determine the next steps. This would bring together the Young People's Learning Agency and the relevant local authority as core partners with the SFA. Potential options would include:
- an improvement plan agreed with the college in cases of underperformance, including the issue of a Notice to Improve, which sets out the conditions a college is required to fulfil within a set timescale, usually within 12 months;
  - decisions to close the college (or all areas of provision that are no longer viable) with agreements of how the provision would be replaced;
  - a mixture of these approaches, with some provision closed and an improvement plan for remaining provision; and
  - new local management arrangements such as a federation or merger with a successful college or provider.
- 9.14** Where conditions of the Notice to Improve have not been met, use of the statutory intervention powers contained in the Further Education and Training Act 2007 will be considered. If this is the

case, the detailed procedures under the Statutory Intervention Policy, as approved by the Secretary of State (DIUS) and laid before Parliament, will be followed. The intervention might include:

- replacing all or any of the members of the governing body;
- directing the governing body to make collaboration agreements;
- directing the governing body to consider dismissal procedures in relation to the leadership of the college.

- 9.15** Before carrying out these actions the Secretary of State will be informed, and in all cases the governing body will be given notice setting out details of the action, the rationale for being minded to exercise statutory powers and the relevant evidence.
- 9.16** In all cases a primary consideration would be the needs of the local community for a continuing FE service. The decisions taken in cases where colleges are no longer viable also need to consider the wider consequences. In these cases it will be important that clear decisions are made quickly and effectively.
- 9.17** It is critical to avoid one funding party creating extra cost for the other – e.g. the Skills Funding Agency could not oblige a local authority to spend more in order to keep provision going against its better judgement, but nor could that authority impose costs on the Skills Funding Agency in the form of staff redundancies at a college which had become unviable as a result of decisions taken by that authority.

### Structure and form of the FE Sector

- 9.18** FE Colleges are autonomous organisations, responsible for determining their future business models and strategy in response to Government priorities and as they respond to other business needs. This might result in several different models across the country, depending on local circumstances and the particular priority. We would expect the overall structure and composition of the FE service to evolve as a result of, for example, individual colleges and providers choosing to specialise in certain vocational areas including in response to National Skills Academy developments; colleges and providers choosing to extend their engagement with businesses in response to increased demand for workforce training; colleges and providers choosing to focus on young people rather than run a ‘mixed economy’ institution; and so on.
- 9.19** The Skills Funding Agency will have an important role in maintaining the overview of the evolving institutional pattern as these strategic responses are realised. It will have a role in supporting institutions as they develop new business models, for example by enabling colleges to establish new delivery models including undertaking statutory mergers. When this will have an impact pre 19, the commissioning local authority must be involved.
- 9.20** The Skills Funding Agency will undertake activities delegated to it by the Secretary of State for Innovation, Universities and Skills in relation to changes which are underpinned by statute, the most common being that of merger activity.

## Independent and third sector Training Providers

- 9.21** Some provision for both young people and adults is made through private training colleges and providers (both commercial and voluntary). They are extremely variable in size and nature.
- 9.22** There are currently a number of funding arrangements with third Sector organisations and employers that straddle the pre and post 19 divide. Some large commercial training providers which operate right across the country may find it most viable to operate through national funding agreements with the Skills Funding Agency. At the other end of the scale, small local voluntary organisations may welcome being able to have a single funding arrangement with their home local authority covering both education and other activities (eg relating to drugs misuse).
- 9.23** Information on the delivery related to these arrangements (e.g. the numbers of local authority residents engaged) may be available through the national data agency and so local authority plans will need to take account of this delivery.
- 9.24** Where single national or regional funding arrangements exist in future we will seek ways to bring the pre-19 and post-19 dimensions together in joint arrangements as far as possible.

**18. Do you agree with the proposals on performance management and the performance intervention role of the Skills Funding Agency?**

**19. Have we got the right approach to sponsorship of the FE sector as a whole?**



# Chapter 10:

## An integrated system: Other functions of the Skills Funding Agency

### Summary

The Skills Funding Agency will be responsible for managing some other key functions needed in the skills landscape. These will include the new adult advancement and careers service, which will bring together the services provided by learndirect advice and nextstep providers.

A new National Apprenticeship Service (NAS) will take overall responsibility for developing and expanding the Apprenticeships programme as set out in *World Class Apprenticeships*. The service will be accountable through DIUS and DCSF, and will be housed within the Skills Funding Agency. The service will be led by a Director who will report on progress to the Prime Minister. It will have a capability to work at sub-regional level, and will work closely with Train to Gain and the National Employer Service.

Once the current contract for the administration of learner support ends, the SFA will be responsible for delivery of all financial support to help adult learners and enable them to participate in FE. This will require it to work closely with the Young People's Learning Agency to provide a smooth transition for younger learners and to examine options for greater cohesion with support for Higher Education students.

The agency will manage the National Employer Service, which will enable large employers to have a single point of access to help them resolve their skills needs. The NES will integrate with and support the NAS and Train to Gain and will be responsible for coordinating the drive to support the Skills Pledge for large employers.

The SFA will work with the new National Offender Management Agency and take on responsibility for funding offender learning, ensuring that the Offenders Learning and Skills Service is integrated with the national skills system.

## A new adult advancement and careers service

- 10.1** In *'World Class Skills'* the Government committed to merge the learndirect advice and nextstep services under a single service in England, working in partnership with Jobcentre Plus. The Skills Funding Agency will manage the adult advancement and careers service, with a high profile Director responsible for ensuring the delivery against the vision set for it by Government. The adult advancement and careers service will have a strong public brand and national and local footprint. One phone number, one website and one high street brand will unify the service.
- 10.2** The new adult advancement and careers service will:
- drive progression in learning, work and careers; support the delivery of Skills Accounts and draw together a range of advice and support on jobs, skills, financial issues, childcare, housing and personal issues to address the broad needs of its customers;
  - support those in work and looking to progress in their careers as well as people out of work looking to move into sustainable employment; and
  - target intensive support on those who most need it.
- 10.3** This approach builds on existing services and the work of a cross-government review of adult information, advice and guidance. The adult advancement and careers service is an essential part of reform of the employment and skills system into a demand led system, supporting the development of Skills Accounts.
- 10.4** In order to drive progression and ensure people are in a position to make informed learning choices the new service will need to ensure people are fully aware of the long-term as well as the short-term implications of their learning choices. Taking courses at Level 2 or Level 3 that do not support one's long-term goals and ambitions is not only poor value for money but can be a significant barrier to progression.
- 10.5** The Skills Funding Agency will be responsible for setting targets and service specifications for the fully operational adult advancement and careers service to be delivered from August 2010. The nationally delivered services for web site development and telephone support are a crucial element of delivering a universal service. To ensure full integration of the services, the strategic and commissioning functions currently carried out by Ufi learndirect advice will be transferred to the funding agency. This will ensure the new service can build on learndirect advice's track record. The nature and design of the services to be commissioned and procured by the adult advancement and careers service are still to be determined and developed in consultation with key stakeholders. However, local delivery of information and advice will continue to be a vital part of the service, and closer working with Jobcentre Plus and joining up advisory services will significantly improve this, within a more integrated service delivery partnership, under clearer unified branding and with a more proactive approach to supporting clients through Skills Health Checks and other means.
- 10.6** Young people, especially those with low skills, must have a coherent experience through the teenage years and into adulthood. Most young people until age 20 will continue to use

Connexions, or alternative IAG arrangements for young people in future. But as part of the design of the new adult advancement and careers service, we will examine the option that 18 and 19 year olds using Jobcentre Plus would be referred to the adult service instead, unless there is an already established and well-functioning relationship between that person and Connexions.

## National Apprenticeship Service

- 10.7** As announced in *'World-Class Apprenticeships'*, the Government is creating a new National Apprenticeship Service (NAS) to take end-to-end responsibility for the Apprenticeships programme, including determining and publishing the strategy for expansion, and with ultimate accountability for national delivery of targets. In the immediate future the NAS will be formed as a separate and distinct service within the Learning and Skills Council.
- 10.8** In the longer term, the NAS will be a discrete service, led by a Director of national standing. The Director of the NAS will report to the Secretary of State for Innovation, Universities and Skills, as Minister with overall responsibility for the Apprenticeships programme, and to the Secretary of State for Children, Schools and Families who has responsibility for young people. Significant decisions affecting the programme as a whole will be joint between the two Departments. The Director will report to the Prime Minister, on a twice-yearly basis, on progress against targets. In addition to responsibility for delivery of the Apprenticeships programme, the Director will also lead on Apprenticeships policy and strategy within DIUS.
- 10.9** The NAS will be housed within the Skills Funding Agency, to reflect DIUS's responsibility for the overall Apprenticeships programme. The Director will be a member of the LSC's, and then the Skills Funding Agency's, senior management team.
- 10.10** The NAS will operate both at national and sub-regional level in a way that is consistent with the principles of the Government's business support simplification programme. It will have the following functions, which have been set out in more detail in *'World Class Apprenticeships'*<sup>13</sup> :
- overall responsibility for delivery of the Government's policy on Apprenticeships including achievement of the targets set by Government;
  - the co-ordinating of the funding of all Apprenticeship places across the age range;
  - national information and marketing services, which will work with the IAG being delivered through local authorities and the adult advancement and careers service;
  - establishing and maintaining a national 'Matching Service' for employers and would-be apprentices, to enable employers to advertise their positions and prospective applicants – anywhere in the country – to search for them and apply as appropriate;
  - ownership of the blueprint which specifies the scope and content of Apprenticeships programmes;

---

13. World Class Apprenticeships: Unlocking talent, Building Skills for All, Jan 2008



- development of a model Apprenticeships Agreement (AA);
- the specification and provision of all future management information, and dissemination to various partners such as the UK Commission for Employment and Skills;
- promotion of Apprenticeships; and
- a strategy to overcome low take-up of apprenticeships in some sectors and regions, (including special approaches eg in London).

**10.11** The relationship between the NAS and Train to Gain – the skills brokerage service which will be managed by Business Link – is very important. The NAS will operate as a second-line service for employers, behind Train to Gain, except where (a) employers want to go direct to NAS or (b) there is a need – either regional or sectoral – for NAS to be boosting employer take-up.

**10.12** Similarly, the relationship between NAS and the NES will be close, so that employers experience a ‘no-wrong-door’ service. Large employers which wish to deal with the Skills Funding Agency only for Apprenticeships will be able to do so directly with the NAS. But in all other cases Apprenticeships will form one, fully integrated part of the wider NES service.

### **Financial Support for Learners**

**10.13** The new Skills Funding Agency will be responsible for the overall strategic delivery of financial support for adult learners in FE; including factors such as rates of support and eligibility criteria, and developing new financial support products.

**10.14** In the long term, it will also take control of the front-end delivery of all adult financial support products. However, a single contract is currently managed by the LSC for front-end delivery of a range of financial products for young people and adults – including a single helpline, unified applications and payment systems. The contract will be kept in the medium term and will be managed by the Young People’s Learning Agency on behalf of both Departments.

**10.15** We will also continue to use Directgov as the single point of explanation and application online for all learner support products.

**10.16** In the longer term we will look at options for greater cohesion between our adult learner support systems and products with those for Higher Education students.

### **National Employer Service**

**10.17** The agency will manage the existing National Employer Service (NES), which has, since 2005, provided a skills support service to those employers, public and private, with more than 5,000 employees. Able to agree contracts across the regions, the NES will enable employers to have a single point of access to help them understand and source solutions to their skills needs across their sites. The NES will be responsible for securing commitments to the Skills Pledge from large employers, as well as working with the NAS to increase the demand for apprenticeships within large public and private sector organisations. The NAS will support the NES by providing specialist advice and help to employers specifically on setting up and

delivering Apprenticeships. In this way, the NES will play a pivotal role in the Government's ambitions for Train to Gain, securing large volume gains in skills and qualifications as well as driving up employers' own investment in their workforce. By 2009, it will be working with more than 200 larger employers and with more than 300 by 2010. The NES will be the single point of coordination between the regions on behalf of the employers it is account managing.

- 10.18** The Government is committed to joining up services to ensure a 'no wrong door approach' to employment and skills. The National Employer Service will work with Business Link and Jobcentre Plus' National Sales Team to ensure that there is an integrated service for employers that meets their recruitment, pre-employment and in work support needs. An employer who accesses either service will automatically be able to access the full range of support available through Local Employment Partnerships and Train to Gain.
- 10.19** National employers can approach the NES directly, secure in the knowledge that they will be handed on to the NAS where that is appropriate; the NAS will 'come in behind' to offer a fuller service of client management on apprenticeships at the appropriate time. In the event that a national employer wants only Apprenticeships, and no other up-skilling or business support services, it can go direct to the NAS.

### **Offenders Learning and Skills Service (OLASS)**

- 10.20** A distinct learning and skills service for offenders has been in place across England since 2006, planned and funded by the LSC. *'Reducing Re-Offending through Skills and Employment: Next Steps'*<sup>14</sup> set out the policy framework, and the Government will publish plans for the next three years following the recent consultation in the autumn of 2007.
- 10.21** The Skills Funding Agency will take responsibility for funding adult offender learning, setting targets and monitoring performance. It will do this jointly with the new National Offender Management Agency. The two organisations will bring complementary roles to the delivery of learning and skills for offenders. Together they will ensure that the Offenders Learning and Skills Service is closely allied to, and draws on the services of, the new adult advancement and careers service. We shall ensure we take an integrated approach to young and adult offenders, with strong links to local authorities and the Young People's Learning Agency to ensure coherence of support and prevent duplication.

**20. Do you agree that each of the functions in this chapter should be performed by the Skills Funding Agency?**



# Chapter 11:

## An integrated system: How the Skills Funding Agency fits into the wider skills landscape

### Summary

**The Government has taken a number of steps to reinforce the autonomy of colleges and providers through deregulation, with some gaining the ability to become their own awarding body, or to award Foundation Degrees. The challenge is now to ensure that the sector has the support it needs to continue to deliver high performance in the context of increasing self-regulation.**

**We are also taking forward proposals to create a new sector owned improvement organisation, bringing together the Centre for Excellence in Leadership and the Quality Improvement Agency. This organisation will work with a new representative body set up by the FE sector to engage in a strategic dialogue with Government on cross cutting issues.**

**A key priority for Government is to continue to simplify the experience of the employment and skills system for both learners and employers. One aspect of this is to integrate the commissioning of training provision currently undertaken by the DWP and the LSC. The Skills Funding Agency will work with DWP to take this agenda forwards.**

### The ability to evolve

**11.1** The challenges brought by socio-economic change are only likely to increase; the pace only to accelerate. It is imperative that the new landscape we create is not only streamlined and effective but also adaptable, and in ways which cannot be predicted today. For this to happen, we must keep open various possibilities for further evolutionary change in the landscape. Three of the most important evolutionary developments will be borne in mind as we progress these proposals. These are set out in the following sections.

### Empowering the sector

**11.2** The 2006 FE White Paper<sup>15</sup> set out our ambition to develop a new relationship with colleges and providers which would reinforce their autonomy within a significantly deregulated operating environment. Since then we have reduced burdens and created savings to be put

15. Raising skills, Improving Life Chances

back to the front line as a result of: a reduction in audit, planning and reporting requirements on colleges and providers; a reduction in the number of intermediaries – the mergers of the Quality Improvement Agency (QIA) and the Centre for Excellence in Leadership (CEL) and Ofsted and the Adult Learning Inspectorate (ALI) – and greater clarity of roles and responsibilities; and proportionate external inspection based on performance.

- 11.3** The reductions in transaction costs are matched with greater freedoms to operate. Colleges are now able to offer their own qualifications and become an awarding body with some going on to award Foundation Degrees. The Qualifications and Curriculum Authority (QCA) is rationalising the qualification system through the introduction of diplomas and the Qualification and Credit Framework, the introduction of an on-line accreditation system and other actions to reduce the monitoring requirements. More functions that would otherwise be managed by Government or its intermediaries are now independent and sector owned including the FE Bureaucracy Reduction Group, Communications Gateway Panel and FE Information Authority.
- 11.4** Promotion of self regulation is centred on the development of a high performing, credible and organised sector. The FE sector has improved in performance significantly over the last 10 years, with achievements rates nudging 80%. It has a strong and credible local presence in communities, as well as operating nationally and internationally. Positive inspection ratings and rising success rates show that across the sector the quality of teaching and learning, and of management and leadership have been improving steadily in recent years. The challenge now is to ensure the sector has the support it needs for the next steps of its improvement journey, in the increasingly demanding environment of self regulation, cross-sector partnership and customer responsiveness.
- 11.5** Alongside deregulation there are two main sector owned elements. In November 2007 the Government, in partnership with the Centre for Excellence in Leadership (CEL) and the Quality Improvement Agency (QIA), published a consultative prospectus for a new sector owned improvement organisation to be created through bringing CEL and QIA together. The rationale was to bring together support for leadership and whole organisation improvement, simplifying the landscape and the services available to colleges and providers, and to support the sector's move towards self-regulation, giving it control over how core improvement funds are spent.
- 11.6** The proposals have been welcomed across the sector, and rapid progress is being made to establish the new body so it is ready to take on and reshape the functions of QIA and CEL. The aim is for the new organisation to be fully up and running by autumn 2008, and to become a major player in enabling a self-improving, self-regulated sector.
- 11.7** The consultation has raised important issues about the most practical ways the whole sector can be engaged and represented through the governance and funding arrangements for the new body, and how this should develop in relation to the emerging role of a new representative body, which has been set up as the second element of self regulation by the sector itself.

- 11.8** This new representative body is jointly owned and managed by the main organisations which represent further education colleges and providers. We expect that this body will come to represent the collective view of the sector on matters of interest that go across the breadth of the sector through strategic dialogue with Government and its agencies.
- 11.9** It will need to demonstrate the sector's greater collective ownership for raising the performance of the FE sector as it works alongside the new improvement organisation, which has the responsibility for development and improvement. This will include sector owned action to address provision which is either poor or satisfactory but not improving. As a cross sector representative group it will need to develop a strong, authoritative position and engage effectively with the Skills Funding Agency. To do this it will need to take account of learners of all ages and employers and have at its core the mission to build the sector's reputation based on excellence.

### **Towards joined-up national commissioning**

- 11.10** There is a powerful necessity for Government to continue to join up and ensure both individuals and employers, as customers of the employment and skills system, enjoy a simple and coherent customer journey, consistent with the principles of the Government's business support simplification programme. With new technology this becomes ever more possible. In the present landscape many colleges and independent training providers are funded by both the LSC and DWP. Often, DWP and the LSC are commissioning distinct but related provision, and often from the same colleges and providers.
- 11.11** We envisage a future evolution where commissioning processes could become increasingly unified. This could in time encompass commissioning from many parts of Government for skills provision, employment-related provision and all forms of Government-backed action to develop the human capital of this country.
- 11.12** The Skills Funding Agency will be established with these principles in mind, starting with the integration of employment and skills commissioning as first phase. It will take forward the shared outcomes from the project with DWP on joint commissioning.

### **Integration with HE**

- 11.13** Higher Education and Further Education are increasingly working together, with much HE already delivered by FE Colleges. Whilst they have distinct identities, they share a common goal of equipping young people and adults with the broad range of skills and knowledge required for their working lives. At the highest levels employers seek vocationally-specific and generic employability skills as well as the subject-specific knowledge often associated with HE. The forthcoming Higher Level Skills Strategy will emphasise the Government's determination that HE should become more responsive to employer demand in this way. Learners and employees at FE level increasingly understand that vocational training without thinking skills and theoretical understanding will not give them the adaptability they need to survive in a modern labour market.

**11.14** Student support must remain accessible and comprehensible for learners in FE as they cross the age boundary from 18-19 and into adult life. Another boundary that can create obstacles is moving from FE to HE. We have already announced one important integration measure in the form of the HE student support guarantee. The guarantee (of a certain level of maintenance grant) will support aspiration for higher education and provide certainty about the financial support available. Young people starting post compulsory education will see a clear route into higher education. Over time, it may be appropriate to consider further mergers of products and/or services in FE and HE student support.

### Data collection and use

**11.15** The three data agencies (schools, FE and HE) will continue, and the principle of one institution supplying to one data agency will be maintained and indeed strengthened. It will be necessary for those data agencies to have different responsibilities for collecting (on an institution basis) and reporting (on a phase of education basis) – and appropriate governance will be needed to ensure data can be shared to make that work effectively.

**11.16** The FE data reforms heralded in the 2006 FE White Paper have seen the introduction of the FE Information Authority and will see the establishment of a new FE Data Service. The FE Information Authority (which sets standards for data collection and reporting across FE) will be sponsored by the new representative body set up and managed by the main college and provider representative bodies. It will continue with its present governance arrangements, including an independent Chair, to give the necessary independence and transparency for all the parties which have an interest.

**11.17** The new FE Data Service will collect and report data to the standards set by the Information Authority. It will be housed within the Skills Funding Agency.

**11.18** To support the demand-led system in FE we will investigate a new payment system based on a 'shared platform', similar to systems that automatically manage payments and other frontline needs in other industries. Combined with the unique learner number (ULN) and the Learner Record (LR), such a system could offer very significant potential for a much improved set of personalised services to individuals.

**11.19** The Learner Registration Service (LRS), which assigns the unique learner number, is a post 14 service and will work through the lifetime of an individual, across FE and HE and UK wide. This number will be central to enabling key policies: 14-19 Diplomas, the Qualifications and Credit Framework and Skills Accounts. This service, along with the other Managing Information Across Partners (MIAP) services, could sit within the FE Data Service. The positioning of cross cutting information services such as MIAP will be kept under review to ensure that they are located in the best place to meet the full needs of the education sector.

**21. Do you agree that each of the functions in this chapter should be performed by the Skills Funding Agency?**

**22. Do you agree with this description of the wider skills landscape within which the Skills Funding Agency will operate?**

# Responding to this consultation

We will listen carefully to the views and comments made in response to this consultation. The closing date for this consultation is **9th June 2008**.

You can respond online at [www.dcsf.gov.uk/consultations](http://www.dcsf.gov.uk/consultations) or in writing to:

Consultation Unit (Raising Expectations: enabling the system to deliver)

Department for Children, Schools and Families

Area 1A, Castle View House

East Lane

Runcorn

Cheshire

WA7 2GJ

After the consultation period has ended we will analyse responses to these questions.

We will then publish this analysis and confirm our plans.





# Glossary of Terms

14-19 Partnership	14-19 Partnerships are partnerships formed between schools, work-based learning providers, colleges and other stakeholders to collaboratively plan and provide the full 14-19 offer.
Adult Advancement and Careers Service	This will be a new service set to be fully operational in 2010. It will give adults information and advice about skills, jobs and other matters to help them overcome barriers to success in work.
ALI	Adult Learning Inspectorate. This was a non-departmental public body responsible for inspecting the quality and education of training for adults and young people in England. In April 2007 it merged with the new OFSTED's (Office for Standards in Education, Children's Services and Skills) Learning & Skills Directorate.
Apprenticeship	A structured programme of training which gives an individual the opportunity to work for an employer, learn on the job and build up transferable knowledge and skills. A successful Apprentice will achieve an occupationally specific qualification alongside qualifications in basic skills and in a broader vocational area.
BSF	Building Schools for the Future. The major capital programme for renewing school buildings in England.
CAA	Comprehensive Area Assessment. This will provide the first independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local taxpayers at the centre of a new local assessment framework, with a particular focus on those whose circumstances make them vulnerable. CAA will be managed by the Audit Commission with multi inspectorate involvement.
CEL	Centre for Excellence in Leadership. It works with existing and future providers to support leadership management, reform, transformation and quality to create world-class leadership in the learning and skills sector.

Connexions	The Government's information, advice and guidance service for all 13-19 year-olds in England (also provides support up to age 25 for those with learning difficulties and/or disabilities). Transferred to local authority control from 1 April 2008.
Dedicated Schools Grant	A ring-fenced specific grant, paid to local authorities for their maintained schools.
Employment and Skills Boards	Led by employers, Employment and Skills Boards are set up in local areas to encourage the involvement of local employers to decide what skills and resources are required to meet the local market needs, including what training support is needed.
ESF	The European Social Fund was set up to improve employment opportunities in the European Union (EU) and so help raise standards of living. It aims to help people fulfill their potential by giving them better skills and better job prospects. As one of the EU's Structural Funds, ESF seeks to reduce differences in prosperity across the EU and enhance economic and social cohesion.
FE College	Further Education College. This is an education establishment for post-secondary education. They offer anything from basic skills to A Levels, Higher Nationals and Foundation Degrees.
Foundation Learning Tier	This will replace and rationalise the current complex range of provision and qualifications below level 2 to create a coherent set of units and qualifications (drawn from the proposed qualifications and credit framework) that are easier for learners and employers to navigate, and are focused on skills for life and work, subject and vocational based learning and personal and social development.
Framework for Excellence	The Framework for Excellence is a comprehensive and new approach to managing performance of FE providers.
HEFCE	The Higher Education Funding Council for England is a non-departmental public body of the DIUS which is responsible for the distribution of funding to Universities and colleges of higher and further education.
IAG	Information, Advice and Guidance. This is the provision of impartial advice and guidance on learning and skills. IAG providers include the Connexions Service for young people and IAG Partnerships and learndirect advice for adults.
ILR	Individualised Learner Record is an aggregation of records about individuals' learning that is collected by UK education bodies in relation to the funding they receive from the LSC.

Jobcentre Plus	Jobcentre Plus provides an integrated service to people of working age. It offers help to people looking to move into work and support for people who cannot. Jobcentre Plus also provides a range of services to help employers fill their vacancies quickly.
Level 2	Level 2 is an educational attainment level, which is part of the National Qualification Framework. An example of a level 2 qualification would include GCSEs or National Vocational Qualification Level 2. A full level 2 is equivalent to 5 GCSEs at grade A*-C.
Level 3	Level 3 is an educational attainment level, which is part of the National Qualification Framework. An example of a level 3 qualification would be an A Level at Grade E or above, or National Vocational Qualification Level 3.
LLDD	Learners with Learning Difficulties and/or Disabilities.
Local Employment Partnerships	Local Employment Partnerships are a new collaboration between Government and business to tackle the increasing recruitment and skills challenges of the labour market and economy.
LRS	Learner Registration Service is an internet based facility capable of providing a Unique Learner Number. This will allow people to build a lifelong record of their learning participation and achievements (their learner record), which they can access and can choose to share.
LSC	The Learning and Skills Council is a non-departmental public body responsible for planning and funding high quality education and training for post-16 learners in England, other than those in Universities.
MAA	Multi-Area Agreements. These are cross local authority boundary arrangements to bring together key players in flexible arrangements to tackle issues which are best addressed in partnership at regional or sub-regional level.
Machinery of Government	This is the term used to explain the changes to established systems of public administration.
MIAP	Managing Information Across Partners is a programme designed to allow for the streamlining of the collection, handling and sharing of information on learning and achievement for education and training organisations.
NAS	National Apprenticeships Service is a customer-facing agency, which was announced in the Apprenticeships review, aimed at putting England's apprenticeship system amongst the world's best. NAS will provide a streamlined customer-facing service designed to meet the needs and expectations of learners, providers and employers and will have end-to-end responsibility for the entire programme.
NDPB	Non-Departmental Public Body. These are public bodies that are not an integral part of a Government department but are ultimately responsible to Parliament.

NEET	Not in Education, Employment or Training.
NES	National Employer Service offers a single interface for employers with over 5,000 employees, designed to meet all their skills needs.
OLASS	Offenders Learning and Skills Service. A service which commissions learning and skills provision for offenders on a regional basis
PAC	Public Accounts Committee. They examine the accounts of the sums of money granted by Parliament for public expenditure to ensure that it is being spent properly.
Provider	The provider is an institution or organisation that delivers training and education in return for receiving public and/or private funds.
PSA	Public Service Agreement. This details a Government department's aims and objectives for the next three years explaining how these targets will be achieved and how performance is measured.
QIA	The Quality Improvement Agency commissions quality improvement to improve provider performance within the learning and skills sector.
RDA	Regional Development Agency. This is a non-departmental regional body that promotes economic development and regeneration. Each of the nine government regions has its own RDA.
SEN	Special Educational Needs.
SIPs	School Improvement Partners. They provide professional challenge and support to schools to assist in evaluating their performance in order to identify priorities for improvement and plan effective change.
Skills Accounts	Skills Accounts enable adults to take control of their learning by accessing funds to cover all or part of their course fees. They put purchasing power in the hands of individuals to access learning with an accredited provider of their choice. They will help individuals develop skills for job entry and progression.
SSC	Sector Skills Councils are state-sponsored, employer-led organizations that cover specific economic sectors in the UK and have four key goals: to reduce skills gaps and shortages, to improve productivity, to boost the skills of their sector workforces and to improve skills supply.
Sub-National Review	<i>Review of sub-national economic development and regeneration</i> July 2007.
Targeted Youth Support	Coordinated delivery of action to help young people who have additional needs that cannot be met by universal services, and who are at high or growing risk of poor outcomes, such as substance misuse, offending or dropping out of education and training.
Third Sector	The third sector operates between the State and the private sector. Companies operating within the third sector generally have specific social goals.

Train to Gain	The Government's single service to support employers of all sizes and in all sectors to identify and then meet the skills needs of their employees.
Travel to Learn	This is a term used to explain the distance travelled to the learning establishment by each individual learner.
UK Commission for Employment and Skills	The UK Commission for Employment and Skills will ensure that employers have a pivotal role in ensuring the UK's employment and skills system responds well to the needs of business. Their aim is to increase employment and skills rates.
ULN	Unique Learner Number that will be allocated to every person undertaking education and training. The 10 digit number will remain with them for life and will not be recycled. It is designed to ensure that no meaning can be inferred from its structure.
WBL	Work-Based Learning. Learning which takes place predominantly in the work place. It includes Government Supported Training: Advanced Apprenticeships, Apprenticeships, Entry to Employment (E2E) and NVQ training.





information & publishing solutions

Published by TSO (The Stationery Office) and available from:

**Online**

**[www.tsoshop.co.uk](http://www.tsoshop.co.uk)**

**Mail, Telephone, Fax & E-Mail**

TSO

PO Box 29, Norwich, NR3 1GN

Telephone orders/General enquiries 0870 600 5522

Order through the Parliamentary Hotline Lo-Call 0845 7 023474

Fax orders: 0870 600 5533

E-mail: [customer.services@tso.co.uk](mailto:customer.services@tso.co.uk)

Textphone: 0870 240 3701

**TSO Shops**

16 Arthur Street, Belfast BT1 4GD

028 9023 8451 Fax 028 9023 5401

71 Lothian Road, Edinburgh EH3 9AZ

0870 606 5566 Fax 0870 606 5588

**The Parliamentary Bookshop**

12 Bridge Street, Parliament Square

London SW1A 2JX

**TSO@Blackwell and other Accredited Agents**







# Leicester City 13-19 Partnership Development Plan.

## Introduction.

This 13-19 Development Plan has been written by members of partner organisations serving on the Quality and Curriculum Group which services the 13-19 Partnership including Connexions, LEBC, LSC,LA, Inter Authority team, Secondary EIP and Tertiary Partnership. The plan aims to capture the changes that need to take place over the next 2 years and to provide a monitoring and implementation agenda for the Partnership. The plan takes into account the latest developments in the planning context such as the Machinery of Government [MOG] changes but is focussed on the growth of the City –wide curriculum offer. This Development Plan needs to be considered in conjunction with others such as the Transforming Leicester Learning [TLL] plan which has a linked but different focus. The plan has a known deficiency in that it has not been specific about the LLDD contexts and we wish to explore this further by producing a supplement to the plan which has this central theme. In terms of the targets linked to the plan we have adopted the progress check indicators which the Government Office for the East Midlands [GOEM] utilise. We have also indicated where this plan contributes to the targets mentioned in other closely linked plans covering the 13-19 area such as the Connexions plan. I am sure we all look forward to the time when a single plan can cover the whole 13-19 remit!

There is much to celebrate in Leicester. We have had a very successful Gateway 2 Diploma submission, a successful bid for a Foundation Learning Tier pilot together with very positive feedback from the Government Office on the way we have structured and underpinned the 13-19 Partnership. The JAR report was critical of the historic impact of the broader 13-19 Strategy, particularly in more deprived areas, but recognised the quality of the programmes and initiatives that existed. This Development Plan is a first step in responding to the challenge of raising achievement in Leicester City, year on year, by putting in place a sustainable shared curriculum that is suitable for the very wide range of students being educated in the City.

Peter Arnold  
Chair: Quality and Curriculum Group





# Leicester City 13-19 Partnership DEVELOPMENT PLAN 2008 - 2011

## Section 1 - Curriculum Development. Objectives

1. General curriculum entitlement.
  - Maintain and develop a broad and balanced curriculum offer for all – wide range of subject and qualification type.
  - Implementation of new Secondary curriculum.
  - Embed Functional Skills in all institutions.
  - Embed Personal Learning and Thinking Skills [PLTS ] in the curriculum offer.
  - Increase utilisation of a wide range of Section 96 courses/qualifications to increase participation and raise achievement.
  - Pilot new arrangements for Foundation Learning Tier and extend as a mainstream offer.
  - Develop Young Apprenticeship and Modern Apprenticeship as a curriculum offer.
  - Review of the current implementation of the statutory requirement for Work Related Learning and work experience.
2. Diplomas:
  - Meet the agreed Curriculum Entitlement for all Leicester City Learners 13-19 by 2013.
  - Implementation of Gateway 2 Diplomas working through Diploma Implementation Groups.
  - Submission for Gateway 3 Diplomas including Gateway 2 resubmissions.
  - Submission for subsequent Gateway applications in 2009 onwards.
  - Design of a QA process for moving from Diploma pilot to City-wide offer.
3. Introduce systems of collaborative protocols to manage an interdependent curriculum offer with suitable arrangements in place for:
  - Enrolment of students onto collaborative provision.
  - Timetable harmonisation.
  - Transport.
  - Awarding body harmonisation.
  - An administrative IT system linked to school and college MIS.
  - Quality Assurance.
  - Formula funding.
  - The management of Specialist Learning Centres
  - The joint appointment of staffing.



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
1.1 Implementation of relevant elements of the New Secondary and a broad, balanced, personalised and fully inclusive 14-19 curriculum.	Revised statutory requirement for all KS3 KS4 and KS5 students by ? Raise standards of Literacy, Numeracy and ICT across City	<ul style="list-style-type: none"> <li>Functional Skills Literacy / Numeracy through GCSE English / Maths or Stand alone</li> <li>IT through GCSE , or other IT qualifications or standalone</li> <li>Personal Learning and Thinking Skills [PLTS</li> </ul>	<ul style="list-style-type: none"> <li>Pilot schools / colleges attend National and local training</li> <li>LA National Strategies team lead training for 2008 pilot schools / colleges</li> <li>LA NS team manage training cascade to all schools / colleges</li> <li>In house CPD by all schools / colleges</li> <li>schools / colleges attend National and local training</li> <li>Inhouse CPD by all schools / colleges</li> <li>Partnership to review current situation and provide support and guidance</li> </ul>	May 2008 onwards	<ul style="list-style-type: none"> <li>Commitment to attend training by schools / colleges</li> <li>NS team time and funding to provide training</li> <li>Commitment to implement and embed FS by schools / colleges</li> <li>Commitment to attend training by schools / colleges</li> <li>Commitment to implement and embed PLTS by schools / colleges</li> <li>Commitment to implement statutory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Fully prepared to offer FS as part of Diploma by all Pilot schools / colleges sept 2009</li> <li>On target KS4/5 results from 2011</li> <li>PLTs embedded in school / college practice by?</li> </ul>	<p>7 schools in pilot 08-09</p> <p><b>XR – City Attainment targets</b></p> <p>PLTs in at least 14 schools and colleges by 0809</p> <p>All schools and colleges by 0910</p> <p>All schools meet statutory requirement</p>
1.2 Provision of appropriately Personalised curriculum opportunities	Meet the needs of students <ul style="list-style-type: none"> <li>below the expected age related standard</li> <li>NEET</li> <li>Potential NEET</li> <li>New arrivals</li> <li>Engagement / reengagement of students</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of comprehensive Foundation Learning Tier offer</li> <li>Produce Directory of 'Alternative / Offsite' Provision</li> <li>Establish 'One stop shop'</li> </ul>	<ul style="list-style-type: none"> <li>6 Pilot schools / colleges attend National and local training</li> <li>Inhouse CPD by all schools / colleges</li> <li>Development and implementation of range of provision</li> <li>Partnership to</li> <li>Review opportunities currently available</li> <li>Identify gaps in provision</li> </ul>	From Sept 2008  July 2008 onwards	<ul style="list-style-type: none"> <li>Commitment to attend training by schools / colleges</li> <li>Commitment to implement and embed FLT by schools / colleges / providers</li> <li>?commissioned by Partnership to produce directory</li> <li>? Commissioned by</li> </ul>	<ul style="list-style-type: none"> <li>Successful FLT pilot</li> <li>Partnership roll out of FLT</li> <li>Positive contribution to engagement and attainment targets</li> <li>Extended range of Quality assured provision available Sept</li> </ul>	<ul style="list-style-type: none"> <li>6 schools /colleges in FLT pilot 0809</li> <li>XR City NEET targets</li> </ul>



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
	<ul style="list-style-type: none"> <li>personalised academic / vocational needs eg G&amp;T</li> </ul>	<p>for accessing provision</p> <ul style="list-style-type: none"> <li>Maintenance and expansion of offer of 'low demand' GCSE / A Level and other qualifications</li> <li>Access to courses beyond expected of age range of student</li> </ul>	<ul style="list-style-type: none"> <li>Commission providers</li> <li>Quality Assure provision infrastructure put in place to manage access to provision</li> <li>Partnership Coordinated collaboration between partners to               <ul style="list-style-type: none"> <li>Develop / commission range of provision</li> <li>Timetable access for students</li> </ul> </li> <li>Ensure appropriate IAG and pastoral care for students</li> </ul>	Sept 2008 onwards	<p>Partnership to manage access to Provision</p> <ul style="list-style-type: none"> <li>? commissioned to manage access to provision</li> <li>Partnership time</li> <li>Partners collaboration costs</li> </ul>	<p>2010</p> <ul style="list-style-type: none"> <li>Access managed through 'one stop shop'</li> <li>Positive contribution to engagement and or NEET targets</li> <li>Demonstrable range of provision accessible to students</li> <li>Positive contribution to engagement and attainment targets</li> <li>Positive Student satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>XR City Attainment targets</li> <li>XR TLL plan</li> </ul>
<p><b>1.3</b></p> <p>Meet the agreed Diploma Curriculum Entitlement for all Leicester City Learners 13-19 by 2013.</p>	<ul style="list-style-type: none"> <li>Statutory requirement on LA LSC to ensure entitlement</li> <li>Statutory requirement for schools / colleges to ensure access.</li> <li>Opportunities for YP to succeed by different learning route of GCSEs A levels etc</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of cat 1&amp;2 Gateway 2 Diplomas 2009 delivery</li> <li>Development of cat 3 Gateway 2 Diplomas 2010 delivery</li> </ul>	<ul style="list-style-type: none"> <li>Planned, commissioned and coordinated by Partnership and QuaC/14-19 Team.</li> <li>Facilitator/Lead Practitioner (key role/s)</li> <li>DDGs becomes Diploma Implementation Groups (DIGs)</li> <li>Bi-weekly planning sessions Short term – to inform "conversation" (3/6)</li> <li>Longer term – programme development – launch</li> <li>Development Strands: Industry linkages, Work Experience, Generic Learning (FS, PLTS), the Project</li> <li>Facilitator/Lead Practitioner roles</li> <li>5 meetings (?)</li> <li>Component development (including Work Experience)</li> </ul>	May 2008 onwards	<p>Lead practitioner release @ 1 day week Sept 08</p> <p>Facilitator time</p> <p>Meeting costs</p> <p>DIG membership</p> <p>Reprographics</p> <p>Admin support</p> <p>QuaC 14-19 Team costs</p>	<ul style="list-style-type: none"> <li>5 Pilots delivering form 2009 FHA</li> <li>Wider roll out from 2010 FHA</li> <li>On target results from 2011</li> </ul>	<ul style="list-style-type: none"> <li>XR City NEET targets</li> <li>XR City Attainment targets</li> </ul>



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
		<ul style="list-style-type: none"> <li>Submission for Gateway 3 Diplomas including Gateway 2 resubmissions.</li> <li>Submission for subsequent Gateway applications in 2009 onwards.</li> <li>Design of a QA process for moving from Diploma pilot to City-wide offer</li> </ul>	<ul style="list-style-type: none"> <li>Partnership agrees diploma lines for G3 <ul style="list-style-type: none"> <li>Facilitators establish DDGs</li> <li>DDGs agree on pilots</li> <li>DDG Facilitators with aid lead practioners write bids</li> </ul> </li> <li>Partnership agrees diploma lines sequence <ul style="list-style-type: none"> <li>Facilitators establish DDGs</li> <li>DDGs agree on pilots</li> <li>DDG Facilitators with aid lead practioners write bids</li> </ul> </li> <li>Partnership agrees diploma lines based on capacity / demand research</li> </ul>	<p>June 2008 onwards</p> <p>March 2009 onwards</p> <p>Sept 2009 onwards</p>	<p>DDG Membership Reographics Admin support</p> <p>As Per G2 evaluation - Facilitator and DDG costs then as above</p> <p>As Per G2 evaluation - Facilitator and DDG costs then as above</p> <p>Partnership commission QuaC research</p>	<ul style="list-style-type: none"> <li>On target results from 2012</li> <li>Pilots delivering form 2010 FHA</li> <li>Wider roll out from 2011FHA</li> <li>On target results from 2012</li> <li>Pilots delivering form 2011 FHA</li> <li>Wider roll out from 2012 FHA</li> <li>On target results from 2013</li> <li>Managed roll out from 2010 FHA matching demand with capacity</li> <li>On target results from 2012</li> </ul>	<ul style="list-style-type: none"> <li>XR City NEET targets</li> <li>XR City Attainment targets</li> <li>XR City Apprenticeship targets</li> <li>XR City Attainment targets</li> <li>XR LEB and LSC employer</li> </ul>
<b>1.3A Support and maintain existing YA provision</b>	To widen range of opportunities for young people To meet LSC targets	Support current Year 10 and 11 cohorts through the programme	LSC/ LA/ LEB/ Leicester College/ Loughborough College	Current until end date as advised by DCSF (likely to be June 2010 at end of Cohort 5)	LSC funded support to beneficiary schools and colleges	Current students supported to achieve Successful dovetail into mainstream diploma offer after DCSF guidance given	<ul style="list-style-type: none"> <li>XR City Apprenticeship targets</li> <li>XR City Attainment targets</li> <li>XR LEB and LSC employer</li> </ul>



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
<b>1.3B Develop and extend the Apprenticeship offer</b>	To widen range and increase the number of opportunities for young people To address skills shortages To meet shared authority targets	Implement Connexions Business Plan Chapter F (13-19 Employer Engagement Activity) as ratified by Local Authority Directors	LA/ Connexions/ LEBC/ LSC/ Lantern	April 2008 onwards	LA statutory duty to deliver Careers services	Increased student uptake of apprenticeships Increased capacity for apprenticeship placements	engagement strategies and targets
1.5 Further develop and implement fully systems to manage an interdependent curriculum offer with suitable arrangements in place.	<ul style="list-style-type: none"> <li>To allow Diploma and other 13-19 provision to be offered efficiently and affectively.</li> </ul>	<ul style="list-style-type: none"> <li>Enrolment. Collaborative protocols for.</li> <li>Timetable harmonisation.</li> <li>Transport.</li> <li>Awarding body harmonisation.</li> <li>An administrative IT system linked to school and college MIS.</li> <li>Quality Assurance.</li> <li>Finance management</li> <li>Formula funding.</li> <li>VLE use</li> <li>Management of SLCs</li> </ul>	<ul style="list-style-type: none"> <li>LA, LSC and Partnership to commission committed 13-19 team to lead and manage all aspect of 13-19 Development Plan</li> <li>13-19 team to organise lead such workstreams as required to implement 13-19 plan</li> <li>13-19 team to provide challenge, support and guidance as required to partners to ensure successful 13-19 implementation</li> </ul>	July 2008 onwards	<ul style="list-style-type: none"> <li>Salary costs for 13-19 team</li> <li>Resources for implementation of plan</li> <li>Admin support for team</li> </ul>	<ul style="list-style-type: none"> <li>13-19 successfully implemented</li> <li>13-19 Development Plan targets all met.</li> </ul>	<ul style="list-style-type: none"> <li>XR all city targets</li> </ul>



## Section 2 – Developing Information Advice and Guidance.

### Objectives

- 2.1 IAG is integrated into mainstream teaching with an appropriate and coordinated approach led by a SMT member with IAG responsibility who develops and implements an IAG policy linked to the national standards.
- 2.2 A city IAG entitlement statement will be created
- 2.3 A mechanism to support schools in developing effective IAG practice will be established
- 2.4 Schools and colleges will be supported in achieving coherence between aspects of Information, Advice and Guidance, Careers Education, Work Related Learning and PSHE [E].
- 2.5 Career Mark is used as a framework for developing CEIAG provision in schools and colleges
- 2.6 SIPs will be provided with information on the progression performance of each school.
- 2.7 A coordinated CPD offer for CEIAG staff in all institutions across Leicester City based upon the principle of impartial guidance will be created and implemented
- 2.8 Long-term resourcing for the Prospectus (CourseFinder) and related products will be identified including LeCAP, eProgress File/eILP (Transition Toolkit) relationship and integration with Virtual learning Environments (VLEs eg Fronter and Moodle) identified.
- 2.9 All resources will be promoted and used effectively by all KS3 and KS4 and post 16 students as appropriate.
- 2.10 All schools and colleges have standardised, full and accurate details of their KS4 and post 16 offer on the CourseFinder database for the current and future years.
- 2.11 The scope of the Prospectus will be expanded to include the Personalised Learning Directory

What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
<p>2.1 IAG is led by a SMT member with IAG responsibility who develops and implements an IAG policy. Every school to have an IAG policy including</p> <ul style="list-style-type: none"> <li>integrating IAG into mainstream teaching</li> <li>Resourcing – space and staffing</li> <li>Links to national standards</li> </ul>	<p>To make sure that IAG has a high profile within institutions to support 14-19 developments effectively</p> <p>All young people receive the IAG to which they are entitled</p>	<p>Every school/college to have a senior member of staff with IAG responsibility</p> <p>Event to raise the profile of IAG and get senior staff engagement</p> <p>Example policy to be made available</p>	<p>EIP LA Connexions SIPs</p> <p>Supporting Progression publication (SSAT) CEGNET website</p>	<p>By Autumn 2008</p> <p>Autumn 08 /Spring 09</p>	<p>Venue costs Speaker costs (David Andrews)</p>	<p>List of nominated staff with contact details. Active participation in and leadership of IAG IAG part of SEF and School development plans</p>	<p>XR Connexions targets</p>
<p>2.2 Create and disseminate a city IAG entitlement statement</p> <p>2.3 A mechanism to support schools and colleges in developing effective IAG practice will be established</p>	<p>Every young person knows the IAG that they are entitled to and who gives it</p> <p>To look at the issues, share and disseminate good practice and support each other, to ensure consistent high quality impartial IAG</p>	<p>Refer to Code of entitlement statement</p> <p>Develop a hub and spoke network for school and college staff with IAG responsibility.</p> <p>Current IAG network to be endorsed proactively by LA staff and EIP and promoted as the support mechanism for IAG developments</p>	<p>Quac led by RS</p> <p>Connexions to coordinate EIP/LA to promote to schools and colleges. X ref 3.3</p>	<p>By Autumn 2008</p> <p>Already exists</p>			<p>XR Connexions targets</p>
<p>2.4 Schools and colleges are supported in achieving coherence between different aspects of the personal development curriculum including career education, Work related Learning, the economic wellbeing strand of the new PSHEE curriculum and PLTS.</p>	<p>To ensure that young people develop the skills necessary for making well informed, realistic and appropriate choices throughout their lives</p>	<p>Schools will self assess against the Career Mark standards and this will contribute to the school SEF and SDP in every secondary school.</p> <p>Schools to audit their provision to ensure coherence</p>	<p>Connexions will support curriculum development</p>	<p>On-going</p>	<p>Connexions business plan</p>	<p>Increase in schools achieving Career Mark</p>	<p>XR Connexions targets</p>





What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
		Support offered by Connexions					
2.5 Career Mark is used as a framework for developing CEIAG provision in schools, contributes to the SEF and included in Development plans in every secondary school.	To ensure good practice in CEIAG All schools are undertaking high quality CEIAG and are fulfilling their statutory obligations	Self evaluation tool developed for schools to audit their provision and make development plans	Connexions to support schools but all staff working with schools to give same message			Increase in working towards and achievement of Career Mark	XR Connexions targets
2.6 Provide SIPs with progression information for each school	Progression information informs CEIAG	Emailed to LA	Connexions	When available. 2008 data available March 2009			XR Connexions targets
2.7 Create a coordinated CPD offer for CEIAG staff in all institutions X re 3.8	To ensure all young people are given impartial IAG by knowledgeable, trained staff X ref to IAG standards	Programme of CPD developed	Connexions/VESA RS/AF/SK	Autumn 2008			XR Connexions targets
2.8 Identify long term resourcing for CourseFinder/LeCAP/eILP	To ensure sustainability of core products that underpin the success of the 14-19 reforms		LA PA Connexions	By Dec 2008		Products feature in LAA and funds made available	XR Connexions targets
2.9a Promote effective use of CourseFinder/LeCAP/eILP	To ensure young people are able to use the resources effectively to support their transition at 14 and 16	Publications, marketing materials, classroom resources	Connexions/EIP/VESA		Charge to schools for eILP		<ul style="list-style-type: none"> <li>XR Connexions targets</li> <li>XR City participation targets</li> <li>XR City NEEET targets</li> </ul>
2.9b All schools and colleges including year 12s to continue to use LeCAP for applying for post 16 opportunities							
2.10 All schools and colleges have full, up to date and accurate details of their full KS4 and post 16 offer on CourseFinder	All young people have access to information about the full curriculum offer available including Diplomas	LSC meetings, newsletters, presentations, guidelines on the web.	LSC, Connexions, EIP	October 2008		Audit of data shows full details	XR Connexions targets
2.11 Ensure that all alternative and personalised curriculum offers	All course provision is included – as above	Agreements by providers to add information	VESA/EIP/Connexions	October 2008	None	All provision included	XR Connexions targets



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
are included in CourseFinder							

### Section 3 Improving Capacity

#### Objectives

##### 3.1 - Supporting the Leadership role of the City 13-19 Partnership

Establish a programme of CPD that adequately prepares LSC and LA staff for the implications of MOG changes  
 Appropriate senior and middle management staff across the partnership stakeholders, harness existing networks to increase professional knowledge of distributed leadership, management and collaboration.

##### 3.2 - Diploma Implementation Strategy in Leicester

##### 3.3 - Establish phased CPD to support specific phase of Diploma planning/implementation

National schedule of CPD to support Diploma Implementation  
 Develop an appropriate City/County CPD offer

##### 3.4 - Focused Learning Visits

##### 3.5 - Awarding Bodies

##### 3.6 – IAG

##### 3.7 - Engaging Employers in Curriculum Reform

Develop innovative approaches to employer engagement in the planning and delivery of 14-19 practical/occupational/Diploma curriculum

##### 3.8 - Engaging HE in Curriculum Reform

■



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
3.1 Supporting the Leadership role of the City 13-19 Partnership	To prepare the 13-19 Partnership and its stakeholders for their new role and responsibilities for analysis, planning, commissioning and funding the 14-19 curriculum entitlement	<ul style="list-style-type: none"> <li>Collaborative leadership and management training &amp; support- IA Strategic events to plan for MOG</li> <li>Termly Diploma partnership support &amp; monitoring with SSAT</li> <li>Organisational leadership at different tiers of the organisation</li> <li>Developing Collaborative Protocols and QA systems (Planned for G2 Diploma consortia)</li> <li><i>Materials &amp; Guidance on collaborative leadership and management including 'Insights from the Diploma Pathfinders'</i></li> </ul>	<ul style="list-style-type: none"> <li>LA 13-19 Partnership Lead/LSC</li> <li>Pilot consortia leader – SC</li> <li>Professional Development lead – SK</li> <li>SSAT/LSN</li> <li>NCSL/CEL</li> <li>DCSF</li> </ul>	<p>1/13 May 08</p> <p>June 08 ,Nov 08, March 09</p> <p>Nov 08- April 09</p>	Infrastructure cost?	13-19 partnership accept delegated powers from LA by 2010	<ul style="list-style-type: none"> <li>XR City CPD strategy targets</li> <li>XR DCSF targets for Partnerships</li> <li>XR GOEM Progress check targets</li> </ul>
3.2 Diploma Implementation Strategy in Leicester	Strategically plan for the implementation of the Diploma entitlement for all our learners in Sep 2013	<ul style="list-style-type: none"> <li>DIGs – implementation of G2 pilots</li> <li>DDGs – G2 referral action plans</li> <li>DDGs – G3 submissions</li> <li>DDGs – G2 roll outs</li> </ul>	<ul style="list-style-type: none"> <li>DIG Diploma Line Lead &amp; practitioners JaC, JoC, Ki, WD, BL</li> <li>DDG Facilitators/ Lead practitioners - JaC, JoC, Ki, WD, BL, SK, VL, LH</li> <li>curriculum planners- Deputies &amp; VPs</li> </ul>	<p><b>G2 May 8 -Sep 09</b></p> <p>May – June 08 June – Nov 08</p> <p><b>G3 May 09–</b></p>	£30k per DIG used strategically to support DDG development	Diploma entitlement provides access for learners across the city for 17 lines of learning in 2013	<ul style="list-style-type: none"> <li>All 17 lines entitlement by 2013 for all learners</li> </ul>



<p>3.3</p> <p><b>Establish phased CPD to support specific phase of Diploma planning/implementation</b></p>	<p>Support capacity building for the delivery challenges presented by new qualifications e.g.- the Diploma.</p> <p>Bringing together teaching expertise with industry practice and facilities to produce a fit for purpose delivery for the new curriculum entitlement in 2013</p>	<p><i>Essential materials &amp; guidance from QCA</i></p> <ul style="list-style-type: none"> <li>• CORE workshops for Diploma Line of learning leads – Implementation Plan</li> <li>• CORE Inside the Diploma workshops</li> <li>• CORE Inside the Workplace</li> <li>• CORE Training on controlled assessments</li> <li>• CORE Intro to Functional Skills</li> <li>• CORE Functional Skills modules (16 x ½ day modules)</li> <li>• Functional skills materials</li> <li>• CORE workshop on administering the Diploma and consortium working</li> <li>• CORE Training on the new Diploma administration process</li> </ul> <p><b>Additional support through tailored events and VLE</b></p>	<ul style="list-style-type: none"> <li>• Diploma Line lead</li> <li>• Diploma practitioners</li> <li>• Functional Skills practitioners</li> <li>• Exams officers</li> <li>• NCSL/CEL</li> <li>• DCSF</li> </ul>	<p><b>Sep10</b></p> <p>July 08</p> <p>Nov08–March 09</p> <p>Nov 09– March09</p> <p>April – July 09</p> <p>June – July 08</p> <p>Oct 08–March 09</p> <p>June – July 09</p>	<p>Cover costs to attend CPD</p>	<p>Full attendance at locally negotiated events will prepare delivery staff for new qualification delivery of G2 pilots in 2009</p> <p>Events evaluation</p>	<ul style="list-style-type: none"> <li>• XR City CPD strategy</li> <li>• Successful G2 implementation in 5 lines 09</li> </ul>
<p>3.4</p> <p><b>Focused Learning Visits</b></p>	<p>Investigate best practice and possible transferability to the Leicester context from existing collaborative arrangements nationally and locally</p>	<ul style="list-style-type: none"> <li>• Leaders and managers</li> <li>• Practitioner Learning Visits to G1 lines</li> <li>• Practitioner Learning Visits to</li> </ul>	<ul style="list-style-type: none"> <li>• LA 13-19 Partnership Lead – SC/PA</li> <li>• Pilot consortia leaders - SC</li> <li>• DIG Diploma Line Lead &amp; practitioners - JaC, JoC, KI, WD, BL</li> </ul>	<p>June – July 08</p>	<p>Travel costs</p>	<p>Learning points from visits integrated into local planning</p> <p>Visit evaluations</p>	<ul style="list-style-type: none"> <li>• XR City CPD strategy</li> <li>• Successful G2 implementation in 5 lines 09</li> </ul>



3.5 Awarding Bodies	Investigate the possibility of a consistent relationship with ABs across Diploma lines/ Functional Skills	<p>employers for G2 lines</p> <ul style="list-style-type: none"> <li>Focused learning</li> <li>Visits for IAG</li> </ul>	<ul style="list-style-type: none"> <li>DDG Facilitators/ Lead practitioners - JaC, JoC, KI, WD, BL, SK, VL, LH</li> <li>curriculum planners - Deputies &amp; VPs</li> <li>DCSF/SSAT/NCSL</li> </ul>	<p>June 08 June 08 Sep 08 Oct 08–Sep 09</p>	Possible cost savings?	Each Diploma line uses the same AB for accreditation purposes throughout the levels of progression and across delivering organisations	
3.6 IAG	Investigate the possibility of a consistent relationship with ABs across Diploma lines/ Functional Skills	<p>City consultation with ABs to:-</p> <ul style="list-style-type: none"> <li>Explore commonality of approach</li> <li>Functional Skills choice</li> <li>Preferences of practitioners for Principal Learning</li> <li>Enhanced support from ABs for contracting for new qualifications in the emerging curriculum framework – Diplomas, Functional Skills, Extended project, amended GCSE/AS etc</li> </ul>	<ul style="list-style-type: none"> <li>DIG Diploma Line Lead &amp; practitioners - JaC, JoC, KI, WD, BL</li> <li>Functional Skills Lead and practitioners – C Smith</li> </ul>	<p>Summer term 08 – Yr 8 Options process, Autumn term 08 – Yr 9/11 Coursefinder use in school</p>	Learners, parents/carers, HE and employers have a good understanding of the new Qualifications Credit Framework and the nature status and	XR Connexions strategies and targets	



<p>3.7 Engaging Employers in Curriculum Reform</p>	<p>To engage employers locally in the delivery of national industry designed curriculum</p>	<ul style="list-style-type: none"> <li>National Diploma publicity</li> <li>Local Diploma publicity</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeships – NAS network and local forum (Leic Coll events)</li> <li>Employer engagement consultancy support- <i>Employers engaged for curriculum delivery (Diploma Employer Engagement Handbook)</i></li> <li>DDP support for employer engagement</li> <li>LEBC support for work experience- <i>Employers engaged for work placements</i></li> </ul>	<ul style="list-style-type: none"> <li>Employers</li> <li>LEBC/CNX/Lantern</li> <li>Leic College</li> <li>Lantern</li> <li>NAS/LSC</li> <li>WEXA</li> </ul>	<p>CEG 08-09</p> <p>LeCAP usage for post 16 decisions Dec 08-July 09</p> <p>Annual awards</p> <p>March 09</p> <p>June 09</p>	<p>progression opportunities of qualifications contained within it</p> <p>Each Diploma line will have local employers championing the delivery of the new qualification and offering relevant work placements</p>	<p>XR LEBC and LSC employer engagement strategies and targets</p>
<p>3.8 Engaging HE in Curriculum Reform</p>	<p>To provide progression pathways @ 19+ into HE from the Qualifications Credit Framework (QCF) and from the 4 main qualification pathways for 14-19 curriculum entitlement:-</p> <ul style="list-style-type: none"> <li>GCSE/AS/A2</li> <li>Apprenticeships</li> <li>Diplomas</li> <li>FLT</li> </ul>	<ul style="list-style-type: none"> <li>HE involvement in DDGs and DIGs</li> <li>Pathway progression from L3 Curriculum Framework qualifications to L4 HE qualifications; including Foundation Degree as progression form</li> <li>Apprenticeships</li> <li>Opportunities to contribute to joint Diploma</li> </ul>	<p>DMU, Loughborough etc Lifelong Learning Partnership</p> <p>Diploma practitioners</p> <p>Diploma Line lead</p>	<p>June08-July 09</p>	<p>Each Diploma line will have HE championing the delivery of the new qualification</p> <p>Mentoring younger learners.</p> <p>Demonstrate relevant progression into Degree level study/Fdn Degrees from Apprenticeships and Diplomas</p>	<p>XR Aim Higher strategies and targets</p>	





## Section 4. Administration and Funding.

### Objectives

- Create capacity for the 13-19 Partnership to discharge its functions supported by a 13-19 team.
- Develop and publish an Annual Planning Cycle with key dates for all schools and colleges on matters such as enrolment and prospectus information.
- Set up a placement process and Panel to manage enrolment onto collaborative provision on behalf of all schools and colleges in the City building on the work of the IF process.
- Assemble a group of key LA and LSC staff to write a Planning and Funding Transition plan.
- Develop an IT Based system linked to schools and Colleges MIS systems with the capacity to
  - Identify individual YP on specific programmes at designated centre of learning.
  - Record attendance.
  - Meet H and S requirements
  - Track progress.
  - Record progression to the next stage of learning
- Set up a Finance subgroup of the 13-19 Partnership to develop a funding proposal for the Diplomas and to plan the longer term use of resources.
- Streamline the operation of the QUAC so that it can more exclusively focus upon quality issues including the further development of collaborative protocols
- Ensure that SIPs are briefed and able to contribute to the development of the 13-19 Curriculum.



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
4.1 Model and propose an infrastructure to support the 13-19 Partnership	To create capacity to enable the 13-19 Partnership to discharge its function effectively.	<ul style="list-style-type: none"> <li>Establish an agreed model.</li> <li>Identify any appropriate resources to fund capacity.</li> <li>Identify, secure and deploy appropriate expertise.</li> </ul>	Peter Arnold	18 June 2008 Partnership meeting	£50k per annum	13-19 Partnership support is in place and functioning effectively.	<ul style="list-style-type: none"> <li>XR DCSF targets for Partnerships</li> <li>XR GOEM Progress check targets</li> </ul>
4.2 Set up a working group across LA, LSC and CNX to produce an Annual planning Cycle, monitor and review its effectiveness	To align planning, funding and implementation timetables in order to ensure coherence.	<ul style="list-style-type: none"> <li>Identify key individuals from partner organisations</li> <li>Recruit working group</li> <li>Set a work schedule.</li> </ul>	Peter Arnold Carolyn Savage Ros Kershaw	June 2008	<ul style="list-style-type: none"> <li>Partner core contributions</li> </ul>	<ul style="list-style-type: none"> <li>Annual planning cycle is produced</li> <li>System in place to monitor and review its effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>XR LA LSC &amp; CNX planning and targets</li> </ul>
4.3 Negotiate a contract with to manage all enrolment on to collaborative provision at KS3 and KS4 on behalf of schools, colleges and training providers	To harness and build on IF practice to develop an effective local 'clearing house' approach	<ul style="list-style-type: none"> <li>Key LA and LSC staff to devise an appropriate contract through MOG transitional process.</li> <li>Set up a clearing-house process and panel.</li> <li>Engage capacity to organise and</li> </ul>	LA/LSC (VESA)	July 2008 [based on contracts aligned to an academic year]	<ul style="list-style-type: none"> <li>Part of core-funded LA/LSC MOG transitional responsibilities</li> </ul>	Agreed contract is in place with to manage enrolment onto collaborative provision at KS3 and KS4	<ul style="list-style-type: none"> <li>Cost effective access to entitlement for all by 2013</li> </ul>



What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
4.4 Machinery of Government Identify and task key LA and LSC staff to produce a single transitional plan	To respond to emerging MOG planning imperatives	operate the process. <ul style="list-style-type: none"> <li>Establish a joint task group and process to produce transition plan (in consultation with other partners/ providers)</li> </ul>	David Carter Carolyn Savage	June 2008 Establish the group [rate of progress dependant on 'role out' of MoG]	<ul style="list-style-type: none"> <li>Partner core contributions</li> </ul>	<ul style="list-style-type: none"> <li>Single transitional plan is produced with appropriate milestones</li> </ul>	<ul style="list-style-type: none"> <li>XR LA LSC &amp; CNX planning and targets</li> </ul>
4.5 Set up an IT/MIS group with representatives from 13-19 sector	To explore the use of IT/MIS to optimise the sharing of data and establish appropriate systems for attendance, tracking etc.	<ul style="list-style-type: none"> <li>Identify appropriate representations</li> <li>Establish the group</li> <li>Agree a remit (cross-referenced to the CLC Management Group)</li> </ul>	Peter Arnold Carolyn Savage CLC Management Group	September 2008		<ul style="list-style-type: none"> <li>Effective MIS systems in place to support entitlement</li> </ul>	<ul style="list-style-type: none"> <li>XR CLC Actiobn plan and targets</li> </ul>
4.6 Set up Finance sub-group – diploma and related 13-19 funding	<ul style="list-style-type: none"> <li>To anticipate and respond appropriately to diploma related funding issues as they emerge.</li> <li>To cost 13-19 Plan</li> <li>To manage 13-19 P Budget effectively</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate representation</li> <li>Establish the group</li> <li>Agree a remit etc.</li> <li>Establish banking facilities/ cost centre etc.</li> </ul>	Peter Arnold <ul style="list-style-type: none"> <li>Leicester College to act as bank for 13-19 P.</li> <li>SC to chair sub group</li> </ul>	September 2008	<ul style="list-style-type: none"> <li>Partner core contributions + part-covered by infrastructure support capacity</li> </ul>	<ul style="list-style-type: none"> <li>Finance sub-group is established</li> <li>Regular feedback to 13-19 Partnership takes place</li> <li>Diploma roll out successful and to budget</li> </ul>	<ul style="list-style-type: none"> <li>XR DCSF targets for Partnerships</li> <li>XR GOEM Progress check targets</li> </ul>
4.7 Review Remit, focus and membership of Quality and Curriculum Group	<ul style="list-style-type: none"> <li>To ensure that the QuaC remains fit for purpose and sustainable as the executive working group of the 13-19 Partnership</li> <li>To comply with contract management requirements for the FLT and KS4 Engagement Programme</li> </ul>	Review capacity and composition <ul style="list-style-type: none"> <li>Establish a budget to underpin and sustain the group's work</li> <li>Refresh the remit</li> </ul>	Peter Arnold	September 2008	Partner core contributions + part-covered by infrastructure support capacity	<ul style="list-style-type: none"> <li>QuaC Group and QuaC process are refreshed and appropriately funded to ensure fitness for purpose and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>XR DCSF targets for Partnerships</li> <li>XR GOEM Progress check targets</li> </ul>



## Section 5. Extending and deepening the Partnership.

### Objectives

- Organise a regular pattern of briefings for a nominated lead elected member for 13-19 Education and provide opportunities for elected members to play a positive role.
- Extend the membership of the Partnership to the BSF team, Voluntary sector, GOEM, Academies and Private schools.
- Request that the LA sends a focused representative in its role as the largest local employer.
- Create executive capacity and necessary sub groups so that more work can be done in preparing final proposals for agreement at 13-19 Partnership meetings.
- Design a Management Information System to support the work of the Partnership and relieve the pressure to communicate information at meetings.
- Organise an annual one day 13-19 Partnership conference involving all City secondary heads and principals.

What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
5.1 Establish links with elected members	To ensure effective communications of 14-19 developments in the City and to elicit appropriate support and challenge	Set up a meeting with the Lead member for children's Services to establish a briefing pattern and secure wider involvement	David Carter and Peter Arnold	May 2008	LA partner core contribution	Elected members become key advocates of the City 13-19 strategy	
5.2 Widen the membership of the Partnership.	To ensure full and effective representation on and working of Partnership.	Prepare a proposal for discussion and agreement by 13-19 Partnership	Peter Arnold	18 <sup>th</sup> June 2008 Partnership meeting.	Core contribution of partner organisations	Membership of the Partnership is fit for purpose.	<ul style="list-style-type: none"> <li>• XR DCSF targets for Partnerships</li> </ul>

What?	Why?	How?	Who? What?	When?	Cost?	Successful if?	Targets and Cross reference?
		Recruitment of additional partners.	Chair of Partnership				<ul style="list-style-type: none"> <li>XR GOEM Progress check targets</li> </ul>
5.3 Involve LA workforce Development team in Partnership	To secure Workforce development practice within the Partnership	The LA workforce Development officer be invited to the Partnership meetings	David Carter	From September 2008 onwards	LA partner core contribution	The LA becomes and exemplar to other major employers in terms of engagement in the 13-19 curriculum.	<ul style="list-style-type: none"> <li>XR City CPD Strategy and targets</li> </ul>
5.4 Meet the needs of SEN and other vulnerable groups of students	To ensure equality of opportunity, access and appropriate attainment outcomes for these students.	Set up a SEN / vulnerable groups subgroup with agreed remit	Peter Arnold Partnership endorses remit and members of subgroup Regular meeting pattern established	18 <sup>th</sup> June Partnership meeting onwards	13-19 Partnership budget and institution budgets	The needs of SEN students are met within the new 13-19 curriculum.	<ul style="list-style-type: none"> <li>XR City SEN LLDD Strategies and targets</li> </ul>
5.5 Improve communications between Partnership members	To improve flow of information between Partnership members To improve efficiency and quality of partnership meetings by reducing number of information items.	Set up as part of VESA contract an MIS system to support Partnership members.	Alex Mc Manus	June 2008	13-19 Partnership budget.	Partners receive effective communication about the Partnership's activities.	<ul style="list-style-type: none"> <li>XR DCSF targets for Partnerships</li> <li>XR GOEM Progress check targets</li> </ul>
5.6 Strengthen links between secondary and tertiary education partners	Improve understanding of common and sector issues. Strategic planning for improved 14-19 provision	Set up an annual Autumn one day conference involving all heads and principals in the City	Simon Catchpole and Alex Mc Manus	July 2008	Secondary EIP and Tertiary Partnership	Effective planning across the 13-19 continuum.	
5.7 Attain Legal status for Partnership	To formalise Partnership arrangements, protocols to ensure sustainability. To allow partnership to hold budgets and employ staff as necessary.	To investigate possibilities and make recommendations for Partnership to consider	Partnership to commission group to investigate opportunities	Sept 2008 onwards	Time and expenses of commissioned group Possible legal and other expenses	The partnership' legal status assists in attaining objectives.	





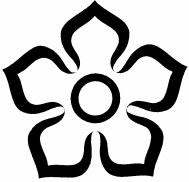
Leicester City 13-19 Partnership  
**DEVELOPMENT PLAN TARGETS**  
 2008 – 2011

Participation		
<b>1.</b> Increase the % of 17 year olds participating in education and work based learning (judged against the 2005/06 national trajectory and progress made since 2004/05)		
<b>Trajectory</b>	<b>Targets</b>	<b>Notes</b>
2004 -2005	2007 - 2008	
2005 - 2006	2008 -2009	
2006 - 2007	2009 - 2010	
	2010 - 2011	
<b>2.</b> Reduce the proportion of 16-18 year olds who are NEET (judged against the 2005/06 national trajectory and progress made since 2004/05)		
<b>Trajectory</b>	<b>Targets</b>	<b>Notes</b>
2004 -2005	2007 - 2008	
2005 - 2006	2008 -2009	8.4%
2006 - 2007	2009 - 2010	8.1%
	2010 - 2011	7.7 %
<b>Attainment</b>		
<b>3.</b> The % of young people achieving 5 A*-Cs at GCSE or equivalent (incl English and Maths) (judged against the 05/06 national trajectory and progress made since 04/05)		
<b>Trajectory</b>	<b>Targets</b>	<b>Notes</b>
2004 -2005	2007 - 2008	41%
		TLL target
2005 - 2006	2008 -2009	48%
		TLL target
2006 - 2007	2009 - 2010	
	2010 - 2011	

**The assembling of these targets still needs to be completed**



<b>4. The % of young people achieving Level 2 by 19 (judged against the 2005/06 national trajectory and progress made since 2004/05)</b>			
<b>Trajectory</b>	<b>Targets</b>		<b>Notes</b>
2004 -2005	2007 - 2008	63.0%	69%
2005 - 2006	2008 -2009	65.2%	71%
2006 - 2007	2009 - 2010		73%
	2010 - 2011		
<b>5. The % of young people achieving Level 3 by 19 (judged against the 2005/06 national trajectory and progress made since 2004/05)</b>			
<b>Trajectory</b>	<b>Targets</b>		<b>Notes</b>
2004 -2005	2007 - 2008		48.3%
2005 - 2006	2008 -2009		49.8%
2006 - 2007	2009 - 2010		51.3%
	2010 - 2011		
<b>6. The % of young people (16-24) achieving an Apprenticeship (judged against the 05/06 completions out of 16-24 population national average &amp; progress made since 04/05)</b>			
<b>Trajectory</b>	<b>Targets</b>		<b>Notes</b>
2004 -2005	2007 - 2008		
2005 - 2006	2008 -2009		
2006 - 2007	2009 - 2010		
	2010 - 2011		
<b>Progression</b>			
<b>7. The proportion of Y11 learners who progress through the qualifications framework (i.e. L1, L2 and L3) by the age of 19.</b>			
<b>Trajectory</b>	<b>Targets</b>		<b>Notes</b>
2004 -2005	2007 - 2008		
2005 - 2006	2008 -2009		
2006 - 2007	2009 - 2010		
	2010 - 2011		



Leicester  
City Council

**WARDS AFFECTED**  
All Wards

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**OSMB:**

**6<sup>th</sup> August 2008**

**Cabinet:**

**1<sup>st</sup> September 2008**

---

**Annual Report of the Adoption Team and Statement of Purpose**

---

**Report of the Corporate Director Children and Young Peoples' Services**

**1. Purpose of Report**

- 1.1 To introduce the Cabinet to the updated Leicester City Council Adoption Agency Statement of Purpose and Annual Report of activity during 2007 – 2008, contained within the Statement of Purpose at Appendix 2.

**2. Summary**

- 2.1 The Leicester City Council as an Adoption Agency discharges this function through the Adoption Team, this is delivered through a joint arrangement with Leicestershire and Rutland County Councils.
- 2.2 The Adoption Agency Statement of Purpose must be reviewed and formally approved annually by the Executive side of the council (Standard 1.2 Adoption National Minimum Standards). Within the Statement of Purpose a section is required, to monitor and evaluate the provision of services and this is provided by the annual report (Standard 17.3 Adoption National Minimum Standards).

**3. Recommendations (or OPTIONS)**

- 3.1 Cabinet note and formally approve the Statement of Purpose.
- 3.2 Cabinet note and approve the activity of the adoption team (2007 / 2008).

**4. Report**

- 4.1 Cabinet are referred to the Statement of Purpose which describes the adoption service, functions and the way in which it delivers its' service. The Statement of Purpose has been reviewed and revised annually with few changes made and the previous Statement of Purpose was inspected by the Commission for Social Care Inspection (now Ofsted) in their last inspection in September 2006. *(Please note that figures used in the Statement of Purpose relate to 2006 / 2007 and were the most up-to-date figures*

*available at the time, whereas the figures detailed in Appendix 2 are the most up-to-date figures available 2007/2008).*

- 4.2 The joint adoption service came into being following Local Government Re-organisation in 1997. This arrangement is unique in the UK in that three local authorities collaborate to provide all of their adoption services from one location. Leicester City and Leicestershire employ the staff operating the service, with Rutland making a financial contribution of 2% to the overall running of the service. The service is subject to periodic monitoring, in which the work activity of the team is analysed to ensure that the burden of work arising in each authority's area is reflected in the proportion each authority contributes financially to the running of the service. There have been four monitoring exercises since the inception of the arrangement which have shown minor fluctuations, but the percentage split: 59% City, 39% County consistently reflects the appropriate proportions for funding purposes.
- 4.3 The continuance of the joint arrangement is regularly reviewed in terms of value for money and benefit to service users. Although such an arrangement requires additional administration in terms management and budgets, the benefits derived from the arrangement are significant for service users.
- 4.4 The primary focus of the work of the adoption team has to be that of finding suitable adoptive placements for those children in the care of the local authority, for whom a plan of adoption has been agreed. Therefore it is important that the team continues to maintain its focus on recruiting a range of adopters to meet the permanent placement needs of a diverse range of children in care.
- 4.5 An area of significant growth has been in Post Adoption Support Services. The three authorities have always maintained a strong performance in the number of children placed for adoption. This inevitably means that some children who are placed for adoption continue to present significant challenges after they are adopted and require extensive ongoing support to maintain those placements. Significant resources are also committed to maintaining the 'Adoption Post Box' scheme and supervising some direct post adoption contact arrangements.

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

### **5.1 Financial Implications**

- 5.1.1 There are no financial implications arising from this report, although Cabinet is asked to note the potential financial pressures from post-adoption support work referred to in the report. - Colin Sharpe, Head of Finance and Efficiency, CYPS, Ext. 29 7750

### **5.2 Legal Implications**

- 5.2.1 There are no legal implications arising from this report. – Kamal Adatia, Interim Head of Service, Legal Services, Resources, Ext 29 7044



**6. Other Implications**

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

**7. Background Papers – Local Government Act 1972**

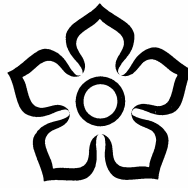
**8. Consultations**

**9. Report Author**

Mark Tingley, Service Manager, Social Care and Safeguarding

Andy Smith, Interim Service Director, Social Care and Safeguarding.

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



Leicester  
City Council

## **STATEMENT OF PURPOSE**

### **ADOPTION TEAM 2007**

#### **The Adoption Agencies of:-**

**Leicestershire County Council**

**Leicester City Council**

**Rutland County Council**

**Eagle House  
11 Friar Lane  
LEICESTERSHIRE  
LE1 5RB**

**Telephone 0116 299 5899  
Fax 0116 299 5900**

**1. Introduction**

This Statement of Purpose explains the aims, objectives and services provided by the Adoption Team for The Children and Young People's Services of Leicester City, Leicestershire and Rutland. It is part of the responsibility in fulfilling the requirements of the Adoption Regulations and National Minimum Standards (2000).

The Statement of Purpose is made available to staff of the organisation, prospective adopters, children and young people, parents and other professionals.

The addresses of the three Local Authorities who have approved the statement of purpose and function are as follows:-

Leicestershire County Council  
Children and Young People's Service  
County Hall  
Glenfield  
Leicester, LE3 8RL

Leicester City Council  
Children and Young People's Service  
New Walk Centre  
Welford Place  
Leicester, LE1 6ZG

Rutland County Council  
Children and Young People's Service  
Catmose  
Oakham  
Rutland, LE15 6HP

**2. Aim of the Adoption Service**

The primary aim of the Adoption Service is to ensure that children, who are referred for an adoptive placement, are placed as a matter of priority, within a loving and supportive family that can meet their needs during childhood and beyond.

Additionally, it is the aim of the service to:-

- Place children at the centre of the adoption process and act in their best interests at all times, ensuring the process is timely and avoids delay.
- Recruit high quality adoptive families to meet the needs of children referred for adoption, whilst recognizing that family life can be achieved in families headed by married couples,

single people and couples in same sex relationships. Adults with and without birth children can provide suitable placements

- Provide advice and training for Child Care Social Workers on matters related to applying for an adoptive placement.
- Provide a range of services and information to adoptive families, birth families and adoptive children.
- Provide a range of support services for families and children to ensure adoptive placements are successful.

### **3. Objectives of the Service**

To ensure children's needs have been fully assessed and that it is considered that adoption is the correct plan for a child before a matching process starts.

To ensure, that the views of children and young people have been listened to and have been given due consideration in any decisions that are taken about their future.

To regularly publicise adoption services to enable all members of the community to consider adoption as a positive option and to recruit carers from a wide variety of backgrounds to meet children's specific racial and cultural needs as well as any issues arising from disability or illness.

To recruit adopters who will respect a child's birth and family origins and who will bring an adopted child knowing and understanding their origins.

To recruit adopters who will respect the diverse cultures and life styles within society and who will bring up children who will also respect these differences. To recruit adopters who will respect a young person's choice in terms of sexuality and religion.

To recruit, train and retain highly skilled and appropriately qualified staff who have experience in the making and supporting of family placements, and in understanding the effects the adoption process can have on all parties. To ensure all the staff of the service are committed to ensuring children and families receive the support and advice required to maintain stable family life.

### **4. Principles**

The Adoption Service believes that:-

- Children are entitled to grow up as part of a loving family which can meet their needs during childhood and beyond.
- It is best for children where possible to be brought up by their own birth family.
- The child's welfare, safety and needs are at the centre of the adoption process.
- The child's wishes and feelings will be actively sought and fully taken into account at all stages of the adoption process.
- Delays in adoption can have a severe impact on the health and development of children and should be avoided wherever possible.

- Children and young people's ethnic origin, sexuality, religion and language should be fully recognised and positively valued and promoted when decisions are made about them.
- The particular needs of disabled children should be fully recognised and taken into account when decisions are made.
- The role of adoptive parents in offering a permanent family to a child who cannot live with their birth family should be valued and respected.
- Adoption has lifelong implications for all involved and requires lifelong commitment from many different organisations, professions and individuals who have to work together to meet the needs for services of those affected by adoption.
- Children have the right to grow up knowing they are adopted and should have access to information about their family of birth.
- Where appropriate children should continue to have contact, either directly or indirectly, with those family members who are significant to them.

## **5. Management Structure and Staff Group**

The Adoption Service is provided through a joint arrangement between Leicestershire, Rutland and Leicester City Local Authorities. Leicestershire and Leicester City provide managers who are responsible for the Adoption Team. Leicestershire County Council is the lead agency.

### **Leicestershire County Council**

**Name of Manager:** - Cath Sartoris

**Address:** - Children and Young People's Service  
Bassett Street  
South Wigston  
Leicester, LE18 4PE

The experience and qualifications of the manager are:-

Cath Sartoris has a degree in Social Studies and a CQSW from the University of Leicester obtained in 1974. Cath Sartoris also has a Diploma in Management from the University of Leicester obtained in 1996. She has worked extensively in Children's Services.

The registered provider is Leicestershire County Council Children and Young People's Service.

The Agency Decision Maker on behalf of the Local Authority is Vanessa Bishop, Assistant Director.

### **Leicester City Council**

**Name of Manager:** - Mark Tingley

**Address:** - Eagle House  
11 Friar Lane  
Leicester, LE1 5RB

The experience and qualifications of the Manager are:-

Mark Tingley has a CQSW and BA (Hons) Social Science. He has over twenty-five years experience as a social worker and social work manager, having worked both in London and Leicester.

The registered provider is Leicester City Council Children and Young People's Service.

The Agency Decision Maker on behalf of the Local Authority is Lorraine White, Interim Head of Service, Children's Resources.

### **Rutland County Council**

Name of Manager: - Donna Gallagher

Address:- Children and Young People's Services  
Catmose  
Oakham, Rutland, LE15 6HP

Experience and qualifications of the manager are:-

Donna Gallagher has a CQSW from Trent Polytechnic in Nottingham obtained in 1984. Donna has an NVQ5 in Management obtained in 2005. She is also an accredited Practice Teacher. She has worked extensively in Children's Services and Mental Health Services.

The registered provider is Rutland County Council.

The Agency Decision-Maker on behalf of the Local Authority is Stephen Attwood.

### **The Adoption Team**

The Adoption Service employs a number of qualified and experienced staff as follows:-

- Two Team Manager posts (Faye Winterton\* works full-time for Leicester City Council and Bridget Puddepha works full time for Leicestershire County Council). The two managers are responsible for the day to day work of the Adoption Team. Both managers have social work qualifications and extensive experience of child care and adoption services over many years.

(\*From October 2007 until the end of 2008 Faye Winterton will be on maternity leave, her post is being covered by Sarah Draycott a qualified and experienced member of the adoption team)

- Two full-time and nine part-time social workers, who are all qualified and experienced in adoption work.
- Four adoption support workers - two qualified in social work and two support workers who have relevant experience.
- A new part time post specifically for the provision of birth records counselling was established in November 2007
- Two administrative assistants and four clerks who provide administrative support to the team and reception support to the Eagle House building

## **6. The Work of the Adoption Team**

The Adoption Team is based at:-  
Eagle House  
11 Friar Lane  
Leicester, LE1 5RB

This team provides the following services:-

- Recruitment of adoptive families; including publicity, information giving and regular information evenings.
- Assessment and preparation of prospective adoptive families, which includes visiting the home, undertaking a home study, references, checks, and preparation groups.
- Support for approved families awaiting placement.
- Advice, guidance and support to adoptive families during the matching process and post placement, this includes workshops and events for adoptive families.
- Running training and educational events and providing guidance for departmental staff who are preparing children, their parents and carers.
- Provision of adoption support services to adoptive families and birth relatives.
- The facilitation of direct and indirect contact arrangements.
- The provision of a specialist consultation and advice service.
- Counselling, information, and advice in relation to the following individual situations:-
  - Birth parents whose children might be adopted.
  - Prospective adopters.
  - Adults who have been adopted, including access to birth records counselling.
  - People who wish to adopt children from another country.
  - Non-agency adoptions including step-parents who wish to adopt their partner's children.

## **7. The Adoption and Children Act**

On the 31<sup>st</sup> December 2005 the Adoption and Children Act was implemented. This was the first major piece of legislation about adoption for a considerable number of years. The aim of the legislation is to put the child at the heart of the adoption process.

An implementation group oversaw the training and staff development needed to implement this legislation. The adoption panel was reconfigured to meet the new requirements, new paperwork and procedures were produced. A new legal order also came into being – Special Guardianship. This is meant to be a half way stage between adoption and residence orders. It is hoped that this will become a more acceptable order, than adoption, for relatives and step parents who wish to offer permanency for a child.

## **8. Inter Country Adoption**

The service has always offered an Inter country service to prospective adopters who wish to adopt child from abroad. This has increasingly proved a complex and difficult area as each country has different adoption rules that change from time to time. In order to give a better service to this group of people a service level agreement has been agreed with The Doncaster Adoption and Family Welfare Society. This adoption agency has developed a good level of expertise in this area of work. From October 2006 they will deal with all enquiries and assessments for inter country adoption on behalf of the adoption agency.

## **9. Enquiries about Adopting a Child: (Recruitment of Prospective Adoptive Families)**

A range of leaflets are available to explain to people what adopting children is all about and the processes that prospective adopters will need to go through. The Adoption Service welcomes

enquiries from people from all backgrounds, whether single, in a relationship, or married, and regardless of sexual orientation, race or religion. There is no upper age limit for a prospective adopter(s) but adopters need to be in good general health with lots of energy and love to give to a child.

The Adoption Service has a well-defined recruitment strategy whose aim is to prioritize the recruitment of adopters who can best meet the needs of local children requiring adoption. The time scale for the assessment process is shown in Appendix 1.

#### **10. Local Authority Adoption Panel and Decision-Making Responsibilities**

Each of the three Local Authorities has an Adoption Panel to consider cases arising from their area. The Panel has the responsibility to:-

- Consider the assessment of prospective adoptive parent(s) and recommend whether they should be approved.
- Decide whether adoption should be the plan for a child.
- Agree the matching of children to a particular family.
- Take an interest in the general running of the adoption service and to receive reports giving over view information about the general running of the team.

The attendance of prospective adopters and approved adopters who are to be matched with a child is now part of the established procedure for the panel. In 2007 for the first time ever a young person who was going to be adopted by his foster carer attended panel.

The Adoption Panel is governed by guidance and regulations. Panel members include qualified social work managers, a medical adviser, elected Members of the Council, lay people (who are not employed by the Service/Council and who may have personal experience of adoption). A legal adviser and a panel adviser also attend the panel. All the panels have an independent chair.

Following a recommendation of the Adoption Panel, the papers and minutes of the meeting are passed to the "Agency Decision Maker" who has responsibility for decision making on behalf of the Agency. The decisions are made following consultation with the panel adviser and access to the panel minutes. Decisions are always made within seven days of the panel meeting. The decision is then put in writing to the prospective adopter(s).

#### **11. Monitoring the Quality of the Adoption Service**

The quality of the Adoption Service's work and standards are regularly monitored:-

- The managers of the Service ensure that the staff are appropriately skilled, trained and supervised on a regular basis to ensure they can undertake the functions of their work.
- The work of the adoption team is governed by Adoption Standards, Guidance and Legislation. The three local authorities submit information on achievements against performance indicators.
- A service plan is produced by the three Local Authorities on the activity, achievements and areas of development within the Adoption Service on an annual basis.



- The Adoption Panel independently scrutinizes all assessments and judgments made about children being considered for adoption and those of prospective adoptive parents. The Adoption Panel has a critical role to play in the provision of independent expert oversight.
- Elected members of the Council have a duty to be accountable for the Adoption Service. In Leicestershire the Lead Member for Children's Services observes a panel each year.
- The ADM also observes one panel each year and attends panel training days
- The Adoption Service is subject to a three yearly inspection by Ofsted.
- Feedback is gathered from a variety of service users through evaluation.

## **12. Complaints Procedure**

Each of the three Local Authorities has a complaints procedure. If a complaint is made, it will be considered by the relevant Authority and the complainant will be informed which of the relevant Authorities will be dealing with their complaint.

Copies of the procedure and complaints forms can be requested from the Adoption Team at Eagle House, 11 Friar Lane, Leicester, ☎Tel: 299 5899.

All complaints and matters of concern are treated with respect and are dealt with as promptly as possible. The adoption service aims to resolve problems in the first instance by informal negotiation. A central record is kept of all complaints as part of the agency's quality management process; these records are open to Inspection by Ofsted.

Children who are already placed in adoptive placements (i.e. children in care of the Local Authority) also have access to the Council's Children's Rights Officer in Leicestershire and Leicester City, who will assist any child in making a complaint if they wish, and support them throughout.

## **13. The Recruitment of Prospective Adopters**

Adoption Team deals with a very high number of enquiries from people interested in adopting a child. In 2006/07 458 enquiries were received, an increase of over 70 from the previous year. Despite efforts by the team to recruit a wider range of adoptive applicants the majority of enquiries are still from childless couples who want to adopt a baby or very small child. This image of adoption is however slowly changing and there has been some success in recruiting single and same sex couples. The team has been very successful in recruiting Asian adopters.

In 2006/07 8 Information evenings were held, attended by 97 households, run by social workers from the team, with the help of adoptive parents.

4 Preparation Groups for 32 couples and 3 single people have also been held in the last year. These groups have involved the input of birth parents, adopters and adult adopters as well as the CAMHS Service.

The Team has continued to recruit a high number of appropriate adoptive families - 45 were presented to the adoption panel in the last year, all of whom were approved, 7 of these were single adopters, 11 were from Black and other ethnic minority groups.

There has also been an increase in the number of children referred for adoption, 73 children were referred in 2006/07, 61 of whom were presented to the adoption panel for panel to consider a recommendation for a plan for adoption. 46 children were placed in adoptive families

## 14. **Adoption Support**

There are now 4 ½ adoption support workers within the team.

A leaflet for schools on adoption issues has been produced and distributed. There has been a very positive response to this.

The CAMHS Service has now appointed two additional workers to respond to the needs of adoptive families, they contribute to network meetings chaired by the adoption team managers. The Educational Psychology Services from the city and the county contribute to this meeting as does the Therapeutic Social Work Team who has identified the equivalent of one social work post to work with adoptive families.

Adoption support services will be further enhanced with the development of a buddy Scheme (adopters supporting each other), a support group for adopted children and a mother and toddler group.

Total number of referrals to the adoption support service was 308. Of these, the majority continue to be from adopted adults (152) who were requesting a variety of services, but commonly are seeking access to their birth records and want help in tracing their birth relatives. Birth relative enquiries (78) seek similar services, often from people requesting contact with their adopted relatives.

Requests for help from adoptive families have increased from 54 to 78. These are the lowest in number but are usually the most time consuming and complex. The needs of families are often urgent and sometimes traumatic cries for help from adoptive families who are trying to care for extremely troubled adopted children and young people.

The adoption support workers run several evening support groups for adoptive parents (currently in Wigston, Loughborough, Melton and Desford). Attendance is variable but feedback is positive. An additional support group has been established in the daytime for parents of children with attachment problems.

The team has also twice funded a ten-week course run by 'Adoption UK' called 'A Piece of Care' for adoptive parents. This has been extremely successful in supporting and assisting the success of placements and participants have given very positive feedback.

The workers continue to organise day seminars by a well respected clinical psychologist on 'Attachment' issues and resolutions. These have been well attended by adoptive parents and have greatly enhanced their understanding of attachment issues as well as their skills to parent damaged children. Learning in the company of other adopters is experienced as supportive and sometimes useful ongoing contacts are established between them. Fortunately we have been able to invite a number of social workers and other professional workers to these events and hope they can be repeated.

Social events such as the annual adoption party for children and parents continue to provide opportunities for families to support each other. Summer events such as picnics have been organised by adopters.

Education issues are a central concern of many of the parents who ask for help. Currently there is only limited understanding of attachment issues and its effects on behaviour within schools. The P.L.A.C.E. (Promoting Looked After children's Education) Panel has now extended its remit within the County to consider the needs of children placed for adoption.

There is no equivalent forum in the City or Rutland but most of the adoption support work current lies within the County area.

The City's LAC support team which intervenes directly to work with children and families has been of considerable benefit to some adoptive families, and has proved a very useful additional resource.

**15. Services to Adopted People (Birth Records Counselling and Intermediary Services)**

Adults who have been adopted can approach the registrar general when they are 18 and ask for details from their original birth certificate. Once they have obtained this information a request can be made to the team for a Birth Records Counselling service (BRC). This involves obtaining a file from either the local store or from another adoption agency. The amount in the file can vary considerably but has to be carefully considered in terms of sharing the contents with an adopted person.

Once this information has been obtained many people then request assistance with tracing their birth relatives and with achieving a reunion. BRC work is provided on a statutory basis. As tracing and reunion work has become more complex and time consuming the waiting list for BRC work has grown to over 12 months. As it is clearly unacceptable for adopted people to wait so long for a service, the agency has carefully reviewed its work in offering assistance with tracing and reunions and has decided to suspend this service for a time limited basis to enable the waiting time to be significantly reduced. This decision will be subject to on going review. A new part time post was established in November 2007 to help to deal with this problem, the BRC waiting time is now reducing.

**16. Services to Birth Families**

A leaflet has been designed and produced by the adoption support workers describing the services that are available and describing how to access information.

Birth mothers are offered the opportunity to join an independent support group. These are usually mothers of children recently adopted, not mothers of "adult children".

A new requirement (National Adoption Standards) is to offer independent counselling to birth parents during care proceedings. This means birth parents have the opportunity to use this service and then be offered the existing support group once an adoption order has been made. The independent counselling is carried out by PICS (Parent Independent Counselling Service) which is subject to a Service Level Agreement. Take-up of this service has been fairly slow, but may increase once it becomes better known and established.

Birth families can also ask for assistance in contacting adopted relatives but this service is not currently offered by the adoption team

**17. Contact Services**

Improved management of the Post Box (indirect contact) Scheme has been achieved. The workers who are responsible for this service have improved its quality and development. There are now approximately 482 active cases.

Separate files for direct contact arrangements have been established, as such arrangements have increased. A second review of direct contact cases will take place this year. Responses

will be shared with the team to inform our practice. Yearly listing of direct contact arrangements assists information for court statements, which are commonly requested on contact issues.

An email facility has now been established.

A leaflet on the Post Box Scheme has been updated and reprinted.


**18. Services to Children**

Indirectly, we have supported children through services to their parents and through the Contact Scheme. We have access to a supply of books, and tapes and videos for direct work with children. Counselling is possible with older children. Children participate in social events such as the annual party and summer picnic.

**19. OFSTED**

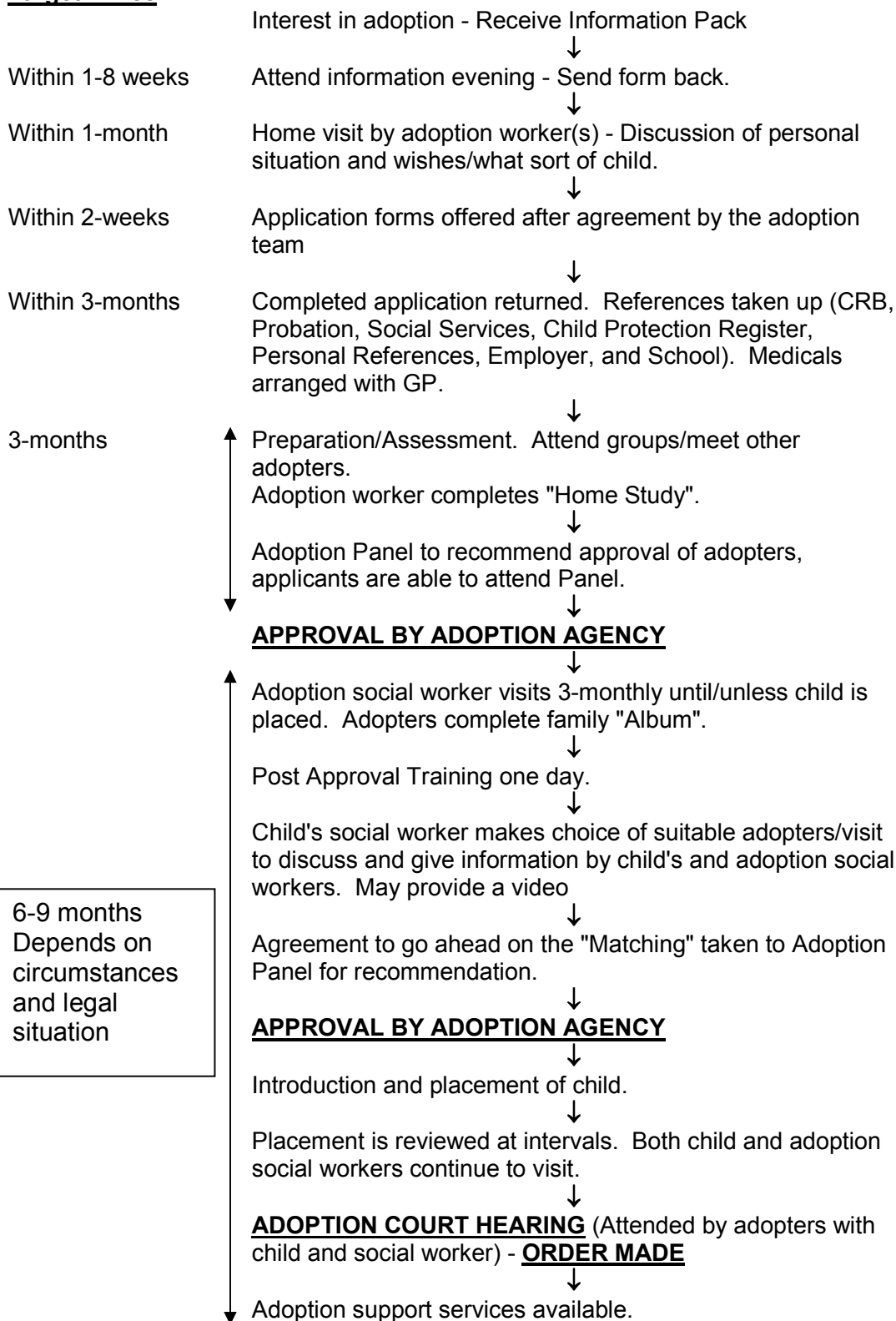
Ofsted is responsible for inspecting the Adoption Agency, usually on a three year cycle. The last inspection took place in September 2006. Ofsted will also receive and investigate any complaints about the Adoption Service. They can be contacted at:-

National Business Unit  
3<sup>rd</sup> Floor, Royal Exchange Buildings  
St. Anne's Square  
Manchester  
M27 LA

	08456 40 40 40
Fax	08456 40 40 49
Email	<a href="mailto:enquiries@ofsted.gov.uk">enquiries@ofsted.gov.uk</a>

**Process for Assessment and Approval of Adopters**

**Target Times**



6-9 months  
Depends on  
circumstances  
and legal  
situation

**1. NEW REFERRALS TO TEAM**

Total Number	<b><u>1058</u></b>	(06/07 total = 1115)
City	288	
County	517	
Rutland	29	
Out of Area	171	

**2. CHILDREN****a) Children referred by child care teams for permanence**

<b><u>Total Number</u></b>	<b><u>91</u></b>	(06/07 total = 73)
City	64	
County	23	
Rutland	4	

**b) Children presented to Panel for adoption placement**

<b><u>Total Number</u></b>	<b><u>45</u></b>	(06/07 total = 61)
City	33	
County	10	
Rutland	2	

**c) Children placed for adoption with adoptive families**

(including foster carer adoption)

<b><u>Total Number</u></b>	<b><u>37</u></b>	(06/07 figure = 46)
City	17	
County	17	
Rutland	3	

**d) Details of children placed for adoption**

• **Ages of children placed**

0-1	10
1-5	23
5-10	4
10+	0

• **Sibling groups**

Single	29
Groups of 2	4
Groups of 3	0

• **Ethnic Origin**

White / British	29 (County – 10)
Asian	2
White / African Caribbean	3
White / Moroccan	2
Asian / Portuguese	1

- **Length of time the children waited for placement**

(calculated from date the child first presented to Panel to date of "matching" Panel)

0-3 months	3
3-6 months	19
6-12 months	7
12-18 months	5
18-24 months	3

- **Inter-agency placements**

(children placed with other agency approved adopters)

(06/07 total = 6)

City	6
County	2

- **Disruptions**

(Pre-adoption order)

A county sibling group of 2 disrupted shortly after placement

- **Children whose plan was adoption but where family finding was unsuccessful** (does not include children where plan changed e.g. placement with relatives)

County	none
City	none
Rutland	none



e) **Adoption Orders Made**

<b><u>Total</u></b>	(06/07 total = 43)	<b><u>53</u></b>
City		28
County		24
Rutland		1

3. **ADOPTIVE FAMILIES**

a) **Enquiries/referrals from people interested in adoption**

<b><u>Total</u></b>	(06/07 total = 458)	<b><u>460</u></b>
City		124
County		267
Rutland		13
Out of Area		56

b) **Inter-Country enquiries/referrals**

10

(06/07 figure = 18)

[**N.B.** from September 2006, following a Service Level agreement, these are dealt with by Doncaster Adoption & Family Welfare Society].  
We are responsible for post-placement work.

c) **Information Evenings**

Number held	7
Number attending	135

**d) Preparation Groups**

Number held	3
Number attending	47

**e) Post Approval Groups**

Number held	2
Numbers attending	21

**f) Home Study Assessments**

<b><u>Number started</u></b>	(06/07 figure = 34)	<b><u>37</u></b>
City		11
County		24
Rutland		2

**g) Adopters presented to Panel and approved by Agency**

<b><u>Total Number</u></b>	(06/07 figure = 42)	<b><u>35</u></b>
City		8
County		25
Rutland		2

**h) Adopters not approved**

None

**i) Details of approved adopters**

• <b><u>Foster Carer adopters</u></b>	<b>3</b>
City	0
County	3
Rutland	0
• <b><u>Mainstream Adopters</u></b>	<b>30</b>
City	7
County	21
Rutland	2
• <b><u>Inter Country Adopters</u></b> 2	
City	
County	1
Rutland	0
• <b><u>Single adopters</u></b>	<b>2</b>
City	1
County	1
Rutland	0
• <b><u>Couples</u></b>	<b>33</b>
City	7
County	24
Rutland	2

- **Ethnic Origin**

White British	30
White American	1
Asian/Hindu	3
White/African –Caribbean	1

**j) Inter Agency Placements**

(families placed with children from other agencies)

City	2
County	1
Rutland	0

**4. BIRTH PARENTS**

There is a statutory duty to offer independent counselling to birth parents whose children have an adoption plan. We have an agreement with PICS (Parent Independent Counselling Service) to give this service, and occasionally we refer other birth relatives.

<b><u>Total number of referrals to PICS</u></b>	(06/07 figures = 16)	<b><u>16</u></b>
City		6
County		9
Rutland		1
Birth Mothers		11
Birth fathers		4
Maternal grandparents		2 (1 referral)

## 5. **POST ADOPTION ORDER SUPPORT SERVICES**

### a) **Referrals for Support Services** (post adoption order)

**Total** (06/07 figure = 308) **311**

City  
58

County 143

Rutland 6

Out of Area 86

### b) **Source of Referral**

Adopted adults 163

Birth relatives 87

Adoptive parents/families 60

### c) **Services available**

- General support groups for adoptive parents
- "Play and Stay" group for adopters/young children
- Regular presentation/workshops on attachment by Clinical Psychologist
- "It's A Piece of Cake" training workshop for adoptive parents (Adoption UK)
- Buddy Scheme for adoptive parents (Adoption UK)
- Children's/Young Person's Support Group/activities
- Financial Support packages
- Referral to Birth Mother's group
- Referral to PICS (Parent Independent Counselling Service) for birth parents
- Post box indirect contact scheme
- Direct contact liaison/supervision
- Birth Records Counselling to adopted adults
- Intermediary services to adopted adults
- Intermediary services to birth relatives
- Sign posting for services from other teams and/or statutory and voluntary agencies

**6. NON-AGENCY ADOPTIONS**

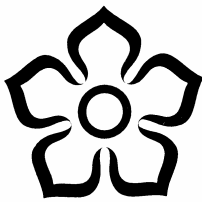
**a) Enquiries/referrals received**

<b><u>Total Number</u></b>	(06/07 figure = 175)	<b><u>101</u></b>
City		28
County		62
Rutland		5
Out of Area		5









Leicester  
City Council

MINUTE EXTRACT

Minutes of the Meeting of the  
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: WEDNESDAY, 6 AUGUST 2008 at 5.30pm

P R E S E N T :

Councillor Mugglestone – Chair  
Councillor Blower – Vice Chair

Councillor Corral  
Councillor Hall  
Councillor Naylor  
Councillor Joshi  
Councillor Russell

Co-opted Members

Mr Mohammed Allaudin Al-Azad – Parent Governor

Also in Attendance

Councillor Dempster – Cabinet Lead Member for Children and Schools.  
Councillor Kitterick – Cabinet Lead Member for Regeneration and Transport

\* \* \* \* \*

**213. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor John Blackmore and Councillor Suleman.

**214. DECLARATIONS OF INTEREST**

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

No declarations were made.

**220. ANNUAL REPORT OF THE ADOPTION TEAM AND STATEMENT OF PURPOSE**

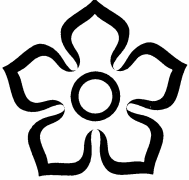
The Corporate Director of Children and Young People's Services submitted a report that introduced the Board to the updated Leicester City Council Adoption Agency Statement of Purposes and Annual Report of activity during 2007-08.

The Service Director, Access, Inclusion and Participation introduced the paper and informed the Board that the Statement of Purposes was reviewed and formally approved annually by the executive side of the council.

A Member of the Board commented that whilst the length of time that children had to wait for adoption placements was good, there was still eight children with a significant waiting time and asked whether this was due to family circumstances or a failure to find suitable adoptive placements. The Service Director, Access, Inclusion and Participation explained that placements were often delayed due to legal matters. Furthermore, it was reported that as children had a range of needs, it often took longer to find an appropriate placement, especially for a child from a more complex background.

**RESOLVED:**

- (1) that the report be noted.
- (2) that the Statement of Purposes be noted; and
- (3) that the activity of the adoption team (2007/2008) be noted.



Leicester  
City Council

**WARDS AFFECTED**  
All

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**OSMB  
Cabinet**

**6th August 2008  
1<sup>st</sup> September 2008**

---

**JAR action plan**

---

**Report of the Interim Director of Children and Young People's Services**

**1. Purpose of Report**

- 1.1 To report on the findings of Leicester's Joint Area Review (JAR) and to highlight the requirement for the Local Authority to produce a JAR Action Plan.

**2. Summary**

- 2.1 Services for Children and Young People living in Leicester were subject to a Joint Area Review (JAR) led by Ofsted in January/February 2008. The JAR Report was published on 3<sup>rd</sup> June <sup>1</sup>2008 and summarises the findings of the JAR, identifies areas of good performance and areas where outcomes are poor and further action is needed. The report sets out 16 recommendations for action. The City Council is required to submit a response to these recommendations in the form of a post JAR Action Plan. Key partners and stakeholders have been involved in developing the action plan.

The plan is currently in draft and will continue to be refined over the coming weeks. The action plan must be published within 70 days of the JAR report, i.e. by 9<sup>th</sup> September. However, some of the recommendations must be addressed immediately, and therefore work needs to commence prior to publication of the action plan.

- 2.2 The Comprehensive Assessment was aligned with the JAR inspection of services for children and young people undertaken by Ofsted. This meant that the part of the corporate assessment covering the Council's achievements in relation to children and young people was assessed using the evidence provided from the JAR. The detailed planning as a result of the Comprehensive Assessment and the JAR will be undertaken as part of the planning for the Corporate Plan which is currently under preparation. This will align with delivering "One Leicester" currently being supported by DeLoittes. This work should enhance the Council's ability to deliver the JAR action plan by the smarter more joined up use of resources and further integration of services across departments.

---

<sup>1</sup> The expected publication date as indicated in the timetable sent to us by Ofsted was 16<sup>th</sup> July.

2.3 The CPA will be replaced by the Comprehensive Area Assessment (CAA) on 1<sup>st</sup> April 2009. The reports on the Corporate Assessment and the Joint Area Review provide timely advice in preparing for the forthcoming assessment framework.

### **3. Recommendations (or OPTIONS)**

3.1 Cabinet is asked to note the findings of the Joint Area Review and the requirement to develop and implement a Joint Area Review Action Plan (see draft Action Plan attached).

### **4. Report**

#### **Background**

4.1 The Children Act 2004 requires a Joint Area Review (JAR) to be conducted at the request of the Secretary of State for Children, Schools and Families in accordance with arrangements made by Her Majesty's Chief Inspector of Schools. This system-wide inspection covers all publicly-funded services for children and young people, including those that are directly managed or commissioned by the council, as well as services provided by health and youth justice services. The JAR also covers the leadership and management of services for children and young people. The main purpose of a JAR is to evaluate how well all services, taken together, improve outcomes, so that children and young people are healthy, safe, enjoy and achieve, make a positive contribution, and are well prepared to secure economic well-being.

#### **Leicester's JAR**

4.2 Leicester's JAR took place in January/February 2008. Led by Ofsted, the review was carried out by a team of inspectors from Ofsted, the Healthcare Commission, and the Audit Commission. The review was undertaken according to the requirements of the Framework for the Inspection of Children's Services. It took place in parallel with the corporate assessment of the local council by the Audit Commission and formed the children and young people's part of the Local Authority Performance Assessment (CPA). The Youth Offending Service (YOS) was inspected in December 2007, just prior to the JAR, by HM Inspectorate of Probation. Findings from the YOS inspection were incorporated into the JAR.

4.3 The JAR comprised 5 investigations: 3 core investigations (included in every Joint Area Review) and 2 additional investigations based on outcomes for children and young people in Leicester. The areas of investigation were:

#### Core investigations

- Safeguarding
- Outcomes for Looked after children and young people
- Outcomes for children and young people with learning difficulties and/or disabilities

#### Additional investigations

- The impact of the partner's strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester
- The impact of the 13-19 strategy in improving outcomes for young people.

The JAR also looked at the management of services and capacity to improve.

4.4 In the course of their inspection, the inspection team:

- read over 650 documents that were provided by the city council and its partners
- examined over 100 case files, relating to 10 cases held by the city council
- conducted over 45 interviews and 25 focus groups
- went on 24 visits
- met with over 450 people, including:
  - 50 parents and carers
  - more than 200 children and young people
  - colleagues from over 30 schools and further education and training providers
  - colleagues from around 35 organisations, including health, the voluntary and community sector and some local businesses

#### **How the process was managed**

4.5 To prepare for and manage the JAR, we established a programme consisting of six projects, which were:

- **Communication:** we recognised the importance of engaging all stakeholders in the JAR preparation process, and promoting a common understanding of our shared priorities, and vision for children and young people. Our communication strategy addressed the needs of a wide range of stakeholders, and methods included the JAR newsletter, JAR web site, a JAR briefing pack, pocket – sized guides re the CYPP Priorities and workshops and briefings. We received extremely positive feedback on our approach to communication from managers and practitioners across the partnership.
- **Case File Analysis:** we provided the inspectors with 100 cases on children and young people. These included 35 looked after children, 30 children or young people on the child protection register and 35 with learning difficulties and/or disabilities who were known to the Education Service. From these, the inspectors chose 10 cases to examine in depth, focussing on **referral, assessment, planning and review** processes and evidence of **the effectiveness of interagency working in achieving better outcomes for children and families with serious and complex needs**. Over 100 files from all the agencies working with the selected cases were collated for examination by the inspection team.
- **Data gathering and quality control:** Collecting accurate information about performance in key areas, to help us measure progress on the five outcomes.
- **Evidence collection:** Gathering evidence to demonstrate how we are making a difference to children and young people (the impact on outcomes), and where services have improved in response to the views of children and young people. **Good Practice Examples** were included in each issue of the JAR newsletter, each focussing on one of the 5 outcome themes of the Every Child Matters Framework.
- **Document library:** Collating key documents for the inspection; publishing an updated Children and Young People's Plan; reviewing and producing policy/procedural documents; and ensuring public information leaflets were up-to-date and accessible.
- **JAR logistics:** Preparing pre-inspection briefing, managing the inspection and co-ordinating a response to inspection findings. During and following the inspection, the

Lead Inspector commented positively on how smoothly the process ran and the evident high level of planning and preparation across the partnership.

- 4.6 To support and manage the JAR Programme, a Programme Manager was appointed with a small team, comprising 3 project officers and admin support. A JAR Steering Group with appropriate representation across the Partnership was established. This ensured that there was sufficient capability and capacity to complete the project to the required timescale and quality standard.

### **Summary of JAR findings**

- 4.7 Feedback from the lead inspector noted that the inspection team found evidence of sound commitment and strong leadership by the LA and partners. In particular, they recognised that real efforts are being made to improve outcomes, through redesign and development of services and that the Partnership is moving in the right direction of travel. The inspectors also noted that much recent work is not reflected in the JAR report, as the inspection focuses on impact, and where services are now.
- 4.8 In summary, the JAR concluded that services that safeguard children and young people in Leicester are of good quality, children in care are provided with good services, and the council and partners have good ambitions for all children and young people. However, they found that work to improve the educational attainment of students age 13 to 19, and to reduce the numbers of teenage pregnancies and improve outcomes for young parents in the west of the city needs to improve.

Each section of the report identifies evidence of positive impact on outcomes and areas for development:

### **Main findings**

- 4.9 The main findings of the joint area review are as follows:

#### **4.9.1 Safeguarding**

Arrangements to safeguard children and young people are good, and referrals receive a timely response with a good proportion of initial and very good proportion of core assessments completed on time. The work of the Local Safeguarding Children Board (LSCB) is outstanding and offers a strong lead, and partners work effectively together at strategic and operational levels to deliver good services to children and families. All agencies ensure that recruitment procedures protect children well. An effective child accident prevention strategy has reduced the numbers of children and young people killed or seriously injured in road traffic accidents. Action has been taken to reduce first-time offending significantly, but re-offending rates remain too high. Child and Adolescent Mental Health Services (CAMHS) provide insufficient out-patient services. There has been slow progress in implementing the Common Assessment Framework.

#### **4.9.2 Services for looked after children**

Services for looked after children are good. The number is relatively low and reducing and a high proportion live in family placements. Placement stability is very good. The inspection of the council's fostering service judged it as excellent. Young people have good opportunities to contribute to strategic and operational changes and to their reviews, which are timely. Good educational support is provided, the number of looked after young people attaining one A\*–G grade at GCSE is high and increasing numbers are attending

higher education. The high number of fixed-term exclusions from school contributes to a poor attendance rate, and other educational outcomes, including the number attaining five or more A\*–C grades at GCSE, require improvement. Looked after children have good access to mental health services. The offending rate of looked after children is slightly higher than comparators, although numbers are small. Action continues to be effective in increasing the number of looked after children who have a qualified social worker. The number of children adopted is good.

#### 4.9.3 Children and young people who have learning difficulties and/or disabilities (LDD)

The contribution of local services to improving outcomes for children and young people who have learning difficulties and/or disabilities is adequate. Multi-agency assessment of needs and services for young children are good, as are the specialist teaching services. Children and young people make at least satisfactory progress at school and many make good progress. Outcomes at post-16 are good. However, while the proportion who are not in education, employment or training has decreased, this figure still remains too high. There is too little specialist therapy support. The evaluation of the effectiveness of provision is insufficient and strategic and action planning is underdeveloped.

#### 4.9.4 Teenage pregnancy and support to young parents

Teenage pregnancy rates remain too high and there has been insufficient improvement in health outcomes for young parents in West Leicester. The newly established Teenage Partnership Executive and strong partnership working at strategic and operational levels demonstrate recent prioritisation to drive improvements in these areas. There is a wide range of support, care and advice for young parents and expectant mothers and a widening of the range and quality of preventative education in teenage pregnancy hotspot areas. However, the partnership lacks robust local data to inform planning and evaluation of the impact of its preventive work.

#### 4.9.5 The impact of the 13-19 strategy in improving outcomes for young people

Standards and achievement at Key Stages 3 and 4 are too low. There is a clear strategic focus on raising standards and aspirations for all young people. Good partnership work supports good curriculum development and delivery that promotes retention and progression in education. There is a wide range of targeted support arrangements to help young people succeed. The numbers of young people who are not in education, employment or training (NEET) is reducing, national and local area agreement targets have been met, but NEET figures remain too high. Effective work supports and retains young people in learning, and young people in post-16 provision show good or better progress and attainment. Coordination and evaluation of strategies are insufficiently robust. Target setting at strategic and local level is not sufficiently challenging.

#### 4.9.6 Service management and capacity to improve

Ambitions for children and young people are good and based on inclusive consultation and needs analysis. Leadership by senior management across the partnership and the lead member is strong and is driving action to address areas of underperformance. Priorities are good, owned by the partnership and supported by the redirection of resources towards areas of underperformance. Partnership working is strong and adds value, achieving sustainable improvements to key areas such as the safeguarding of children and young people. There is a proactive approach to learning. Some strategies are new and have yet to make an impact. Capacity, though adequate, is not sufficient to ensure a good rate of service improvement in some areas. Performance management is

adequate and improving but is not consistently driving service improvement. Overall value for money is adequate, but systems to deliver value for money across the partnership are insufficiently developed.

4.9.7 The grades for Leicester are in the table below:

**4: outstanding; 3: good; 2: adequate; 1: inadequate**

	<b>Local services overall</b>
<b>Safeguarding</b>	<b>3</b>
<b>Looked after children</b>	<b>3</b>
<b>Learning difficulties and/or disabilities</b>	<b>2</b>
<b>Service management</b>	<b>2</b>
<b>Capacity to improve</b>	<b>2</b>

4.9.8 Additional Investigations

- The impact of the partners' strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester City Council was judged inadequate
- The impact of the 13-19 strategy in improving outcomes for young people was judged inadequate

### **JAR Recommendations**

4.10 The JAR made a number of recommendations for further action to improve our service delivery to children and young people. These are detailed below:

#### **4.10.1 For immediate action**

The local partnership should:

- ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area
- review its provision and reprioritise action to reduce the number of vulnerable young people, including those with learning difficulties and/or disabilities, who are not in education, employment or training
- develop a performance management system for school improvement which is fit for purpose
- ensure that all looked after children have qualified social workers allocated to them
- implement the Teenage Pregnancy National Support Team recommendations in order to improve the quality of data and analysis to inform action to reduce teenage pregnancies.

#### **4.10.2 For action over the next six months**

The local partnership should:



- develop a coordinated strategy and detailed action plans to coordinate and improve services for children and young people who have learning difficulties and/or disabilities
- improve the evaluation of provision for children and young people who have learning difficulties and/or disabilities, and use this information to improve the progress they make
- reduce the rate of offending by looked after young people and re-offending in the 13–18 age group
- set clear and challenging targets at partnership, school and individual levels which will improve the educational progress and the attainment of young people between the ages of 11 and 16
- establish a clear focus on value for money through strategic commissioning and service planning across the partnership
- tackle problems of capacity through joint workforce planning and development
- set challenging targets for service improvement across the partnership and establish a robust system of service management across the partnership
- ensure the sufficient availability of specialist therapy service provision for children and young people with learning difficulties and/or disabilities
- increase the capacity of out-patient services in CAMHS.

#### 4.10.3 **For action in the longer term**

The local partnership should:

- improve health outcomes for young parents and children
- improve educational attainment by looked after children and young people.

#### **Next steps**

4.11 The Statutory duties on the Council following the issue of a JAR inspection report are set out in The Children Act 2004 (Joint Area Reviews) Regulations 2005 (SI 2005/1973). The Council is responsible for publishing the report locally, within 30 working days, by sending a copy to local partners, a local radio station and a local paper, by making a copy available and by supplying a copy on demand.

The Council must prepare an action plan in response to the report's recommendations, consulting partners, and must publish the plan in the same way as local publication of the report; this must be done within 70 working days. Therefore we must publish our action plan by 9<sup>th</sup> September 2008.

We have sent the JAR report to all LCYPSP members and posted the report on the JAR website. An action plan is being agreed (See appendix 1 – draft action plan). Work is underway to identify required actions, with leads, and success criteria.

## **Review of the Children and Young People's Plan and Annual Performance Assessment**

- 4.12 There is a statutory duty to undertake an annual review of the Children and Young People's Plan (CYPP) or draft a new plan. We are also required to submit a self assessment to Ofsted as part of the Annual Performance Assessment (APA) which must clearly indicate the specific contributions made by the councils' own services to outcomes and include grades for these. In 2008, councils have the option to submit their CYPP review instead of an APA as long as they meet the APA requirements.
- 4.13 We have recently completed the review of Leicester's CYPP and submitted this as our APA self-assessment on the 26th June. The review has been informed by the JAR findings and it is proposed that any recommendations and actions arising from the review be incorporated into the JAR action plan so that we have a single action plan for children and young people's services and the partnership.

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

### **5.1 Financial Implications**

- 5.1.1 To address the recommendations arising from the JAR, additional resources will be required and existing resources may need to be used differently. Resourcing issues will be considered in more detail as the Action Plan is prepared.
- 5.1.2 There has already been an estimation of the costs to deliver the TLL Action Plan (detailed in the report to Cabinet 14.7.08). Appendix 2 details actual and forecast additional costs.

Colin Sharpe, Head of Finance and Efficiency, CYPS, ext .29 7750"

### **5.2 Legal Implications**

The report identifies the legal context and relevant statutory duties on the Local Authority:

- 5.2.1 Section 4.1 confirms the JAR report was prepared pursuant to Children Act 2004
- 5.2.2 Section 4.8 sets out the next steps required pursuant to Children Act 2004 (Joint Area Reviews) Regulations 2005 (SI 2005/1973)
- 5.2.3 Section 4.9 confirms the requirement annually to review or redraft the CYPP plan
- 5.2.4 The JAR findings accord with the statutory duties on local authorities to work in partnership with key partners and stakeholders
- to achieve the outcomes for children specified in part 2 Children Act 2004 and supporting regulations and guidance and
  - to provide targeted youth support to ensure the needs of vulnerable young people are identified and met in line with wide reforms currently being introduced by the government through legislation and guidance.

Cathy Healy, team Leader Community Services Law, x 6712

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	Yes	The report addresses action which will improve outcomes for children, young people and families, especially the most vulnerable and disadvantaged.
Policy	yes	See above
Sustainable and Environmental	Yes	See above
Crime and Disorder	Yes	See above
Human Rights Act	Yes	See above
Elderly/People on Low Income	yes	See above

## 7. Background Papers – Local Government Act 1972

Joint Area Review, Leicester City Children’s Services Authority Area: Review of services for children and young people  
 Leicester Children and Young People’s Plan Review, 2008

## 8. Report Author

Andrew Bunyan  
 Interim Corporate Director  
 Children & Young People’s Services  
 x 29 7710

Susan Harrison  
 Service Manager  
 Children’s Policy and Planning  
 x 29 6724

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

Appendix 1 – see attached JAR Action Plan.

## Appendix 2

**Table 1 TLL Actual and Forecast Additional Costs (by financial year) November 2007 – Summer Term 2009**

<b>TLL ACTUAL &amp; FORECAST COSTS</b> <b>All figures in £000</b>	<b>2007/08 Actual</b> (Nov 07 – Mar 08)	<b>2008/09 Forecast</b> (Apr 08 – Mar 09)	<b>2009/10 Forecast</b> (Apr 09 – Aug 09)	<b>Total Forecast</b> (Nov 07 – Aug 09)
<b><u>Themes, Project Team &amp; Learning Services</u></b>				
Early Years and Foundation Stage	20	413	172	604
Primary (KS1 and KS2)	96	507	78	681
Key Stage 4	153	690	167	1,010
Leadership Development & CPD	34	807	314	1,155
Behaviour and Attendance	0	426	52	478
Performance Management	50	873	150	1,073
<b>Total of Themes</b>	<b>352</b>	<b>3,717</b>	<b>934</b>	<b>5,003</b>
TLL Project Team	Charged to CYPS	440	150	590
Project Lead and School Improvement Advisers in Learning Services	78	700	300	1,078
<b>Total TLL Plan (Excluding School Improvement)</b>	<b>430</b>	<b>4,857</b>	<b>1,384</b>	<b>6,671</b>
<b><u>School Improvement</u></b>				
Executive Heads, Associate Heads and Lead Teachers in Schools	39 + charged to CYPS	700	200	939
Federations and Collaborative Working	0	400	150	550
<b>Total School Improvement</b>	<b>39</b>	<b>1,100</b>	<b>350</b>	<b>1,489</b>
<b>GRAND TOTAL</b>	<b>469</b>	<b>5,957</b>	<b>1,734</b>	<b>8,160</b>

TO BE PUBLISHED BY 9<sup>TH</sup> SEPTEMBER

**LEICESTER**  
**Joint Area Review**  
**Action Plan**  
**June 2008**

## **Setting the Context**

The Joint Area Review of Leicester's Children and Young People's Services took place in January/February 2008, in parallel with the Local Authority's Corporate Performance Assessment and subsequent to the Youth Offending Service Inspection, which took place in December 2007. The Joint Area Review looked at all publicly funded services for children and young people and focussed on five areas, comprising 3 core investigations and 2 additional investigations. These were:

### **Core investigations**

- Safeguarding
- Looked after children and young people
- Children and young people with learning difficulties and/or disabilities

### **Additional investigations**

- The impact of the partner's strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester
- The impact of the 13-19 strategy in improving outcomes for young people.

The Joint Area Review also looked at service management and capacity to improve.

The Joint Area Review report, published in June 2008, sets out 16 recommendations for action. The Council is required to submit a response to these recommendations, through a post Joint Area Review Action Plan.

This Joint Area Review Action Plan has been developed in consultation with key partners and stakeholders.

The Joint Area Review Findings

The Joint Area Review concluded that services that safeguard children and young people in Leicester are of good quality, children in care are provided with good services, and the council and its partners have good ambitions for all children and young people. However, they found that work to improve the educational attainment of students age 13 to 19, and to reduce the numbers of teenage pregnancies and improve outcomes for young parents in the west of the city needs to improve.

**Grades**

**4: outstanding; 3: good; 2: adequate; 1: inadequate**

	Local services overall
Safeguarding	3
Looked after children	3
Learning difficulties and/or disabilities	2
Service management	2
Capacity to improve	2

**Areas of additional investigation**

- The impact of the partners’ strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester City Council is Inadequate
- The impact of the 13-19 strategy in improving outcomes for young people is inadequate

## **Recommendations**

The report, published in June 2008, sets out 16 recommendations for action. The Council is required to submit a response to these recommendations, through a post Joint Area Review Action Plan.

This Joint Area Review Action Plan has been developed in consultation with key partners and stakeholders.

### **For immediate action**

The Children and Young People's Strategic Partnership should:

1. ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area
2. review its provision and reprioritise action to reduce the number of vulnerable young people, including those with learning difficulties and/or disabilities, who are not in education, employment or training
3. develop a performance management system for school improvement which is fit for purpose
4. ensure that all looked after children have qualified social workers allocated to them
5. implement the Teenage Pregnancy National Support Team recommendations in order to improve the quality of data and analysis to inform action to reduce teenage pregnancies.

### **For action over the next six months**

The local partnership should:

6. develop a coordinated strategy and detailed action plans to coordinate and improve services for children and young people who have learning difficulties and/or disabilities
7. improve the evaluation of provision for children and young people who have learning difficulties and/or disabilities, and use this information to improve the progress they make



8. reduce the rate of offending by looked after young people and re-offending in the 13–18 age group
9. set clear and challenging targets at partnership, school and individual levels which will improve the educational progress and the attainment of young people between the ages of 11 and 16
10. establish a clear focus on value for money through strategic commissioning and service planning across the partnership
11. tackle problems of capacity through joint workforce planning and development
12. set challenging targets for service improvement across the partnership and establish a robust system of service management across the partnership
13. ensure the sufficient availability of specialist therapy service provision for children and young people with learning difficulties and/or disabilities
14. Increase the capacity of out-patient services in Child and Adolescent Mental Health Service.

**For action in the longer term**

The local partnership should:

15. improve health outcomes for young parents and children
16. Improve educational attainment by looked after children and young people.

## Action Plan

### **For immediate action**

**Recommendation 1: Ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
1.1	Present the findings to the Young People's Council	End August 2008	P Vaughan	Young People's Council receive the findings any comments are fed back via Julie Foster
1.2	Present the findings to the Participation network for dissemination to children, young people and parents	End July	P Vaughan	Recorded in minutes of meeting and review participation action plan to include actions relating to Joint Area Review Action Plan

**Recommendation 2: Review its provision and reprioritise action to reduce the number of vulnerable young people, including those with learning difficulties and/or disabilities, who are not in education, employment or training**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
2.1	Coordinate preventative and re-engagement activities to meet Local Area Agreement Not in Education, Employment or Training targets	Nov 08-Jan 09 Nov 09-Jan 10 Nov 10-Jan 11	Rosemary Beard	<b>Nov-Jan 2008 8.4%</b> <b>Nov-Jan 2009 8.1%</b> <b>Nov-Jan 2010 7.7%</b>
2.2	<b>September Guarantee</b> Monitor the offer of learning to Year 11 and Year 12 and identify those at risk of not receiving learning offer, including those in vulnerable groups Big Match learning offer matching event	September 2008 September 3 2008	Bradley Iliffe Emma Southern	All Year 11 leavers and 17 year-olds on one year course receive suitable offer of learning At least 75% of attendees receive confirmed offer of learning.
2.3	<b>Knowing about/Applying for Provision</b> Ongoing development of Leicestershire Common Application Process (LeCAP) Increase the number of discrete courses for vulnerable groups and content from special schools within local Area Prospectus (CourseFinder).	January 2009 October 1 2008	Roz Smith Roz Smith	100% of Year 11 students use common, impartial application for post-16 learning process. Appropriate content within CourseFinder increases use of CourseFinder with vulnerable groups

Ref.	Actions	Due Date	Lead	Success criteria/milestones
2.4	<b>Raising Academic achievement</b> Transforming Leicester's Learning activities. <b>See also recommendation 9, esp 9.4, 12.9, 16</b>	To be Confirmed	David Kershaw	Outcome targets within Transforming Leicester's Learning plan met
2.5	<b>Inter-Authority</b> Research into need, barriers and current provision to inform future commissioning of services	To be Confirmed	Brigitte Boyce	Research reports available and used to inform future commissioning
2.6	<b>Referral Systems</b> Further development of early identification systems for vulnerable young people through Common Assessment Framework and systems for referring young people not exceeding Common Assessment Framework thresholds to Connexions Further development of early leaver notification from colleges to include those at risk of leaving	September 2008  September 2008	Dan Gray  Colin Chinnock	Updated Connexions referral criteria shared with schools, colleges and other relevant agencies ensuring more targeted support  Updated data sharing requirements available leading to reduction in leavers
2.7	<ul style="list-style-type: none"> <li><b>Expansion of opportunities</b> Activities in line with City Strategy development plan Promote apprenticeships to employers</li> </ul>	April 2009  April 2009	Barbara Chantrill Barbara Chantrill	At least 100 guaranteed retail job interviews 350 apprenticeships advertised on Connexions website and 60

Ref.	Actions	Due Date	Lead	Success criteria/milestones
	<p>Development of Foundation Learning Tier pilot and Diploma offer</p> <p>European Social Fund consortia funding to develop a range of entry level progression opportunities for the Not in Education, Employment or Training group from September 2008 onwards</p>	<p>To be Confirmed</p> <p>September 2008-December 2010</p>	<p>David Carter</p> <p>Emma Southern</p>	<p>additional apprenticeships sourced</p> <p>As per action plan</p> <p>European Social Fund project action plan objectives met</p>
2.8	<ul style="list-style-type: none"> <li> <p><b>Vulnerable groups</b></p> <p>Ongoing development of Learning difficulty or disability/vulnerable group forum</p> <p>See also recommendation 6</p> <p>Development of city-wide Connexions team focussing on vulnerable groups</p> <p>SEE also recommendation 8</p> <p>Re-structuring of Positive Activities for Young People to be more proactive; Leading a renewed commitment to teenagers facing disadvantage.</p> </li> </ul>	<p>September 2008</p> <p>August 1 2008</p> <p>September 2008</p>	<p>Phil Pearson</p> <p>Dan Gray</p> <p>Emma Southern</p>	<p>Ongoing identification of need, service delivery methods and provision for Learning Difficulty or disability, including implications of changes to Section 140 assessments</p> <p>Ongoing identification of need, service delivery methods and provision for vulnerable groups</p> <p>Provision developed in line with City-wide Vulnerable groups.</p>

**Recommendation 3: <sup>1</sup>Develop a performance management system for school improvement which is fit for purpose**

**Lead: Richard Whitehouse**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
3.1	Development and launch of new school performance data capture and analysis system (DataNet) to deliver earlier and enhanced contextual reporting	18.8.08	Sue Welford	Foundation Stage, Key Stage 1, Key Stage 2, Key Stage 3 reports to headteachers, School Improvement Programmes, Local Authority, Department for Children, Schools and Families.
3.2	Development of DataNet to deliver prioritised contextual and current cohort reporting	31 December 08	Sue Welford	Local Authority systems deliver performance analysis data not available via Fischer Family Trust/Raise Online
3.3	Specification and delivery of DataNet and data interpretation training to key stakeholders and practitioners	Sept. to Dec 2008	Sue Welford	Data and training provided informs target setting cycle
3.4	Development of improved school-based pupil tracking system to inform target setting and intervention strategies.	December 2008	Sue Welford	Comparison and Analysis of Special Pupil Attainment introduced in all schools by Dec 08 Schools Information Management Systems Assessment Manager (7.0) in place in all maintained schools and access facilitated by bespoke

<sup>1</sup> All the actions under this recommendation are detailed within Transforming Leicester's Learning Action Plan.

3.5	Confirm monthly line meetings between line managers and staff with clear targets		Service Director Learning Services	development. Line meetings held with notes kept Progress towards targets in terms of rates of working and contribution to school targets
3.6	Ensure interventions with schools are linked to clear milestones, success criteria and targets for pupil progress and attainment.	Sept 08	Service Director Learning	All intervention plans for targeted support schools include progress and attainment targets
3.7	Establish half-termly monitoring against milestones and termly evaluation of impact of interventions in targeted support schools	From Oct 08	Service Director Learning	Cycle of monitoring and evaluation in place Reduction of number of schools in Ofsted categories by Aug 09 Reduction in numbers of schools below floor targets to 0 by August 2009
3.8	Review the current school improvement policy to ensure that it is fit for purpose for providing the framework for performance management.	October 08	Service Director Learning	Cycle of schools improvement review clearly in place by October 2008. No schools in Ofsted categories by December 2009 Reduction in the number of hard to shift primary schools to 0.

**Recommendation 4: Ensure that all looked after children have qualified social workers allocated to them**

**Lead: Andy Smith**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
<b>4.1</b>	Child Care Service Managers and Head of Fieldwork to review the percentage of looked after children allocated to a qualified social worker on a monthly basis	Monthly leading up to 31.3.09	Peter McEntee	By 31.3.09 an increase in the proportion of looked after children allocated to a qualified social worker to the national average (95%).
<b>4.2</b>	Head of Fieldwork to provide the Service Director (Social Care & Safeguarding) with a copy of the report	Monthly leading up to 31.3.09	Peter McEntee	As above
<b>4.3</b>	Review the work of differently qualified staff across all fieldwork teams (i.e. those without a social work qualification) in light of the planned move of some looked after children from unqualified to qualified workers. This work will be carried out in the context of the review of fieldwork services being carried out in Social Care & Safeguarding over the next 9 months.	By 31.3.09	Peter McEntee	As above



**Recommendation 5: Implement the Teenage Pregnancy National Support Team recommendations in order to improve the quality of data and analysis to inform action to reduce teenage pregnancies.**

**Lead: Penny Hajek**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
5.1	Performance manage the action plan, monitor outcomes & make investment decisions leading into commissioning & governance	Teenage Pregnancy Action Plan 08 – 10 has been signed off by the Executive & Joint Planning & Advisory Board.	Paul Vaughan, Annette Hogarth	Monthly progress reports on local implementation
5.2	Commission investment to increase the capacity of teenage pregnancy data analysis to assist with planning, prioritising and commissioning	short-listing 19 <sup>th</sup> June Appointment made by August 08	Paul Vaughan, Liz Rodrigo & Helen Reeve, (Leicester City Primary Care Trust)	Improved data mechanisms and analysis to inform the targeting of interventions, commissioning & performance management
5.3	Increase capacity to support Sex and Relationship Education across the authority including schools, colleges, post 16 provision and all agencies working with young people and commission improvements in Sex and Relationship Education delivery to an agreed quality	2008-10	Paul Vaughan/ Service Director Learning/ Annette Hogarth	Comprehensive delivery of Sex and Relationship Education across the authority improved commissioning arrangements for Personal, Social, Health Emotion Education/Sex and Relationship Education across the

	<p>standard and specification.</p>			<p>authority  Improved leadership and awareness of the importance of Personal, Social, Health Emotion Education/Sex and Relationship Education and how by reducing teenage pregnancy rates helps to raise standards in schools  Agreed quality standard and specification of Sex and Relationship Education</p>
<p>5.4</p>	<p>Improve access to contraception &amp; sexual health advice and services for young people through commissioning existing and expanding contraception and sexual health services for young people</p>	<p>2008-10</p>	<p>Paul Vaughan,  Annette Hogarth</p>	<p>Increased number of professionals accessing safer sex training over 2008-09 &amp; 2009-10  increased number of condom &amp; pregnancy testing sites set up over 2008-09 &amp; 2009-10</p>

**For action over the next six months**

**Recommendation 6: Develop a coordinated strategy and detailed action plans to coordinate and improve services for children and young people who have learning difficulties and/or disabilities**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
	<b>Outcome 1. MORE CO ORDINATED SERVICES</b>			<b>Consultations and amendments completed by July 2009.</b>
6.1	<p><b>Meeting Individual Needs Refresh</b></p> <ul style="list-style-type: none"> <li>• Common Assessment Framework/Meeting Individual Needs</li> <li>• Documentation/Criteria</li> <li>• Funding/Resources/Special Educational Needs Management Reference Group</li> </ul>	<p>Dec 08</p> <p>Apr/Jul 09</p> <p>Dec 08</p> <p>Dec 08</p> <p>Apr/Jul 09</p>	<p>Janis Warren</p>	<p>Outcomes of the changes provide a strategic framework which informs recommendations about the reconfiguration of provision and services to meet the needs of Leicester City more effectively.</p>
6.2	<p><b>Integrated Service Hub rollout/Strategy for Change</b></p> <ul style="list-style-type: none"> <li>• Organisation of support services to serve Integrated Service Hub areas</li> <li>• Ensuring that Extended School Provision is fully inclusive</li> <li>• Integration of the development of specialist provision, including special schools, through the Strategy for Change programme</li> </ul>	<p>Sept 11</p>	<p>Janis Warren</p>	<p>All services and schools are aligned with neighbourhood based coordinated approaches to meeting the needs of children and young people in Leicester.</p> <p>All Children and young people are able to access local extended school provision</p>

6.3	<p><b>Refocusing of Disabled Children's Programme Board</b></p> <ul style="list-style-type: none"> <li>• Implementation of Aiming High for Disabled Children – 3 year programme</li> <li>• Creation of a Disabled Children's Strategy that sets high standards for disability access as recommended in the Comprehensive Performance Assessment.</li> </ul>	pt 08 onwards	Janis Warren	Evidence from self evaluation and data analysis that services for children and young people with Special Educational Needs/Learning Difficulty or Disability are valued by parents / carers and the wider community. e.g. NI54 (details available)
6.4	<p><b>Strengthening the Transitions process through Transitions working group activities</b></p> <ul style="list-style-type: none"> <li>• Further development of Person Centred Planning</li> <li>• Strengthening links with Adult Services through Transition pathway</li> <li>• Developing the role of Transition Broker</li> </ul>	Sept 08 onwards	Janis Warren	Reviews completed on time and recommendations supported by senior officers and elected members. Clear overview of transition plans by Connexions workers
6.5	<p><b>Roll out of Early Support Programme in Children's Centres</b></p>	July 09	Janis Warren	Every family who request early support plans are recorded as having one provided. Feedback from families is that co ordination is seamless.
	<p><b>Outcome 2 – IMPROVING AND DEVELOPING PROVISION FOR PUPILS WITH SPECIAL EDUCATIONAL NEEDS/LEARNING DIFFICULTY OR DISABILITY</b></p>			
6.6	<p><b>Implementation of Autistic Spectrum Disorder Review</b></p>	ongoing	Janis	A reduction in the number of out of

			Warren	<p>City placements for children and young people with Autistic Spectrum Disorder.</p> <p>Improved provision for pupils with Autistic Spectrum Disorder in Leicester City</p>
6.7	<p><b>Review of provision for children with speech and language and communication needs</b></p>	Dec 09	<p>Janis Warren/ Janet Harrison</p>	<p>Strategic plan for the pattern of provision for pupils with Speech and Language problems in Leicester City.</p> <p>Increased capacity of school workforce to meet the needs of these pupils.</p> <p>Reduction in the number of pupils referred to Speech &amp; Language therapists for individual input.</p> <p>Increase clarity around resource allocation of speech and language therapy services across the city for children across key stages 1 – 4 (within mainstream and special school provision).</p>
6.8	<p><b>Implement Individual Development Plan rollout – 3 year programme – Autistic Spectrum Disorder/Speech &amp; Language/Dyslexia/General Learning Difficulties/Behaviour, Emotional and Social Difficulties for all</b></p>	ongoing	<p>Janis Warren</p>	<p>A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved</p>

	<b>mainstream schools</b>			outcomes for children
6.9	<b>Meeting Individual Needs Refresh Training and Communication Group</b> – developing a coherent training programme to support Special Educational Needs/ Learning difficulty or disability/Learning Difficulty developments locally and nationally	ongoing	Janis Warren	Workforce capacity developed to meet the needs of a wider range of pupils. A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved outcomes for children
6.10	<b>Implement Targeted Mental Health Pathfinder pilot and mainstream in 3 years</b>	2011	Janis Warren	NI51 Improving Children’s Emotional Resilience and Well Being outcomes (available) Links to Child and Adolescent Mental Health Service Strategy success criteria (available)
6.11	<b>Implementation of Behaviour Support Strategy</b> <ul style="list-style-type: none"> <li>• Further development of provision within Leicester City (SBSS/Special Schools)</li> <li>• Development of Individual Learning Programmes for high challenging pupils to enable them to remain in the City.</li> </ul>	ongoing	John Broadhead, Janis Warren	Workforce capacity developed to meet the needs of a wider range of pupils. A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved outcomes for children

**Recommendation 7: Improve the evaluation of provision for children and young people who have learning difficulties and/or disabilities, and use this information to improve the progress they make**

**Lead: Penny Hajek**

Ref.	ACTIONS/OUTCOME	Due Date	Lead	Success criteria/milestones
7.1	<p><b>Meeting Individual Needs Refresh Data group action plan</b></p> <ul style="list-style-type: none"> <li>• Introduce Comparison and Analysis of Special Pupil Attainment data and monitoring system to special schools and mainstream schools (for young people with Learning Difficulty or Disability to enable 'p' scale analysis and tracking of progress)</li> <li>• Ann Berger information on what constitutes good progress for pupils with Special Educational Needs/ Learning Difficulty or Disability</li> <li>• Moderation at local level – analysis of mediating circumstances in a child's life Every Child Matters linked</li> </ul>	<p>Sept 08 Jul 09 Sept 09 Jul 08</p>	<p>Janis Warren</p>	<p>All schools to have robust and informative data about pupils with a range of Special Educational Needs / Learning Difficulty or Disability that is accessible to the Local Authority to inform monitoring and evaluation of outcomes for young people in Leicester City.</p> <p>Evidence that strategic planning and delivery of services has improved and been informed by the analysis of this data, in conjunction with other data sources, research and a rigorous consultation programme.</p>
7.2	<p><b>Further monitoring and evaluation of Independent Special Schools</b></p> <ul style="list-style-type: none"> <li>• Form B visits through regional protocol</li> <li>• Strengthening Educational Psychology links and recording/evaluation system to city pupils in non</li> </ul>	<p>Ongoing – July 09 review</p>	<p>Janis Warren</p>	<p>Evaluation details and success with individual pupils catalogued. Value for money exercise conducted</p>

	maintained special schools			
7.3	<p>Tracking of pupils on Individual Learning Packages to establish success of programme.</p>	Review of pupils Dec 09	Janis Warren	<p>Reduction in number of pupils placed outside of the City for Behaviour, Emotional and Social Difficulties placements.</p> <p>Annual reviews document that pupil needs are satisfactorily met</p> <p>Parent satisfaction survey conducted 90% of parents happy with provision.</p>
7.4	<p><b>Revision of current Special Educational Needs Monitoring and Evaluating Special Educational Needs Provision in mainstream schools system</b></p> <ul style="list-style-type: none"> <li>Extend to special schools and dovetail with Audit Commission self evaluation tool.</li> </ul>	Dec 09	Janis Warren	<p>Audit system amended by September 2008 and trialled in schools by December 2008.</p> <p>Evidence that strategic planning and delivery of services has improved and been informed by the analysis of this revised programme, in conjunction with other data sources, research and rigorous consultation.</p>
7.5	<p><b>Improved provision and access to social and extended school activities for Children and Young People with Special Educational Needs/Learning Difficulty or Disability</b></p> <ul style="list-style-type: none"> <li>Collect baseline data through current consultation</li> </ul>	April 09	Janis Warren	<p>Records/database indicates that Children and Young People with Special Educational Needs/Learning Difficulty or Disability are accessing a wider</p>



	<p>process for short breaks</p> <ul style="list-style-type: none"><li>• Analysis of data to plan further opportunities in this area.</li></ul>			<p>range of social activities</p> <p>Parent/carer questionnaire indicates 90% satisfaction with provision</p>
--	--	--	--	---



## Recommendation 8: Reduce the rate of offending by looked after young people and re-offending in the 13–18 age group

Lead: David Thruswell

Ref.	Actions	Due Date	Lead	Success criteria/milestones
8.1	<p>Reducing youth re-offending (NI 19) will be a priority in the Local Area Agreement and progress monitored through the Safer Leicester Partnership and Reducing Re-offending Working Group.</p> <p>Youth Offending Service, Police and partners to continue to reduce first time entrants (a shared Police Assessments and Policing of Community Safety target) monitored by Local Criminal Justice Board.</p> <p>Police piloting of Flanagan proposals to promote 'common sense approach' in respect of arrests of young people.</p>	31.3.09	David Thruswell	<p>A sustained reduction in the number of young people including Looked After Children who are first time entrants and Looked After Children recorded re-offending.</p> <p>Performance will be monitored by Youth Offending Service through NI 19 (Youth re-offending rates) and NI 111 (First time entrants).</p>
8.2	<p>Implement Care Matters Action Plan (which includes plans to address Looked After Children offending), in relation to looked after children.</p>	30.12.08	Lorraine White	<p>A continued reduction in the number of looked after children offending in the city as highlighted by the Outcome Indicators for Looked After Children statutory return and improved outcomes in other areas – e.g. Education, Employment and Training</p>
8.3	<p>Extend the reparative justice scheme for first time offenders across the children's homes and pilot the</p>	31.3.09	Lorraine	<p>Reduction in the number of first time Looked After Children to the criminal</p>

	<p>scheme in the fostering services.</p> <p>Extend training on reparative justice scheme to schools.</p>		White	<p>justice system and evidence from Looked After Children reviews that young people are engaged in positive activities and taking responsibility for their actions.</p>
8.4	<p>Joint Youth Offending Service/Child Care Liaison group to consider areas with lower Looked After Children Offending rates and opportunities for shared best practice to be applied.</p>	31.3.09	Lorraine White/ David Thrussell	<p>Continued opportunities for joint work and training for staff, with a focus on improving outcomes and opportunities for young people.</p>
8.5	<p>Youth Offending Service Manager to develop joint protocol specifically for Looked After Children and Offending in consultation with County Youth Offending Service.</p>	31.03.09	David Thrussell	<p>Systematic reduction in Looked After Children and Offending to maintain a downward trend.</p>
8.6	<p>Youth Offending Service Manager to conduct detailed analysis of Looked After Children Offending cohort characteristics and report findings back to Children and Young People's Services and Corporate Parenting Forum.</p>	30.12.08	David Thrussell	<p>Clearer identification of local risk factors for Looked After Children and Offending and removal of any identified barriers to prevent offending.</p>

**Recommendation 9: Set clear and challenging targets at partnership, school and individual levels which will improve the educational progress and the attainment of young people between the ages of 11 and 16**

**Lead: Richard Whitehouse**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
9.1	Establish secure pupil level database to record and track progress through Key Stage 3 and 4 (Part of Transforming Leicester's Learning plan) Development and use of Schools Information Management Systems assessment manager (7.0) and enhanced reporting via DataNet to inform Key Stage 3 & Key Stage 4 resource allocation, target setting and intervention strategies.	31.10.08  Jan 09; April 09  Jan 09  Jan 010; April 010  Jan 09	S Welford	Database operational by 31 October 2008  Tracking shows pupils' progress towards targets for Key Stage 4 January 2009; April 2009  School intervention plans in place for students off-track January 2009  Tracking shows pupils' progress towards targets Key Stage 3 and Key Stage 4 January 2010: April 2010  School intervention plans on place for pupils off-track January 2009
9.2	School Improvement Programme agreed targets for each secondary school, based on individual pupil level data, will be set at level of at least Fischer Family Trust D unless evidenced by the School Improvement Programme	December 2008	Head of Service 11-19	All Key Stage 4 targets set at least at Fischer Family Trust D unless agreed by School Improvement Programme
9.3	Secondary school targets will be higher than previous year's achievement and above Fischer Family Trust D	December 2008	Head of Service 11-	<u>Key Stage 3 L5+ English and mathematics</u>

9.4	The proportion of young people not continuing in education and training at 16 will decline to meet Local Area Agreement Not in Education, Employment or Training targets (see Recommendation 2.1)	Nov 08- Jan 09 Nov 09- Jan 10 Nov 10- Jan 11	Rosemary Beard	<p>2008: 64%</p> <p>2009: 69%</p> <p>2010: provisional 71%</p> <p><u>General Certificate of Secondary Education 5A*-C inc English and mathematics</u></p> <p>2008: 42%</p> <p>2009: 48%</p> <p>2010: provisional 51%</p> <p><u>Pupils making two levels of progress in English at Key Stage 4</u></p> <p>2008 60%</p> <p>2009 62%</p> <p><u>Pupils making two levels of progress in Maths at Key Stage 4</u></p> <p>2008 28%</p> <p>2009 33%</p>
-----	---	--	----------------	--

9.5	Implementation of the National Challenge plan to ensure robust targets are set in all National Challenge schools and strategies and support are in place and monitored to ensure targets are met.	08-011	Head of Service 11-19	<p>No Local Authority school under 30% 5A*-C including English and mathematics 2011.</p> <p>4 Local Authority schools August 2008</p> <p>2 Local Authority schools August 2009</p> <p>1 Local Authority school August 2010</p> <p>0 Local Authority school August 2011</p>
-----	---	--------	-----------------------	--

**Recommendation 10: Establish a clear focus on value for money through strategic commissioning and service planning across the partnership**

**Lead: Trevor Pringle**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
10.1	Review Children and Young People Plan and deliver Annual Performance Assessment self assessment	June 2008	Denise Steadman	Review sign up. Self evaluation grades sent to Office for Standards in Education, Children's Services and Skills Delivery plans reflect improvement priorities
10.2	Develop and agree an overall strategy and plan to improve Strategic Commissioning in Children and Young People services and in line with Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman	Strategy and Plan Agreed and being delivered
10.3	Further develop roles and responsibilities across Children and Young People department and partners in relation to who does what and when.	December 08	Denise Steadman	Improved decision making Improved service development
10.4	Establish clear roles and responsibility within the Strategic Commissioning Unit and ensure Strategic Commissioning Unit team equipped to deliver this.	February 09	Denise Steadman	Team established and available to Senior Management Team and Leicester Children and Young People's Strategic Partnership
10.5	Set up systems to improve ongoing and more detailed supply and needs mapping across the partnership	November 08	Denise Steadman	Systems operate across Partnership and inform planning. Clear statistical gap analysis produced to inform commissioning

					plan and activity
10.6	Developing and agreeing a definition of Value for Money across the partnership and establish a baseline position in respect of Value for Money by analysing cost and quality information across all service areas	December 08	Colin Sharpe, Denise Steadman		System developed or enhanced to capture all costs and existing quality information for all services Reports being produced Analysis fed into Commissioning Plan
10.7	Develop and agree a commissioning strategy which sets out how what and when changes will occur and sets Value for Money savings targets.	November 08	Denise Steadman, Colin Sharpe		Agreed by Leicester Children and Young People's Strategic Partnership Changes occurring Savings being achieved New core remodelled services emerging
10.8	Undertake workforce and market development	Ongoing	Gill Stacey, Denise Steadman		Development of local market place and long term delivery relationships.
10.9	Monitor and evaluate, in partnership with providers, the impact of commissioned services on desired outcomes	ongoing	Denise Steadman		Partners acknowledge engagement in evaluation process and improve understanding of client needs and service impact
10.10	Evaluate (quarterly and annually) the adequacy of current commissioning and provider arrangements to secure desired outcomes.	ongoing	Denise Steadman		Commissioning outcomes inform performance management processes detailed at Recommendation 12 below.



## Recommendation 11: Tackle problems of capacity through joint workforce planning and development

Lead: Trevor Pringle

Ref.	Actions	Due Date	Lead	Success criteria/milestones
11.1	Development of Leicester Children and Young People's Strategic Partnership workforce strategy inline with the completion of the corporate Human Resource review as outlined in the Comprehensive Performance Assessment recommendations.	<b>December 2008</b>	Gill Stacey	Strategy agreed by Leicester Children and Young People's Strategic Partnership
11.2	Completion of Leicester Children and Young People's Strategic Partnership children's workforce audits and School Workforce census	<b>January 2009</b>	Gill Stacey	Agreement upon minimum data set requirements  Gap and need analysis published that informs strategic objectives and development programmes
11.3	Development of targeted recruitment and retention strategies, including developing a more strategic and focused approach to addressing imbalances in the workforce, as outlined in the Comprehensive Performance Assessment recommendations.	<b>December 2008</b>	Gill Stacey, Jasbir Mann	Reduction in key vacancy areas Reduction in workforce turnover ratios Introduction of Corporate Apprenticeship Scheme
11.4	Implementation of consistent induction standards	<b>Social care – workforce – April 2009</b>	Gill Stacey	Induction programme matches Children's Workforce Development Council requirements

11.5	Promotion of workforce competencies to support leadership and management initiatives within the Leicester Children and Young People's Strategic Partnership workforce strategy.	<b>From December 2008</b>	Gill Stacey	Leicester Children and Young People's Strategic Partnership.
11.6	Promotion of school workforce competencies to support leadership and management initiatives within Transforming Leicester's learning Action Plan.	<b>Ongoing</b>	Jasbir Mann	Transforming Leicester's Learning delivery targets met
11.7	Promotion of children's services workforce competencies to support integrated service delivery and locality working	<b>Self assessment – End October</b> <b>Action plan – end December 2008</b>	Gill Stacey	Children's Workforce Development Council and Training and Development Agency plan performance targets met.
11.8	Implementation of national workforce requirements	<b>Ongoing</b>	Gill Stacey	Common Core competencies embedded within induction systems Teachers National Agreements met Well Being training delivered to schools Workforce Strategy Partners Programme to support third sector operational.

**Recommendation 12: Set challenging targets for service improvement across the partnership and establish a robust system of service management across the partnership**

**Lead: Andrew Bunyan**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
12.1	Annual Review of Children and Young People's Plan, Annual Performance Assessment dataset and Government Office for East Midlands evaluation.	June 08	Denise Steadman	Priorities identified and agreed by Director of Children's Services and Leicester Children and Young People's Strategic Partnership
12.2	Strategic Priorities identified in the Local Area Agreement along with targets for improvement	June 08	Denise Steadman	Stretch targets that reflect desired outcomes agreed with Government Office for East Midlands and Leicester Children and Young People's Strategic Partnership.
12.3	Development of service delivery plans and commissioning arrangements with clear accountabilities and impact outcomes, including outcomes for diverse groups as outlined in the Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman	Plan Key Success Factors reflect desired outcomes and have clear review points and mechanisms.
12.4	Determination of agreed data sharing protocols and quality standards	Dec 08	Sue Welford	Data captured as required schedule
12.5	Complete review of Performance Systems to include enhanced links to finance reporting systems, as outlined in the Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman, Colin Sharpe	Performance Information accurate and complete and fully integrated into P+ systems Information triggering changes to

				action plans as appropriate Improvement targets being achieved
12.6	Quarterly production of single performance management indicator data report assessing impact	From October 08	Denise Steadman	Report covers all agreed Every Child Matters themes and associated indicators
12.7	Quarterly overview and scrutiny by Children and Young People's Services Department Management Team and Cabinet Lead	ongoing	Directorate Management Team	Variances identified and corrective action initiated.
12.8	Quarterly overview and scrutiny by Leicester Children and Young People's Strategic Partnership and Joint Commissioning Board	ongoing	Andrew Bunyan, Penny Hajek	Variances identified and corrective action initiated.
12.9	Quarterly overview and scrutiny by Transforming Leicester's Learning Overview Board and Council Overview Scrutiny Management Board	ongoing	David Kershaw	Outcome targets within Transforming Leicester's Learning plan met.
12.10	Overview and scrutiny by Teenage Pregnancy Board	ongoing	Penny Hajek	Outcome targets within Teenage Pregnancy plan met.
12.11	Overview and scrutiny by Leicester Partnership (all themes)	ongoing	Andrew Bunyan	Leicester Children and Young People's Strategic Partnership outcomes contribute to One Leicester Theme Service delivery plans
12.12	Leicester Partnership and Leicester Children and Young People's Strategic Partnership publish impact analysis in public media.	ongoing	Denise Steadman	Publication of outcomes/ increased stakeholder participation

**Recommendation 13: Ensure the sufficient availability of specialist therapy service provision for children and young people with learning difficulties and/or disabilities**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
13.1	Review of provision for children with speech and language and communication needs	Dec 09	Janis Warren, Janet Harrison (Primary Care Trust)	<p>Strategic plan for the pattern of provision for pupils with Speech and Language problems in Leicester City.</p> <p>Increased capacity of school workforce to meet the needs of these pupils.</p> <p>Reduction in the number of pupils referred to Speech &amp; Language therapists for individual input.</p> <p>Increase clarity around resource allocation of speech and language therapy services across the city for children across key stages 1 – 4 (within mainstream and special school provision).</p>

**Recommendation 14: Increase the capacity of out-patient services in Child and Adolescent Mental Health Service.**

**Lead: Andy Smith**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
14.1	The Primary Care Trust has already identified additional resources for all community teams in Leicester, which will directly increase the capacity of outpatient services for children and young people in the city.	Immediate	Lorraine White	4 key performance indicators in relation to Child and Adolescent Mental Health Service.
14.2	The Local Authority will undertake Child and Adolescent Mental Health Service evaluation framework exercise, which will further measure whether or not capacity has increased.	November 2008	Lorraine White	Completion of the statutory evaluation framework process. Capacity increased – performance will be closely monitored by the Child and Adolescent Mental Health Service Commissioning and Performance Group

**For action in the longer term**

**Recommendation 15: Improve health outcomes for young parents and children**

**Lead: Penny Hajek**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
15.1	Complete the local self assessment on the next steps for young parents and implement the actions for improvement	July 2008	Paul Vaughan, Annette Hogarth (Primary Care Trust)	local self assessment completed and priorities & actions identified for all local stakeholders Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.2	Sustain the good support services for young parents and parents to be including the Parenting Information & Pregnancy Support (PIPS) Service. Implement recommendations from the recent Parenting Information and Pregnancy Support service review	April 2008 – March 2009	Paul Vaughan, Annette Hogarth (Primary Care Trust)	increased level of support provided to young parents and parents to be Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.3	Provide housing-related support to young mothers and fathers and parents to be	April 2008 – March 2010	Paul Vaughan, Annette Hogarth (Primary Care Trust)	increased level of housing related support Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.4	Provide dedicated antenatal and postnatal support for pregnant young women and young parents through University Hospitals Leicester and Children's Centres	April 2008 – March 2010	Jane Porter (University Hospitals)	early bookings reduced risks better health outcomes for mother

15.5	Increase breastfeeding rates for young mothers under-19	April 2008 – March 2010	Leicester), Mel Meggs	and child
			Jane Porter (University Hospitals Leicester), Anne-Maria Olphert (Primary Care Trust), Mel Meggs	Breast feeding increases in line with targets (Children and Young People's Plan Delivery Plans)



## Recommendation 16: Improve educational attainment by looked after children and young people.

Lead: Andy Smith, Richard Whitehouse

Ref.	Actions	Due Date	Lead	Success criteria/milestones
16.1	Individual Half termly Monitoring and tracking of key stage 4 students.	September 2009	Lorraine White	<p>Improve 5 General Certificate of Secondary Education @ A* - C (incl. English &amp; maths) by Looked After Children as measured in the Outcome Indicators for Looked After Children return in Sept 2009 Milestones</p> <p>Training dates for carers, designated teachers published</p> <p>Directory of Information Communication Technology resources/websites</p> <p>Personal Education Allowance criteria/guidance published</p> <p>Data Net launch/training for targeted staff</p> <p>Way Ahead event dates</p> <p>Appointment of Way Ahead Coordinator</p>
16.2	Effective use of Leicester City Data Net drilling by Children and Young People's Services.			
16.3	Mentoring support offered to all year 11 students in city/county schools. Mentor funding available to students out of area.			
16.4	Training for designated teachers to focus on raising attainment of Looked After Children.			
16.5	Training for carers in supporting General Certificate of Secondary Education studies, including use of Information Communication Technology to support.			
16.6	Maximise use of Information Communication Technology to support out of hours learning in foster and residential homes.			
16.7	Way Ahead activities to raise aspirations.			
16.8	Personal Education Plans and school planning meetings are used to identify those students in need of extra support.			
16.9	Targeted English and maths referrals to short course homework club.			
		September		

16.10	Education of Looked After Children strategic group to track progress on the cohort and impact of additional support being delivered.	2009	
16.11	Clear criteria and monitoring of Personal Education Allowance use to improve attainments.	Lorraine White	<p>Reduction in the number of instances of fixed term exclusions for all Looked After Children, particularly in Year 11</p> <p>Reduction in the proportion of Looked After Children missing 25 days or more as measured in the Outcome Indicators for Looked After Children return in Sept 2009</p> <p>Milestones</p> <p>Advisory Centre for Education training/seminar held</p> <p>Target 25 report published</p>
16.12	Target 25 Management Group will continue to monitor and plan for improvements for children not receiving 25 hours.		
16.13	Education of Looked After Children strategic group to track progress on attendance and exclusions		
16.14	Raising the Achievement of Looked After Children team continues to closely monitor attendance and offer support to prevent exclusions		
16.15	Report available to School Improvement Programmes to identify and discuss attendance/exclusion of Looked After Children in city secondary schools.		
16.16	1 day Advisory Centre for Education Attendance /Exclusion training/seminar for social workers, foster carers and other agencies.		
16.17	Monthly fixed term exclusion report circulated.		
16.18	Holidays during term time require agreement of service manager, Raising the Achievement of Looked After Children and school.		
16.19	Ensure Day 1 provision is available for all fixed term exclusions		

16.20	Continue social worker notification of attendance below 90%			
-------	---	--	--	--



## ACRONYMS USED IN JOINT AREA REVIEW ACTION PLAN

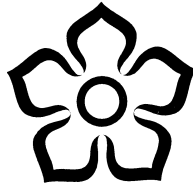
<b>Acroynm</b>	<b>Meaning</b>
ACE	Advisory Centre for Education
AHDC	Aiming High for Disabled Children
APA	Annual Performance Assessment
APACS	Assessment and Policing of Community Safety
ASD	Autistic Spectrum Disorder
BESD	Behaviour, Emotional and Social Difficulties
C&YP	Children and Young People
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Service
CASPA	Comparison and Analysis of Special Pupil Attainment
CPA	Comprehensive Performance Assessment
CWDC	Children's Workforce Development Council
CYP	Children and Young People
CYPP	Children and Young People's Plan
CYPS	Children and Young People's Services
DCS	Director of Children's Services
DCSF	Department for Children, Schools and Families
ECM	Every Child Matters
EET	Education, Employment and Training
EP	Educational Psychology
ESF	European Social Fund
FFT	Fischer Family Trust
FLT	Foundation Learning Tier
FS	Foundation Stage
GCSE	General Certificate of Secondary Education
GLD	General Learning Difficulties
GOEM	Government Office for the East Midlands
HR	Human Resources
ICT	Information, Communication and Technology
IDP	Individual Development Plan
ISH	Integrated Service Hubs

JCB	Joint Commissioning Board
JPAB	Joint Planning and Advisory Board (Teenage Pregnancy)
KS1	Key Stage 1
KS2	Key Stage 2
KS3	Key Stage 3
KS4	Key Stage 4
KSF	Key Success Factor
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LCYPSP	Leicester Children & Young People's Strategic Partnership
LDD	Learning Difficulty or Disability
LP	Leicester Partnership
MIN	Meeting Individual Needs
NC	National Challenge
NEET	Not in Education, Employment or Training
OC2	Outcome Indicators for Looked After Children
OFSTED	Office for Standards in Education, Children's Services and Skills
OSMB	Overview Scrutiny Management Board
PAYP	Positive Activities for Young People
PCP	Person Centred Planning
PCT	Primary Care Trust
PEA	Personal Education Allowance
PIPs	Parenting Information and Pregnancy Support
PSHEE	Personal, Social, Health and Emotion Education
RALAC	Raising the Achievement of Looked After Children
SBSS	Secondary Behaviour Support Service
SCU	Strategic Commissioning Unit
SEN	Special Educational Needs
SENMRG	Special Educational Needs Management Reference Group
SIMS	Schools Information Management Systems
SIP	School Improvement Programme

SMT	Senior Management Team
Sp&Lang	Speech and Language
SRE	Sex and Relationship Education
TBC	To be Confirmed
TDA	Training and Development Agency
TLL	Transforming Leicester's Learning
TP	Teenage Pregnancy
UHL	University Hospitals Leicester
VFM	Value for Money
YOS	Youth Offending Service
YOT	Youth Offending Team
YPC	Young People's Council







Leicester  
City Council

**WARDS AFFECTED**  
**All Wards**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Overview & Scrutiny Management Board**  
**Cabinet**

**6 August 2008**  
**1 September 2008**

---

**CORPORATE CAPITAL PROGRAMME 2008/09 TO 2011/12**  
**- PEDESTRIAN CROSSINGS**

---

**Report of the Corporate Director, Regeneration and Culture**

**1. Purpose of Report**

- 1.1 To seek Cabinet approval to implement the proposed Corporate Capital Programme funded Pedestrian Crossing Programme 2008/09 to 2011/12.

**2. Summary**

- 2.1 At its meeting on 27<sup>th</sup> March 2008 Council approved £400,000 over the next four years (2008/09 – 2011/12) for the installation of pedestrian crossings. This report details the proposed pedestrian crossings Corporate Capital Programme in Appendix 1. For information only, Appendix 1 also includes the proposed pedestrian crossing programme to be funded from the Integrated Transport Local Transport Plan Capital Programme subject to Cabinet approval later this summer.
- 2.2 A further report detailing various small capital funded highway improvement works, including the pedestrian crossing schemes for completeness, will be presented to cabinet in the autumn of this year.

**3. Recommendations**

- 3.1 OSMB is asked to comment on the report.
- 3.2 Cabinet is asked:
- a) to approve the proposed Corporate Capital Pedestrian Crossings Programme 2008/09 to 2011/12.
  - (b) to note that the programme is designated as one in which the Director is authorised to reallocate resources on grounds of operational efficiency
  - (c) agree that such reallocation shall only be carried out after consultation with the Cabinet Lead Member, and reported subsequently to the Cabinet.

**4. Report**

- 4.1 In July 2002 Cabinet agreed the method for prioritising the implementation of pedestrian crossings. The proposed programme included at Appendix 1 has been prepared in accordance with that methodology and within the budget of £100,000 per year over the next four years approved by Council on 27<sup>th</sup> March 2008. Paragraphs from the 2002 report are enclosed at Appendix 2 and provide a detailed description of prioritisation. Appendix 3 summarises the assessment process in a flow chart.
- 4.2 The Interim Transport Capital Programme approved on 27<sup>th</sup> March 2008 by Council did not include any pedestrian crossings. The proposed pedestrian crossing programme to be funded from the Integrated Transport Local Transport Plan Capital Programme subject to Cabinet approval in the autumn, is also included at Appendix 1 for information.
- 4.3 The programme is a priority programme and as such new requests for schemes, once assessed, may result in variations to the proposed programme beyond 2008/09.

## 5. Financial and Legal Implications

- 5.1 At its meeting on 27<sup>th</sup> March 2008, Council approved £100k per annum over the next four years (2008/09 – 2011/12) for the installation of pedestrian crossings from the Corporate Capital Pedestrian Crossings Programme 2008/09 - 2010/12.
- 5.2 This scheme was within Block B of the approved Corporate Capital Programme, being schemes which can proceed subject to a further approval by Cabinet with regard to the detailed implementation of the scheme.
- 5.3 Approval is sought for the proposed installation of pedestrian crossing to be carried out in years 2008/09 and 2009/10 for the cost of £100k in each of the years to be funded from the Corporate Capital Programme (See Appendix 1).
- 5.4 The proposed pedestrian crossing programme to be funded from the Integrated Transport Local Transport Plan Capital Programme is subject to Cabinet approval later this summer, is also included at Appendix 1 for information.

*Martin Judson, Head of Resources, Regeneration and Culture, Ext 7390.*

## 5.5 Legal Implications

The Corporate Director of Regeneration and Culture has delegated powers for approval of zebra crossings to be advertised under Section 23 of the Road Traffic Act 1984.

*Jamie Guazzaroni, Solicitor, Legal Services, RAD, Ext 6350*

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	No	
Policy	No	
Sustainable and	Yes	The proposal forms on improving

Environmental		the quality of life in both the outer areas and the City Centre.
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

## 7. Risk Assessment Matrix

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	If no pedestrian facilities are provided there is greater risk that a pedestrian could be involved in a road traffic accident.	M	M	Implement the pedestrian crossing programme

L - Low  
M - Medium  
H - High

L - Low  
M -Medium  
H - High

## 8. Background Papers

- Report to Cabinet 29/7/02 entitled 'a review of pedestrian crossing justification and prioritisation procedures'
- Report to Council 27<sup>th</sup> March 2008 entitled Capital Programme – Overall Strategy
- Report to Council on 27<sup>th</sup> March 2008 entitled "Central Leicestershire Local Transport Plan 2006 to 2011 Interim Capital Programmes 2008 to 2011"

## 9. Consultations

- Highways Management Section
- Head of Transport Strategy
- Legal Services
- Head of Finance (R&C)
- Staff in Regeneration and Culture Dept

## 10. Report Author

Sally Slade, Pedestrian Officer  
Ext 2115.

Email: [sally.slade@leicester.gov.uk](mailto:sally.slade@leicester.gov.uk)

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

## Appendix 1

### 1. Pedestrian crossings

2008/2009		2009/2010		2010/2011		2011/2012
City Council 08/09	LTP 08/09	City Council 09/10	LTP 09/10	City Council 10/11	LTP 10/11	City Council 11/12
Aikman Avenue toucan	Goodwood Road pelican	Liberty Road zebra/toucan	Evington Road pelican	Humbstone Lane /The Roundway zebra/refuge	Troon Way /Barkby Road toucan	St BarnabusRoad /French Road buildouts
£50,000	£45,000	£45,000	£40,000	£23,000	£40,000	£20,000
Ethel Road pelican	Hinckley/N'Boro Road pedestrian facility included as part of the signal renewals	Coleman Rd/Saltersford zebra	Implementation of Kedlestone Road footway or other footway schemes	St Nicolas Circle/Peacock Lane pelican	New Footways	Clarendon Park Rd/Avenue Primary buildouts
£40,000	£30,000	£23,000	£30,000	£50,000	£50,000	£20,000
Lancaster Road pedestrian facilities at the junction preliminary design	Kedlestone Road footway/cycleway design and consultation	Finish Lancaster Road pedestrian facilities	Lutterworth Rd/Red House Rd refuge	Scraptoft Lane /Brook Road pedestrian facility	Southgates/Peacock junction improvements	Downing Drive footway
£10,000	£15,000	£10,000	£30k	£27,000	£20,000	£20,000
	Halifax Drive refuge	East Park Rd/Bradbourne Rd refuge			Chesterfield Road /Stavely buildouts	Coleman road buildouts
	£10,000	£15,000			£10,000	£20,000
						Heyworth Road/Evelyn Drive buildouts
						£20,000
<b>£100,000</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£120,000</b>	<b>£100,000</b>

## APPENDIX 2

### 2. EXISTING PEDESTRIAN ASSESSMENT PROCEDURES

- 2.1 At present, the justification of a crossing facility in Leicester is based on a long-established, numerical parameter known as “PV<sup>2</sup>” which represents:

$$\text{Pedestrian Flow} \times \text{Vehicle Flow} \times \text{Vehicle Flow}$$

(averaged over the 4 peak hours in the day)

- 2.2 Although PV<sup>2</sup> no longer features in DTLR advice, it was retained by Leicester City Council, and many other Local Authorities, as it provides an objective assessment technique which is recognised and understood by Members.
- 2.3 Typically, a PV<sup>2</sup> value of more than  $0.7 \times 10^8$  would justify a pelican or zebra crossing, although a number of site specific factors could influence the final recommendation if the assessment just failed the numerical criteria.
- 2.4 The main failing of the existing system is that it does not properly consider, reflect and promote associated LTP policy areas and initiatives.

### 3. PROPOSED PEDESTRIAN ASSESSMENT PROCEDURES

- 3.1 Recommended revisions to the assessment procedure are discussed below.

#### **Safer Routes**

- 3.2 A programme of area-wide projects is underway and will take a number of years to fully implement. In the meantime, individual requests for pedestrian facilities are often submitted by parents and teachers concerned about the safety of children walking to school and crossing at particular locations.
- 3.3 At present, the site specific PV<sup>2</sup> value is an average taken over the 4 peak hours. However, at sites near schools, pedestrian activity is obviously focused around start and finish times. Outside, these times there may be no particular pedestrian problem. The 4hr average results can, therefore, be skewed by the low off-peak flows and mask the true scale of any crossing difficulties experienced by parents and children.
- 3.4 With regard to the type of facility provided, under the existing procedures a refuge would normally be recommended for a PV<sup>2</sup> value of between 0.4 and 0.7. However, pedestrian flows outside schools are concentrated over short periods and often include a high proportion of parents with pushchairs. Refuges can only accommodate a limited number of pedestrians at any one time and may not, therefore, provide the most appropriate solution. In such circumstances, zebra crossings should be considered with complementary traffic calming measures, if required. It is worth noting that the cost of a basic zebra crossing is comparable to that of a pedestrian refuge.
- 3.5 Under the Safer Routes strategy, schools are encouraged to develop travel plans to promote walking and cycling to school. A successful travel plan can increase walking by up to 20%. The proposed pedestrian assessment procedures recognise this by reducing the PV<sup>2</sup> threshold for schools that agree to develop and implement a school travel plan for the first time. For example, if a plan is predicted to increase walking by 10%, the PV<sup>2</sup> threshold would be reduced by 10%, to 0.36.
- 3.6 To summarise, bearing in mind the Safer Routes objectives, it is more appropriate to consider school-related requests on the basis of:
- The normal 4hr PV<sup>2</sup> assessment with a 0.7 justification threshold.
  - A 2 hour PV<sup>2</sup> associated with school start & finish times and a PV<sup>2</sup> threshold of  $> 0.4 \times 10^8$  for pelicans / zebras
  - A reduced 2 hour PV<sup>2</sup> threshold for schools implementing a School Travel Plan for the first time.
  - A general presumption in favour of zebra crossings, particularly when the PV<sup>2</sup> value is  $< 0.7 \times 10^8$

#### **Cycle Facilities.**

- 3.7 Occasionally, pedestrian facilities will be requested at sites which form part of an existing or proposed cycle route. Toucan crossings are normally funded from capital budgets to promote and enhance the City's cycle route network. The decision to fund and install a particular toucan crossing is based on the

strategic requirements of the cycle network. Unlike pelican crossings, they are not subject to a formal justification procedure. Therefore, when a pedestrian crossing request would clearly serve an existing or proposed cycle route, it is recommended that:

- A toucan crossing be approved, in principle,
- the site be prioritised using the pedestrian crossing ranking procedure
- the relevance to the cycling strategy be acknowledged in the ranking process.

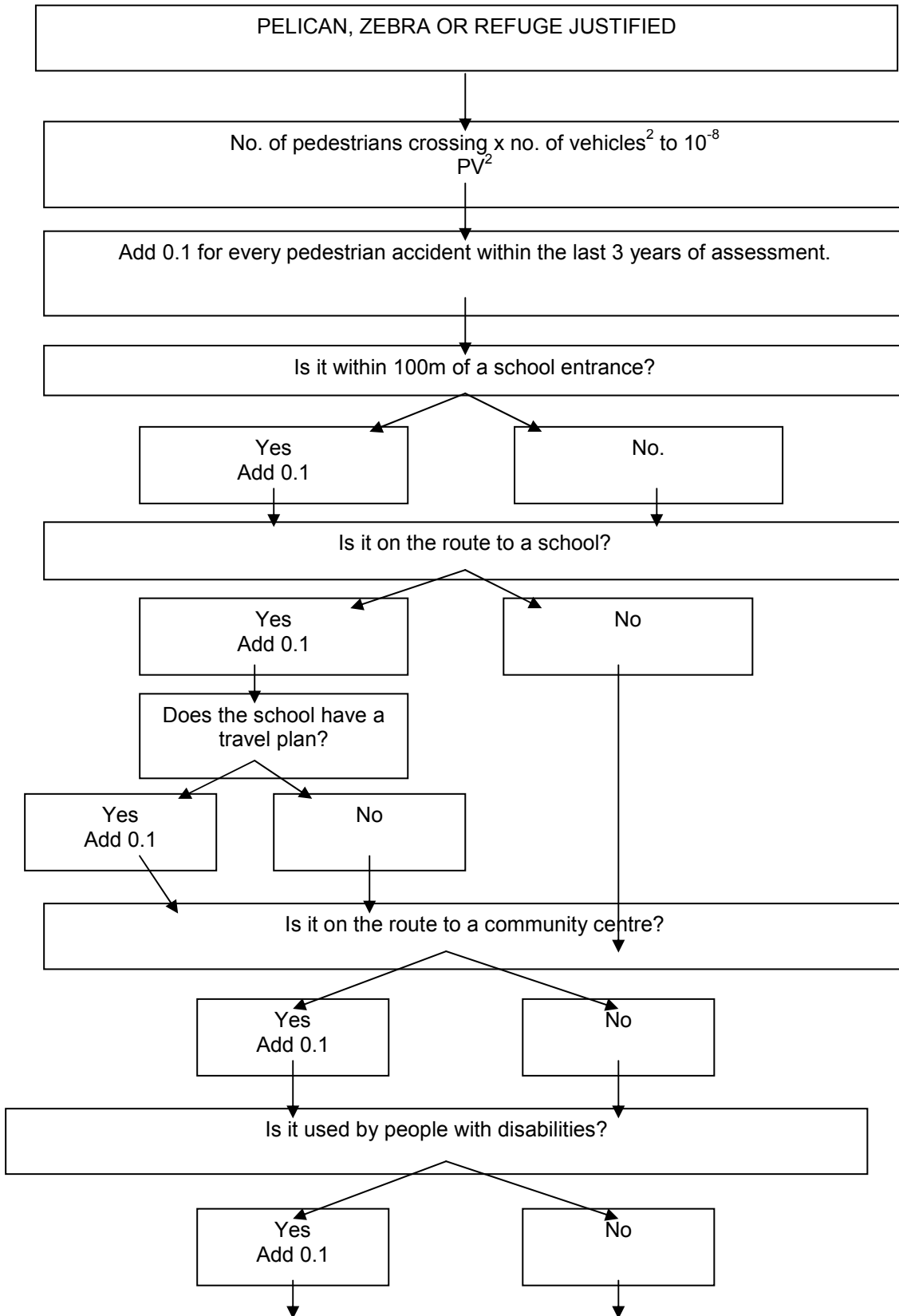
### ***Pedestrian Level of Service***

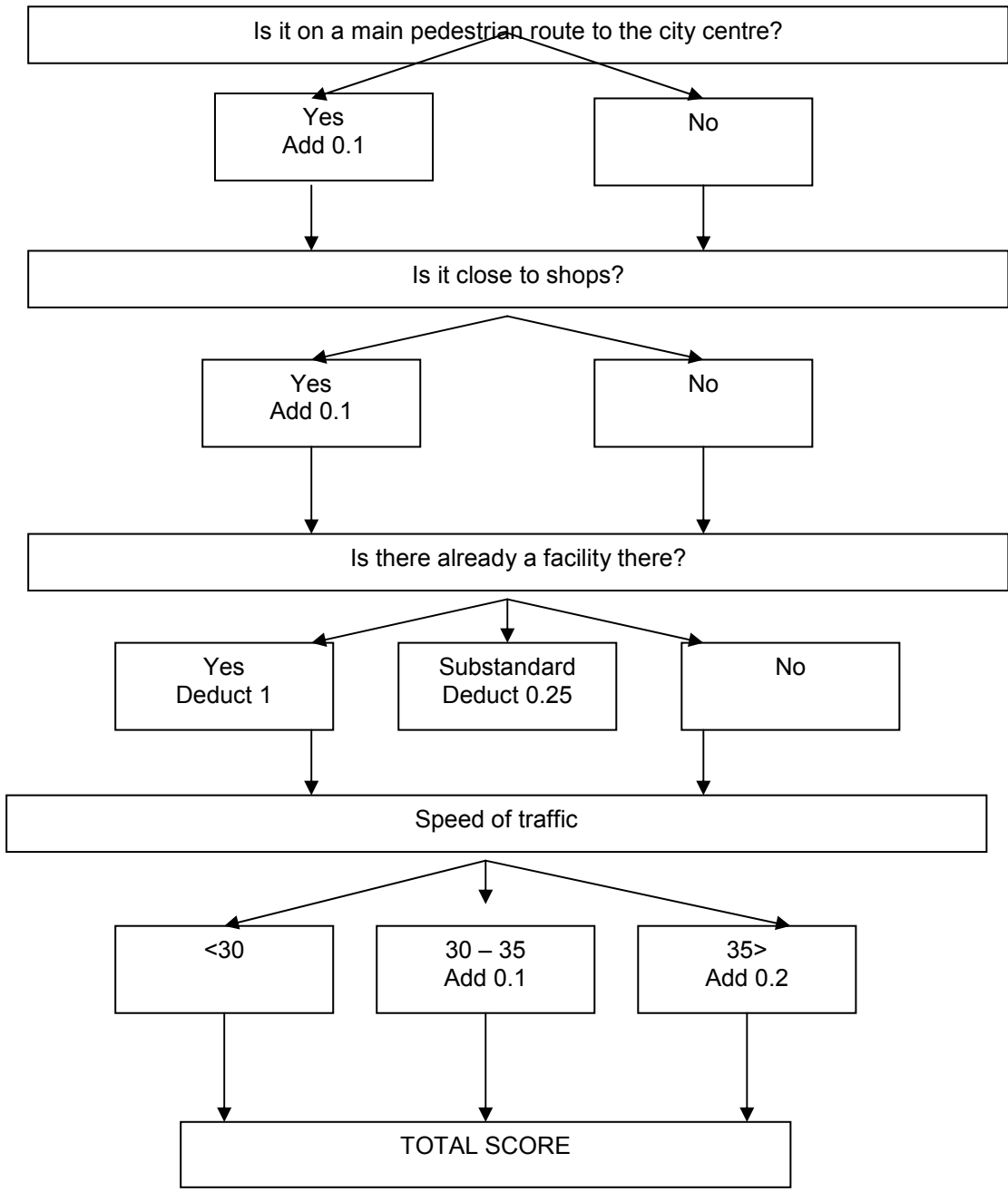
- 3.8 The “Draft Walking and Cycling Strategy” aims to provide a pedestrian facility where major pedestrian routes cross a major road. This is related to the issue of severance, which is not considered objectively in the existing pedestrian crossing justification procedure. The current reliance on PV<sup>2</sup> as a justification tool can again result in significant peak hour pedestrian problems being overlooked.
- 3.9 For example, on some routes in the City peak hour flows can reach levels which result in almost total severance i.e. it is almost impossible for pedestrians to cross in safety. However, the 4hr average PV<sup>2</sup> value can be as low as 0.1 x 10<sup>8</sup>. In such circumstances, there is a danger that the request is rejected and no further action is taken. To be consistent with the “Walking and Cycling Strategy”, it is important that the pedestrian crossing justification procedure recognises these problem sites and ensures that they are, at the very least, subjected to more rigorous scrutiny in an effort to find an appropriate solution.
- 3.10 It is therefore recommended that a site is approved, in principle, when:
- There is reason to believe that pedestrians are being seriously inconvenienced and there is **significant suppressed demand**
  - Peak hour flows on a single carriageway exceed a one-way total of 800 veh/hr or a 2-way total of 1100 veh /hr
  - Peak hour flows on a dual carriageway exceed a one-way one lane total of 800 veh /hr or a one way, multi-lane total of 1100 veh /hr.
- 3.11 The assessment of suppressed demand will remain subjective but will include issues such as:
- The existence of recognised pedestrian routes linking to the proposed crossing point
  - The distance to any adjacent pedestrian facilities and their relevance to pedestrian desire lines in the area
  - The proximity of local centres and facilities e.g. community centre, surgery etc

### ***Public Transport.***

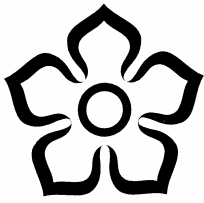
- 3.12 Good pedestrian access to bus stops and interchanges is essential to promote the use of public transport and the LTP objective of creating an integrated transport system. As in the example of schools above, the existing PV<sup>2</sup> based justification procedure will underestimate the peak period crossing difficulties experienced by passengers trying to join or leave bus services.
- 3.13 It is recommended that crossing requests which are directly associated with the provision of good pedestrian access to bus stops are:
- approved in principle when peak hour flows on a single carriageway exceed a one-way total of 800 veh / hr or a 2-way total of 1100 veh / hr
  - approved in principle when peak hour flows on a dual carriageway exceed a one-way single lane total of 800 veh / hr or a one way multi-lane total of 1100 veh/hr.
  - prioritised using the pedestrian crossing ranking procedure with due acknowledgement of the bus strategy benefits.
- 3.14 It is important to note that it may be necessary to consider the relocation of bus stops to obtain the optimum solution to any public transport / pedestrian crossing related problem. Local residents would, of course, be consulted on this issue.

### Appendix 3









Leicester  
City Council

MINUTE EXTRACT

Minutes of the Meeting of the  
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: WEDNESDAY, 6 AUGUST 2008 at 5.30pm

P R E S E N T :

Councillor Mugglestone – Chair  
Councillor Blower – Vice Chair

Councillor Corral  
Councillor Hall  
Councillor Naylor  
Councillor Joshi  
Councillor Russell

Co-opted Members

Mr Mohammed Allaudin Al-Azad – Parent Governor

Also in Attendance

Councillor Dempster – Cabinet Lead Member for Children and Schools.  
Councillor Kitterick – Cabinet Lead Member for Regeneration and Transport

\* \* \* \* \*

**213. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor John Blackmore and Councillor Suleman.

**214. DECLARATIONS OF INTEREST**

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

No declarations were made.

**229. CORPORATE CAPITAL PROGRAMME 2008/09 TO 2011/12 - PEDESTRIAN CROSSINGS**

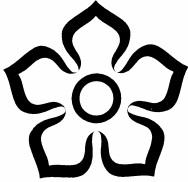
The Corporate Director of Regeneration and Culture submitted a report that sought Cabinet approval to implement the proposed Corporate Capital Programme funded Pedestrian Crossing Programme 2008/09 to 2011/12.

The Board heard that Council had approved £400,000 over the next four years for the installation of pedestrian crossings.

Officers stated that they would look at holding a workshop for Members interested in learning about the criteria used for prioritising pedestrian crossings. This was supported by Members and it was also felt that the workshop should include the criteria used for prioritising bus shelter installation.

RESOLVED:

That the report be noted.



Leicester  
City Council

**WARDS AFFECTED  
WESTCOTES & WESTERN PARK**

**CABINET  
COUNCIL**

**1<sup>st</sup> September 2008  
2<sup>nd</sup> October 2008**

---

**Proposed West End Conservation Area**

---

**Report of the Corporate Director of Regeneration & Culture**

**1. Purpose of Report**

- 1.1 To approve the amalgamation of the Daneshill and Westcotes Drive Conservation Areas, the extension of their boundaries to include parts of Fosse Road South and Hinckley Road and to re-designate this larger area as the 'West End Conservation Area'.

**2. Summary**

- 2.1 Character Appraisals have been undertaken for the two conservation areas listed above and included proposals to extend their boundaries. No objections were received from residents, other member of the public or local Ward Councillors to the proposed boundary amendments. The Appraisal documents were therefore approved by me under the Scheme of Authorisation on July 3<sup>rd</sup> 2008 in consultation with Councillor Wann.
- 2.2 However, approval of extensions to the boundaries of conservation areas falls within the remit of Cabinet. This purpose of this report is to seek that approval.

**3. Recommendations**

Cabinet is asked to make any comments and note the following prior to consideration at Council:-

- 3.1 That the extensions to the boundaries of the Daneshill and Westcotes Drive Conservation Areas, as shown on the accompanying Map 1, be approved and advertised accordingly;
- 3.2 That the area shown on Map 1 be re-designated as the "West End Conservation Area".

**4. Report**

- 4.1 Every local planning authority is under a continuing duty to consider whether it should designate new conservation areas, or extend existing ones [ss.69(1) and (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990]. A rolling programme of

reviews of all 25 of the Leicester's existing conservation areas is being undertaken to comply with this duty.

- 4.2 Of the 19 character appraisals and boundary reviews that have been completed since 2000, seven have included boundary extensions. Of these, five were approved by Cabinet between 2000 and 2007. Since May last year, authority to approve Character Appraisals has been delegated to me, in consultation with the Cabinet Lead. However, boundary extensions have to have a proper legal basis and must therefore be approved formally by Cabinet.
- 4.3 It became clear during the reviews of the boundaries of the Daneshill and Westcotes Drive Conservation Areas that other nearby properties ought to be included :

#### Hinckley Road

- 4.4 Bearing in mind the similarities of their construction dates, their architectural features and location, the buildings along the north side of Hinckley Road between Fosse Road Central and King Richard's Road could reasonably be seen to be part of the Daneshill conservation area (the Ukrainian Catholic Church, and numbers 101-107, 109-123, 157-197, 184-192 and Westcotes United Reform Church and Hall). These buildings have a strong presence on Hinckley Road and contribute significantly to the character of the area, with the church and its adjoining hall acting as strong visual 'terminators' at the junction with King Richard's Road. It would certainly be illogical to exclude them if the conservation area is also to be extended to include the properties on Fosse Road South (see below).

#### Fosse Road South

- 4.5 It was evident that these large properties on the east side of Fosse Road South (2- 70) had significant architectural and historic links with both the Daneshill and Westcotes Drive conservation areas. These large two and three storey residential properties display a variety of architectural styles, are of a high build quality, and make a significant impact on the local townscape. They are also important local landmarks and help to create the strong 'sense of place' for people living and travelling in the area. They would therefore justify conservation area status. However, Fosse Road South has common boundaries with both of the existing conservation areas. Therefore, rather than adding Fosse Road South to just one of these it would be logical to combine all three areas together into one, larger, conservation area.
- 4.6 This larger conservation area would therefore need a more appropriate name and I would suggest that 'West End Conservation Area' would be suitable.

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

### **5.1 Financial Implications**

- 5.1.1 There are no significant financial implications arising from this report.

*M Judson, Head of Finance, ext 29 7390*

### **5.2 Legal Implications**

- 5.2.1 Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 imposes a duty on the City Council as local planning authority to review the past exercise of their functions under s.69 from time to time to determine whether any parts

or further parts of its area should be designated as conservation areas. If it so determines, the Council 'shall designate those parts accordingly'.

5.2.2 In preparing this report the Service Director has also considered government guidance contained in PPG15 and Circular 01/2001.

*A Cross, Head of Litigation, ext 29 6362*

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	No	
Policy	Yes	City of Leicester Local Plan 2006, Chapter 9
Sustainable and Environmental	Yes	As above
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

## 7. Background Papers – Local Government Act 1972

- City of Leicester Local Plan 2006
- 'Guidance on Conservation Area Appraisals' (English Heritage)
- Delegated approval of character appraisal
- Character Appraisal files for Daneshill and Westcotes Drive Conservation Areas

## 8. Consultations

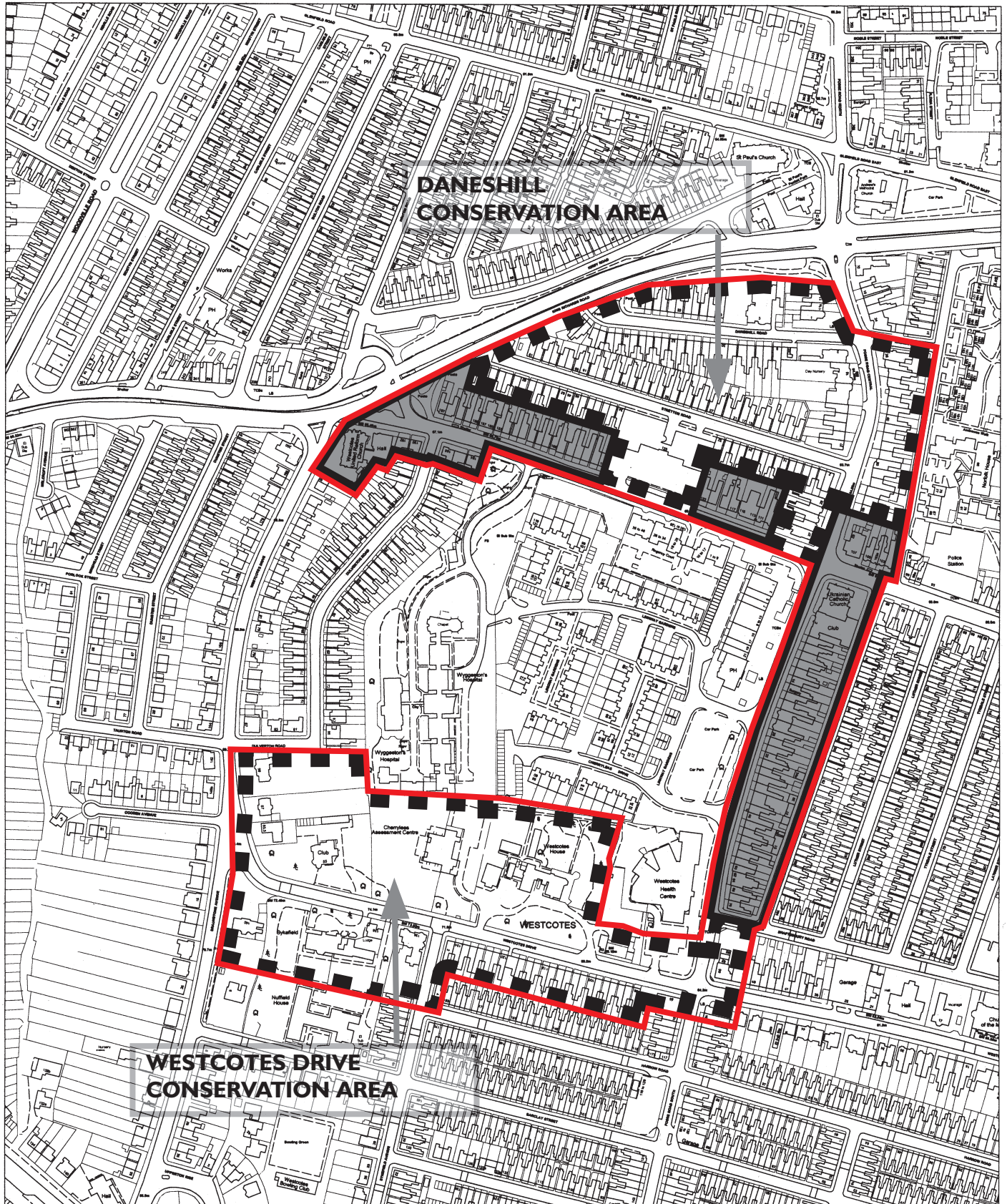
8.1 Consultations with local people, other interested parties and Council departments were carried out as part of the Character Appraisal review process in both conservation areas, including the proposed boundary extensions. No objections were received to the proposed new boundary or to the proposed change of name.

## 9. Report Author

June Gray  
 Planner  
 Ext. 29 7281  
 e-mail address [june.gray@leicester.gov.uk](mailto:june.gray@leicester.gov.uk)

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





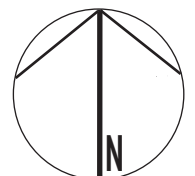
## Proposed West End Conservation Area



Boundaries of existing conservation areas

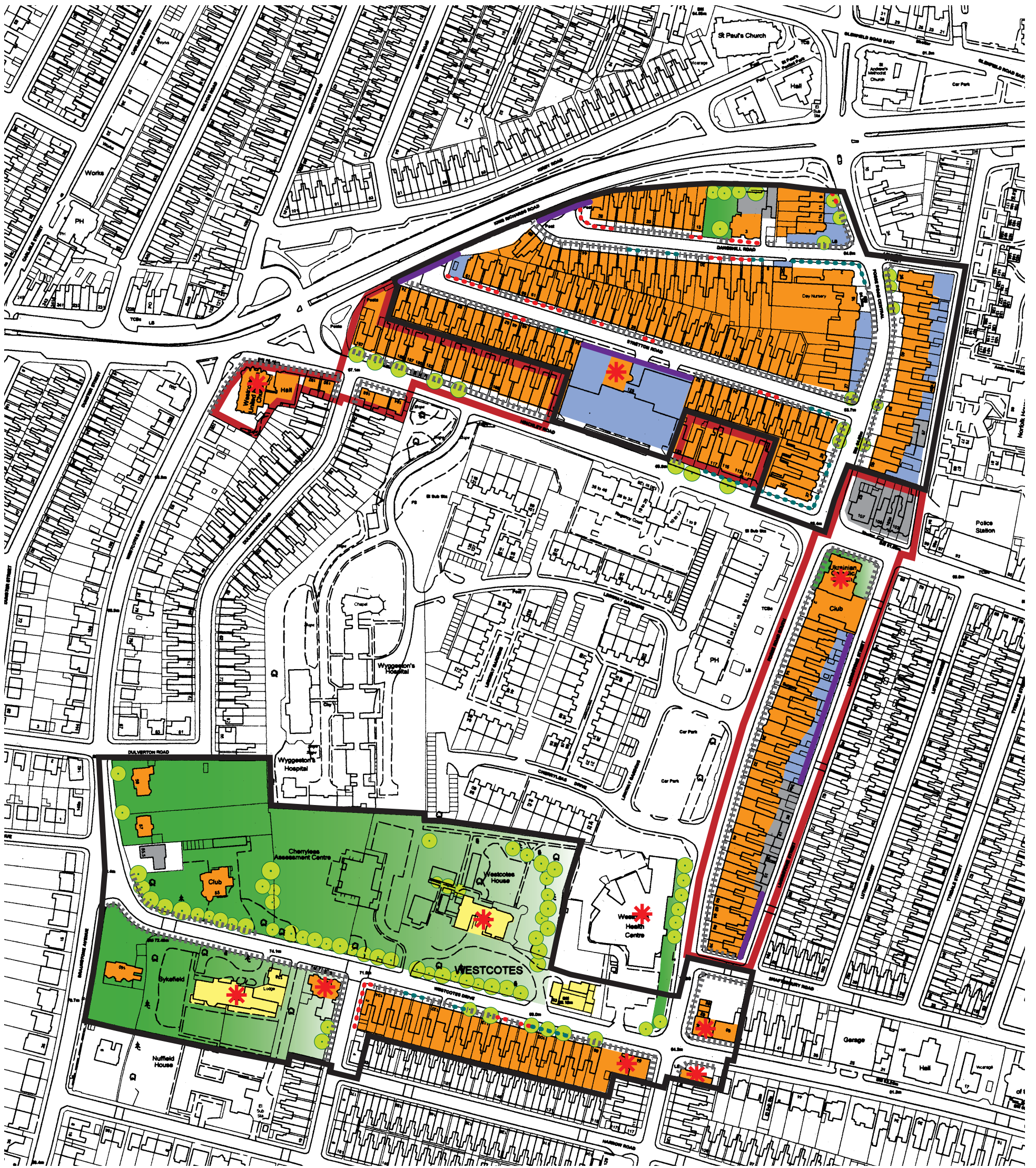


Proposed extensions to form new West End Conservation Area

















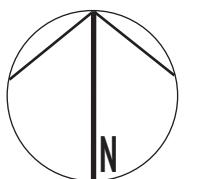




© Crown copyright. All rights reserved Leicester City Council. 1001 9264 (2008)

## West End Conservation Area Character Appraisal

- |   |   |   |   |
|---|---|---|---|
|  | Existing boundary of conservation areas   |  | Buildings or spaces having a neutral effect |
|  | Proposed extensions to the conservation areas   |  | Important trees and green spaces            |
|  | Listed buildings  |  | Hedge                                       |
|  | Buildings that make a positive contribution to the character of the conservation area |  | Landmarks and key buildings                 |
|  | Buildings and spaces that detract from the character of the area                      |  | Important boundary walls                    |
|   |   |  | Missing boundary walls                      |
|   |   |  | Unsightly boundaries                        |



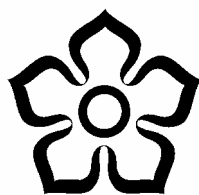
Not to scale





# West End Conservation Area

(draft March 2008)



Leicester  
City Council

## Contents

- 1.0 Introduction**
- 2.0 Planning Policy Framework**
- 3.0 Definition of Special Interest**
- 4.0 Assessment of Special Interest**
  - 4.1 Location and setting
  - 4.3 Historic development and archaeology
  - 4.14 Prevailing and former uses
  - 4.15 Architectural character and key buildings
    - 4.19 Townscape and character areas
    - 4.20 Daneshill
    - 4.34 Fosse Road South
    - 4.39 Westcotes Drive
  - Building materials and the public realm
    - 4.42 Building materials
    - 4.49 The public realm
  - 4.50 Greenery and green spaces
  - 4.54 Negative factors
  - 4.57 Problems and pressures
- 5.0 Community involvement**
- 6.0 Conservation Area boundary**
- 7.0 Management and enhancement proposals**
- 8.0 Contacts and appendices**

### Appendices

- Appendix 1 List of buildings in the West End Conservation Area
- Appendix 2 List of listed buildings in the conservation area
- Appendix 3 Relevant Local Plan and other Policies
- Appendix 4 Responses to consultations
- Appendix 5 Management & Enhancement Proposals
- Appendix 6 Glossary of architectural terms

### List of Maps & Figures (*maps shown in italics will be included in final approved version of the Statement*)

- Figure 1 Landforms*
- Figure 2 Roman villa on Norfolk Street*
- Figure 3 Danett's Hall c. 18<sup>th</sup> century*
- Figure 4 Westcotes Grange (Throsby 1700)*
- Map 1 City of Leicester Conservation Areas*
- Map 2 Boundary of proposed West End Conservation Area*
- Map 3 Fowler's map of 1828*
- Map 4 Ordnance Survey extract 1888*
- Map 5 Ordnance Survey extract 1915*
- Map 6 Ordnance Survey extract 1930*
- Map 7 Character Appraisal*
- Map 8 Architectural character groups*

*This is a consultation draft of the Character Appraisal of the West End Conservation Area. Comments are welcome and should be sent to the Planning Policy & Design Group, Regeneration & Culture, Leicester City Council, New Walk Centre, Welford Place, Leicester LE1 6ZG or fax (0116) 2471149 or e-mail [urbandesigngroup@leicester.gov.uk](mailto:urbandesigngroup@leicester.gov.uk)*

## **1.0 Introduction**

- 1.1 A character appraisal is the first step in a dynamic process, the aim of which is to preserve and enhance both the character and the appearance of a conservation area. It defines, records and analyses the architecture and history of buildings and spaces, leading to an understanding its townscape, value and significance and, thus, to establishing the qualities that make the area special and worthy of conservation area status. The appraisal can then provide a baseline for decisions about an area's future, as well as a useful tool for education and information.
- 1.2 An appraisal also has to identify those features and problems that detract from this special quality and suggest, by means of management and enhancement proposals, the ways in which the special interest could be safeguarded or improved. An appraisal is also the time to review the boundaries of conservation areas and, where appropriate, to propose amendments.
- 1.3 The West End Conservation Area has been created by the amalgamation of two existing conservation areas, Daneshill and Westcotes Drive, and the addition properties of the Ukranian Catholic Church and Hall on Hinckley Road and the large three storey properties from 2-70 Fosse Road South. The Daneshill and Westcotes Drive Conservation Areas were designated in 1987 and 1989 respectively, covering an area of about 9 hectares (22 acres). The enlarged conservation area will cover an area of about 10 hectares (25 acres). There are also two Article 4 Directions, the first covering the former Daneshill Conservation Area and the second the Westcotes Drive Conservation Area. Both date from October 1991. There are currently 5 Tree Preservation Orders in the conservation area and one immediately adjoining the boundary on Hinckley Road.
- 1.4 The survey and Appraisal were carried out during 2007 following the methodology suggested by English Heritage. To ensure that a complete picture is built up about the value and character of the area the Council will ask people who live, work and visit the area for their views about the conservation area, such as what they like or dislike about it as or how it could be preserved or enhanced.

## **2.0 Planning Policy Framework**

- 2.1 The protection and preservation of historic environments are now extensively recognised for the contribution they make to the country's cultural and historic heritage, its economic well-being and quality of life. Public support for conservation – both in the built and natural environments – is likewise well established. National and regional governmental guidance reflects this.
- 2.2 The concept of conservation areas was first introduced into national legislation in 1967 in the Civic Amenities Act which defined conservation areas as areas *"of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance"*. It is not the purpose of conservation areas to prevent change but to manage change in

such a way that it maintains and strengthens the special qualities of each area.

- 2.3 Current legislation is set out in the Town & Country Planning Act 1990 ('the principal Act') and the Planning (Listed Buildings and Conservation Areas) Act 1990 ('the Act'). Key government guidance is provided by Planning Policy Guidance Notes 15 (PPGs 15 and 16) – 'Planning and the Historic Environment' and 'Archaeology and Planning'. The Act places a duty on the Council to declare as conservation areas those parts of their area that they consider to be of special architectural or historic interest [s.69(1)]. It also imposes on the Council to review past designations from time to time [s.69(2)]. Conservation area status also means that there are stricter controls on changes that can be made to buildings and land including the need for consent to demolish any building, strengthened controls over some minor forms of development and the automatic protection of all trees in the conservation area.
- 2.4 The Council has a further duty to formulate and prepare from time to time proposals for the preservation and enhancement of its conservation areas [s.71(1)] and these are set out in Appendix 4). The Council must also pay special attention to the desirability of preserving or enhancing the character and appearance of conservation areas when determining planning applications for sites within such areas [s.72(1)].
- 2.5 The City of Leicester Local Plan is the over-arching policy document for land use in the city and contains policies against which the appropriateness and design of development proposals can be measured. Some of these policies relate directly to the historic environment, including conservation areas, listed buildings and archaeology, and are designed to help ensure that new developments or conservation-led regeneration reflect the character and value of that environment. These are listed in Appendix 3. There is, however, a general presumption against the demolition of any building in a conservation area where that building makes a positive contribution to the character and appearance of the conservation area.
- 2.6 Both Daneshill Road and Stretton Road are covered by Article 4 Directions made in 1991. In general the architectural character that the Directions were designed to protect has been retained with only a few minor exceptions. These have been pursued where appropriate.

### **3.0 Definition of special interest**

3.1 The special interest of the conservation area results from a combination of many factors, both architectural and historic, but they can be summarised as follows :

- the area has a very long history, dating back to at least Roman times, and has been linked with Leicester and its abbey from at least the 12<sup>th</sup> century. Part of a large manor, the southern part of the conservation area was gifted to Leicester Abbey, the ruins of which lie in Abbey Park to the north-east, in the 12<sup>th</sup> century;
- the Westcotes Drive area has important historic links with the Harris family who bought the Westcotes estate in the mid-19<sup>th</sup> century. They built two houses for themselves, both of which still survive (Westcotes House and Sykefield). These links also extend into the surrounding area outside the

conservation area such as the nearby Church of the Martyrs on Shaftesbury Road and the Westcotes Library on Narborough Road;

- the area not only has a large number of finely detailed houses, all of which are built to a consistently high quality, but also the area's two listed buildings, houses that were designed by two well-known architects of the late 19<sup>th</sup> century – S.S. Teulon (Westcotes House, also the architect for the alterations to Holy Trinity Church, Regent Road) and Ewan Christian ('Sykefield', 136 Westcotes Drive; also Church of the Martyrs, Westcotes Drive East). The majority retain most of their original architectural features and several are included in either the statutory list of buildings of architectural or historic interest or are 'locally listed'. The architectural character of the area is extremely varied and attractive and has produced a townscape that is rich in pattern and detail. The multitude of different house designs in the area means that it is much more visually diverse and interesting than most other late 19<sup>th</sup> century Leicester suburbs;
- the buildings in the conservation area provide a visual record of the cycles of Leicester's development over the last 150 years. The big houses (Ashton Lodge, Westcotes House and Sykefield) are evidence of the city's early growth when the wealthier classes chose to move to the 'countryside' edge of the growing town, upwind of its factories. There are also numerous examples of the sort of large terraced dwellings that were built for the upwardly mobile middle classes of the late Victorian period (Fosse Road Central and South) as well as fine examples of smaller artisan dwellings on Daneshill Road and Stretton Road that remain largely untouched.

#### **4.0 Assessment of special interest**

##### Location and setting

- 4.1 The conservation area lies 1.5 kilometres (just under 1 mile) west of the city centre and lies above the 63m contour. It occupies the top of a long north-south sandstone ridge that rises above the floodplain of the River Soar 700m to the east. The ground rises quite steeply from the river to its highest point at 74m above sea level outside 'Sykefield' on Westcotes Drive (Fig.1). The views eastwards from the grounds of Wyggeston's Hospital, although outside the conservation area, illustrate this hilltop location particularly well. As the general plan form of the conservation area is one of long straight east-west streets hanging off the west side of the Fosse Road 'spine' this means that there are long views up and down hill from Daneshill Road, Stretton Road and Westcotes Drive.
- 4.2 The conservation area is bounded by King Richard's Road to the north, Harrow Road to the south, Braunstone Avenue on the west and Livingstone Road on the east side. It is roughly circular in shape but open on the western side to exclude the modern developments of the Linkway estate and the 1960s Wyggeston's Hospital complex. The conservation area is primarily residential and is part of an inner city residential suburb known as the 'West End'.

##### Historic development and archaeology

- 4.3 Although there is little evidence of Roman occupation in the conservation area itself, it lies very close to the site of a substantial late 3<sup>rd</sup> or 4<sup>th</sup> century Roman villa that was first located in 1782 off King Richard's Road (Fig. 2). Known as the 'Norfolk Street' or 'Cherry Orchard' Villa this would have been a

Roman farm whose lands may well have included some, or even all, of the land that now forms the conservation area. One of the mosaic floors that were discovered when the villa was excavated is now an important exhibit in the Jewry Wall museum while another, much plainer, piece is displayed in a wooden case on the south wall of the portico to the old Fish Market on Market Place South.

- 4.4 Little is known about the area between the Roman period and the 11<sup>th</sup> century but the Domesday Survey of 1086 mentions the manor, or 'liberty', of 'Bromkinsthorpe'. The word 'thorpe' is an old Scandinavian word meaning 'outlying farmstead or hamlet' and this suggests that the area had a relationship with some central location, possibly, in this case, with the town of Leicester itself. Indeed, a charter of 1599 from Elizabeth I suggests this and Bromkinsthorpe was regarded, from at least the Middle Ages, as part of the borough of Leicester, despite lying well outside the town walls. The manor stretched from somewhere around what is now Imperial Avenue in the south to the Newfoundpool area in the north and the modern conservation area therefore occupies part of that historic site. At that time the hilly landscape would have been one of small woodlands and pasture.
- 4.5 Originally held by Hugh de Grentemesnil the Bromkinsthorpe manor came into the hands of Earl Robert II (le 'Bossu' or 'hunchback') probably in 1118 and the Earl included parts of the manor in his grant to Leicester Abbey when he founded it in 1138. The northern part of the conservation area, and from which Daneshill Road gets its name, was known as Dane Hills (see Map 3). This name could derive from the Old English word meaning 'hill by the wooded pasture', which, on the basis of the known topology at that time, seems entirely appropriate.
- 4.6 By the 13<sup>th</sup> century there were two manors in the area. One was Walsh's Hall, known also as Dannett's Hall, whose lord of the manor was, in 1428, a Richard Dannett (although it may have been in the Dannett family for at least 200 years before that). The Danets, or their relations, continued to hold the manor until 1681. In 1700 it was acquired by the Watts family who rebuilt the hall (Fig. 3) and remained the owners until 1769. Watt's Causeway (now King Richard's Road) was named after them and it was a daughter of that family, Susannah Watts, who wrote the book (still in print) 'A Walk through Leicester' in 1804. The houses at 26-60 Fosse Road Central and 2-70 Fosse Road South stand on what were the Danett's Hall orchards (see Map 3). The Hall and its lands were sold to the Leicester Freehold Society for building following the death of its last owner, Dr Joseph Noble, in 1861. Unknown to his family, Dr Noble had died of cholera during an epidemic in Spain. In order to discover his whereabouts a Leicester detective nicknamed 'Tanky' Smith was commissioned to search for him. 'Tanky' was a master of disguise and this is commemorated in the carved heads at his home, Top Hat Terrace, 113-119 London Road.
- 4.7 The second manor in Bromkinsthorpe was 'Westcotes', a name that survives today. Its history is closely associated with Leicester Abbey, being one of its 'granges' (or farms) until the Abbey was dissolved in 1538. The land was eventually sold to a John Ruding in 1558, one of whose descendants, Walter Ruding, built himself a fine country house called Westcotes Grange (see Fig. 4). This stood on the site of today's Cranmer Street and its grounds extended from Hinckley Road to Westcotes Drive (Map 3). The family name is preserved as Ruding Road on the east side of Narborough Road.



- 4.8 The westward expansion of Leicester had long been limited by the natural barrier of the River Soar with its several channels and marshy ground and also by the presence of the Danett's Hall and Westcotes Grange estates. The area thus remained very much on the countryside edge of the town until the middle of the 19<sup>th</sup> century with only a few large villas occupying large grounds - Danes Hill House, Arundel House, Westcotes Grange and Sykefield - and there were even sand and clay pits at the western end of Kirby Road. It was not until the two estates were sold that development could really begin.
- 4.9 The sale of the Danett's Hall estate in 1861 allowed the grand houses on the east side of Fosse Road Central to be built (such as St Paul's Terrace c. 1870). However, twenty years later Daneshill Road was still only a short cul-de-sac whilst Stretton Road was little more than a tree-lined path (Map 3). Despite the last quarter of the 19<sup>th</sup> century being the peak of Leicester's and prosperity and expansion, development elsewhere in the conservation area had to wait until the sale of the Westcotes estate in 1886.
- 4.10 The Ruding family (para. 4.6) were the owners of the West Cotes estate from the 16<sup>th</sup> century until 1821, after which it passed through various hands until it was bought by its last owner, Joseph Harris, around 1846. The Harris's sold the land in 1886 and the new owners demolished the old house and sold the land for housing in 1888. However, Samuel Harris (one of Joseph's sons) commissioned a new house, 'Westcotes Grange', that same year. This house, Westcotes House, still stands, although now it is now occupied by the University Hospitals Trust. Harris also used some of the money from the sale to endow and build the Church of the Martyrs on Salisbury Road. The other house on Westcotes Drive is 'Sykefield', built for another member of the Harris family about the same date. In the last quarter of the 19<sup>th</sup> century Leicester was at the peak of its prosperity and Westcotes Drive attracted some of the city's leading industrialists and professional people; for example, the 'Art Nouveau' style house at 136 Westcotes Drive, on the corner with Sykefield Avenue, was built for J R Frears, the biscuit manufacturer, in 1902.
- 4.11 By the last decade of the 19<sup>th</sup> century the road pattern in the conservation area had been established. Daneshill Road and Stretton Road (named after William Weston Stretton who gave the land for St Paul's Church) were almost fully built-up by 1893, most of the houses on Fosse Road South had been built (by 1897) although only what is now the Conservative Club (number 55) had been added on Westcotes Drive. The houses at 88-134 Westcotes Drive were built between about 1903 and 1907. Westcotes United reform Church and Hall were built in 1906 and 1922 respectively.
- 4.12 By the 1920s development in the area was complete and the conservation area had become part of the densely built up 'west end' of the city. During the early 1980s, however, the West Bridge Stage II road improvement scheme was constructed, thereby separating the Daneshill area from Kirby Road and opening up the north sides (the backs) of the houses on Daneshill Road to view. The impact on the character and urban pattern of the area was substantial, particularly at its western edge where there is now a very large traffic light controlled junction.
- 4.13 By the 1980s many properties in the conservation area, like other large houses in and around the inner city, had been converted into bed-sits, hostels and other forms of multiple occupation. Recognising that such

accommodation was often of very poor quality it became Council policy to secure, as far as possible, improvements to this kind of housing. The Daneshill Housing Improvement Zone, declared in 1989/90, formed part of that programme, one of the aims of which was to encourage the replacement of small non-self contained units to larger self-contained flats. A general presumption in favour of the conversion of large houses into flats or other forms of shared use remained but the special architectural and historic qualities of the houses in Daneshill Road and Stretton Road were recognised and they were therefore specifically excluded from that policy of presumption.

#### Prevailing and former uses

- 4.14 The conservation area remains a primarily residential area. While most of the larger houses have been converted into flats the smaller houses remain as family homes. On Westcotes Drive, Westcotes House is now used by the National Health Service, with a separate Assessment Centre in the grounds while 'Sykefield' is a care home.

#### Architectural character and key buildings

*Map 7 provides, amongst other things, a comprehensive assessment of the contribution that the buildings in the conservation area make to its character and appearance. Where extensions to the boundary are proposed the buildings within those areas are included below. A small selection of the buildings that are considered to make positive contributions to the conservation area are described below and are highlighted in **bold** in the text. The omission of any particular building, feature or space should not be taken to imply that it is of no interest.*

- 4.15 The development of the area through the late 19<sup>th</sup> and early 20<sup>th</sup> centuries has produced a townscape of attractive terraces in a wide range of styles and decorated with fine examples of builder's craftsmanship in brick and other materials. There are some relatively majestic two and three storey villas, but the character is generally created by imposing three storey terraces and other, more modest, two storey artisan houses. Across the conservation area generally, tall chimney stacks, dormers, finials, gables, varied rooflines and even occasional turrets make for interesting or dramatic skylines. A particular feature of the area is the number of different designs that have been introduced into the terraced layout (see Map 9) to create groups of symmetrical buildings. This produces a very rich townscape but one that is particularly sensitive to incremental change which not only disrupts group harmony but also destroys the symmetry. Article 4 Directions have therefore been made covering all houses in the Daneshill and Westcotes Drive areas. Unfortunately, a number of properties had been altered to the detriment of this symmetry and to the character of the street prior to the making of the Article 4.
- 4.16 The layout of buildings is also an important factor in the area's townscape. The buildings on the west side of Fosse Road Central are set back from the road and help to give this street an 'airy' feel, while the large houses and well-treed grounds on the north side of Westcotes Drive create an impression of space and calm that contrasts strongly with the terrace opposite. The buildings on the west side of Fosse Road South are set well back from the road and this brings the houses on the east side into greater prominence as well as adding to the area's sense of space. Overall, the conservation area has a general feeling of spaciousness that is unusual in the West End. The loss of front gardens to car parking is regrettable.

- 4.17 Trees are also important features of the conservation area. In the Daneshill area tree cover is mainly limited to street trees but this renders their contribution to the townscape correspondingly high. The trees serve not only to enhance the curved form of the street but to soften the hard urban environment of this busy route. Hinckley Road and Stretton Road are also enhanced by trees while a row of young street trees soften and add interest and texture to Fosse Road South. Trees dominate the environment of Westcotes Drive.
- 4.18 The conservation area occupies the summit of a long ridge and this makes for many interesting views and vistas within, into and out of the area. Thus, there are fine views from Fosse Road Central up to the summit of the ridge on Daneshill Road and Stretton Road and from Fosse Road South up Westcotes Drive. The view eastwards down Hinckley Road to the city centre is also noteworthy and is enhanced by the Ukrainian Church, a prominent landmark at the junction. The strong line of the boundary wall to 'Sykefield' adds interest to the uphill sweep of Westcotes Drive from Braunstone Avenue.

#### Character Areas

- 4.19 The conservation area is not homogeneous. To reflect the differences in character across it, the conservation area has been split into three 'character areas' for the purposes of this character appraisal. These are :
- Daneshill
  - Fosse Road South, and
  - Westcotes Drive.

#### Daneshill

- 4.20 The character of the Daneshill area is markedly different from the rest of the conservation area in scale and design but it maintains the same terraced form of development. Comprising mainly large three storey 'attached' villas, the buildings are more grandiose than the rest of the houses in the conservation area and contribute significantly to the character of the area. The houses are built in a wide range of styles, with many ornate decorative features on their red, gault and polychrome brickwork façades. Buildings are set back on their plots, the building line of numbers 28-50 following the subtle curve of the road. The curve leads the eye around, bringing the vertical features of the buildings into visual prominence and thereby adding to the visitor's experience of the townscape. The glimpses that can be had down Daneshill Road and Stretton Road emphasise further the differences between townscape of the side streets and that of Fosse Road. Mature street trees create an 'avenue' feel.
- 4.21 Decoration is a particular feature of the Fosse Road Central properties, which were designed with many distinctive Victorian features to impress visitors and passers-by. There are Domestic Revival style houses at numbers 29-37 with timber porches, fishscale tile hanging, elaborate doors with fanlights and coloured glass, coloured floor tiles and big triangular Gothic gables, red and white polychrome brickwork at numbers 15-17 and 38-48, the latter also having Dutch-style gables. Bay windows and elaborate name plaques are common. The front walls and railings at 28-60 are replacements, funded by the Council in the 1980s. They re-used original pier caps wherever possible, although the railing proportions are not as robust as they should be and the

'leaf' design is somewhat inappropriate.

- 4.22 Daneshill Road and Stretton Road climb up the ridge away from Fosse Road Central. They have a unity of red brick, stone and timber but nevertheless have quite different characters. Daneshill Road is shorter than Stretton Road and the houses are generally plainer. Approached from Fosse Road Central, Daneshill Road is framed by large three storey houses on the south side with a large villa and garden breaking up the rhythm of the north side. The reverse is true on Stretton Road where the tall gabled houses at 69-81 punctuate the distant skyline. The view west along Daneshill Road is 'closed' by buildings while the view in the same direction along Stretton Road is open beyond the ridgeline to the trees on Kirby Road. A large number of original chimney stacks, enhanced by corbel detailing, remain, as do many original terracotta chimneypots, Welsh clay roof tiles and red terracotta ridge tiles.
- 4.23 Stretton Road has stronger vertical rhythms and is generally more decorative than Daneshill Road. As in Daneshill Road, the terraces are broken up into many symmetrical groups of different designs. There are also one or two single or semi-detached houses of individual design. Most properties retain their original timber sashes but some plastic has unfortunately appeared, despite the Article 4 Direction. Nevertheless, from the double pair of big gabled houses at the east end to the large three storey Tudor Revival properties the west end, decoration and architectural detailing adds much visual interest. The townscape is, however, badly damaged by the commercial buildings, security fencing and service access in the centre of the street which breaks up the terraced pattern and introduces a highly discordant element into the street scene. Trees have been planted in an attempt to soften the impact but this has had little effect.
- 4.24 Large three storey terraces are also a feature of Hinckley Road. Set behind brick or stone boundary walls and screened by street trees, the buildings step up from 117 Hinckley Road at the junction with Fosse Road to the summit of the ridge that forms the spine of the conservation area, at around 161 Hinckley Road. There are fine views from the ridge-top eastwards and downhill to the city centre, while the views downhill to the west are more open, having been opened up for the construction of the King Richard's Road dual carriageway. Although many of the houses west of the Jessop's Camera Centre have lost original windows and doors, they are nevertheless an important visual group, balancing the larger, more ornate properties at the eastern end. Dormers, tall chimney stacks, double height bays and simplified Domestic Revival styles prevail on the north side, with simpler two storey houses in the Arts and Crafts manner on the south side around the Dulverton Road junction. Hinckley Road terminates with the large Edwardian red brick Westcotes United Reform Church and church hall, both important landmarks in this part of the city.
- 4.25 The eastern part of the conservation area comprises four groups of buildings in three different styles. There are the Gothic style properties at **26-36 Fosse Road Central** in gault (white/yellow) bricks with stone window heads, the distinctive 'bell' gables of **38-48 Fosse Road Central** (built c.1869-76), the pared-down Queen Anne style red brick façade of **50-54 Fosse Road Central** terminating with the Italianate gault brick and stone group at **56-60 Fosse Road Central**.

- 4.26 The west side of Fosse Road Central is lined by buildings of a completely different character. The first group, **9-11a Fosse Road Central/1 Daneshill Road**, are small three storey houses that probably date from the 1860s-70s. They are therefore some of the earliest buildings in the conservation area (see Map 3). The chimneys retain their original cream terracotta chimney pots. The most unusual feature of these houses, and one that continues as far as 17 Fosse Road Central, is the pierced red and gault brick front boundary wall. The loss of original windows at the corner property and the front gardens to car parking at 9-11a is regrettable.
- 4.27 A very unusual and finely detailed pair of Italianate villas from about 1856 can be seen at **15-17 Fosse Road Central**, where the gault bricks with orange/red and blue polychrome brick detailing make a strong architectural statement in the street scene. The original front boundary walls complement the colour and design elements of the building, although the loss of the front gardens for car parking is regrettable.
- 4.28 At **19-27 Fosse Road Central** the colour theme changes back to red brick with stone dressings, although there are gault brick spandrels and flat pilasters above and between the first floor windows. These buildings are in a very individual Domestic Revival style with mock Tudor gabled windows to the second floor, complete with sham timber details, and a square bay to the ground floor with a large first floor window with an elliptical windowhead between.
- 4.29 There are many interesting groups of houses each on Daneshill Road although all are linked by their common use of red brick and slate roofs. Of particular note are the two pairs of semi-detached houses at **8-14 Daneshill Road** with double height bays, tile-hanging and sham half-timber details, big dormers, original timber sashes and moulded brick detailing above the round arch brick porches, the terrace at **44-56 Daneshill Road** which is also decorated with double height bays and deep horizontal stone bands, an unusual feature for such relatively small houses, and **13-33 Daneshill Road** have large splayed ground floor bays, round arched porches with pilasters and hoodmoulds, gault brick bands, with corbelled eaves. Most retain their original sash windows with eight light upper sashes. The former Arundel House (now Ashton Lodge care Home) at **3 Daneshill Road** presents an imposing frontage to the street, although the loss of its original windows is regrettable. To its left is the original coach house and cobbled carriageway with a large walled garden on the left hand side.
- 4.30 Worthy of special note are the houses at **1-7** and **11-13 Stretton Road**. The former have big ground floor bays with lead roofs, large first floor triple light windows and sham timber-framing details and big barge boards on the gables. Original coloured encaustic tiles can still be seen in the porch of number 1. The latter is a 'one-off' symmetrical pair of considerable architectural interest with very finely moulded and detailed splayed bays with 'barley-sugar' twists to the corner mullions, a name plaque ('Avondale Villas 1893') in a brick roundel with a hoodmould and carved end-stops, a decorative brick eaves course and hoodmoulds with keystones and endstops over the porches. Red clay ridge tiles and gable finials are also visible. The big double height bay windows at **9 Stretton Road** help the house to stand out from its neighbours, as does its large, red clay tiled hipped roof over the bays.

- 4.31 Beyond are other paired groups of two storey houses at **21-29, 31-33** and **35-49 Stretton Road**, each of which have distinctive features such as neat timber door canopies, double height bays with moulded stone lintels and faceted hipped roofs at 21-29, moulded brick name plaques at 31-33 and elaborate moulded eaves cornices and stone lintels at 35-49, the latter having hoodmoulds and carved endstops. The largest houses on the north side of the street are at **51-61** and **69-81 Stretton Road**. These two groups are in the Domestic and Tudor Revival styles with big gables, two and three storey high bayed windows and elaborate chimneys. The former have Venetian windows at second floor level and tile hung bays while the latter are exuberantly decorated with sham timber framing and pargetting. At the end of the terrace a hexagonal corner feature with a turreted roof adds further decoration. Unfortunately, two of the full height bays in this group have been rebuilt and the replacements are wholly unsympathetic, having neither the correct window proportions, number of lights nor sham timber framing.
- 4.32 The houses on the south side of Stretton Road are much less elaborate and there are fewer different styles. The most detail and variety is to be found between **2-22 Stretton Road** where there are decorative eaves courses, carved stone lintels, name plaques and many bay windows with original 'shouldered' upper sashes. At **24-32 Stretton Road** there are double height bays with faceted hipped roofs and small panes in the upper sashes, tall corbelled chimneys with vertical projecting ribs and flat canopies supported on moulded timber brackets. Beyond there are two neat groups of houses at **34-40** and **42-74 Stretton Road** many with corbelled eaves details, single bays and paired doors set back in round-arched porches.
- 4.33 There is a variety of detailing to the properties along Hinckley Road that add considerable interest to the townscape and architectural character of the area. Of note are the tile hung bays, bargeboards and finials of **109-115 Hinckley Road** and the decorative fishscale tile-hanging to the dormer gables and cheeks, brick eaves courses and brick and stone arches over the doors at **157-163 Hinckley Road**. The sham timber-framing on the bays at **171-175 Hinckley Road** (and perhaps hidden behind the weatherboarding at number 169) adds further visual interest and pattern. The simple Edwardian detailing at **184-192 Hinckley Road** and **Westcotes United Reform Church** add a quiet dignity around the busy junction with King Richard's Road. Unfortunately, the large yellow brick Gothic-style house at **125 Hinckley Road** has been badly altered, losing its tall chimneys and chimneypots as well as its original roof covering, and stands at the back of an unsightly tarmac car park.

#### Fosse Road South

- 4.34 Fosse Road South is a busy traffic route and vehicles have a considerable impact on the environment, adding noise and pollution. During the late 1980s the terrace was cleaned and front boundary walls were replaced so that today the facades present a bright frontage to the road with a clearly defined boundary between the private and the public realms. The 34 houses that line its east side are three storeys high and of a scale that is entirely appropriate for this wide street. They form a terrace that incorporates a wide variety of different designs that terminates with a church and its large hall. Facing onto streets at the front and back these substantial properties date from the first few years of the 20<sup>th</sup> century. Most are now in use as flats and some original windows have been lost but generally the buildings retain most of their important architectural features. The buildings are set back from Fosse Road

South behind shallow forecourts and follow the subtle curve of the road so that the terrace is gradually revealed as a series of sequential views that add particular interest to the townscape. Chimney stacks, attic dormers and gables punctuate the skyline while trees add texture and seasonal interest. The rear elevations are open to Livingstone Street and would have originally had tall brick boundary walls, some with carriage houses. Over the years many alterations have been made to this side of the Fosse Road South houses so that there is now a mix of untidy back yards, poorly maintained walls and gates, and unsympathetic extensions or conversions.

- 4.35 There are eight separate symmetrical pairs of houses, eight buildings of individual designs and two groups of short terraces, making this the most diverse and decorative part of the conservation area. Mock Tudor and other domestic vernacular styles are randomly mixed together but there are, nevertheless, several unifying themes – red brick, bay windows, big gables with bargeboards, tall chimney stacks (many with original clay pots), Welsh slate roofs and stone embellishments. Name plaques are a particular feature. Despite some poor maintenance of some properties, such as numbers 26-28 where the ornamental timber balustrade needs repair and restoration, all the houses in the group contribute to the special character and appearance of the conservation area but some are particularly worthy of note.
- 4.36 The **Ukrainian Catholic Church and Hall, Hinckley Road** (1898) is built in red brick in the Gothic style with large stone Perpendicular-style windows with panel tracery on the main elevations as well as lancet windows, sham flat buttresses, gables with finials and rising above the south end of the roof the recent addition of an 'onion' dome. The adjoining hall is very plain in comparison, decoration being restricted to moulded brick patterns below the pointed arches decorating the Fosse Road South entrance and adjacent window.
- 4.37 The vernacular style pair of houses at **6-8 Fosse Road South** combine mock Tudor decoration with Gothic detailing in the form of pointed arches over the porches and a sham jetty feature at second storey level. The painted brickwork is unfortunate. The adjacent houses at **10-12 Fosse Road South** are decorated with dormers, bracketed eaves, big stone canted bays, moulded stone round arches with carved keystones over their porches and name plaques while a big three storey neo-Georgian semi at **22-24 Fosse Road South** introduces a more severe façade that restricts decoration to keystones in segmental window arches and a projecting eaves course with modillion details and thin sweeping gutter brackets. The Arts & Crafts style pioneered by Norman Shaw is evident in the design of **26-28 Fosse Road South** (continuous timber balustrade, Venetian windows, jettied attic windows with roughcast rendering) and is an interesting contrast with the Vernacular Revival style of its neighbours at **30-32** and **54-60 Fosse Road South** where design returns to sham timber-framing and tile hanging. Beyond there is a group of typically Edwardian houses at **62-68 Fosse Road South** with paired centrally placed front doors in recessed porches. The corner property, **70 Fosse Road South**, has a neat timber porch roof supported by wrought iron brackets.
- 4.38 One of the most unusual buildings in the conservation area is **90 Fosse Road South** which was used as a school from the late 19<sup>th</sup> century to around 1990. Now in use as flats it is decorated with bold keystones above its windows, a large round arched window with a projecting moulded hood and a canopied

porch supported on four short columns.

#### Westcotes Drive

- 4.39 The character of Westcotes Drive is varied and distinctive and markedly different from the rest of the conservation area. The extensive grounds of Westcotes House on the north side of the road means that the area is built to a much lower density than the rest of the conservation area and the many large mature trees create a very 'green' environment. The street trees along the south side maintain the conservation area's public realm landscape theme. These larger buildings have dramatic skylines with turrets and tall chimney stacks visible above the trees. Lodges and stable blocks make them seem like miniature country estates while their mature trees provide contrast, texture, colour and shade. Chimney stacks, dormers and bay windows add interest and rhythm on the south side of the street. The high brick boundary wall to Sykefield adds interest to the view up Westcotes Drive from the junction with Braunstone Avenue.
- 4.40 There are two listed buildings in the conservation area and both can be seen on Westcotes Drive – the Gothic style **Westcotes House** (1888) by S. S. teulon and **Sykefield** (c.1880) by Ewan Christian. The former is hidden behind a screen of large trees and its steeply pitched roofs, tall chimneys, gables and purple and blue brick façades are thus only glimpsed beyond the small Gothic lodge at the east entrance. The latter is set behind a tall panelled brick wall with very tall chimney stacks and steeply pitched slate roofs. At the corner of Sykefield Avenue is one of the most striking Edwardian houses in Leicester, **136 Westcotes Drive**. This unique house in the Art Nouveau style was built in 1903 to the design of Charles Kempson, although the highly unusual Sykefield Avenue elevation has been marred by an unsightly and unsympathetic extension.
- 4.41 The terrace that fills most of the frontage between Fosse Road South and Sykefield Avenue was built as a series of pairs between 1903 and 1907 in a variety of different designs that fit happily together and contain some fine craftsmanship including attractive coloured glass. Built on a gently rising slope the staggered roof lines, bay windows, chimney stacks and dormers create a townscape of much quality and interest. Colour and texture are added by painted render on upper floors and there are occasional quirky touches such as the triangular oriel windows at **104-106 Westcotes Drive** or the chequer patterned stucco on the bays at **130-132 Westcotes Drive**.

#### Building materials and the public realm

##### Building materials

##### **Clay**

- 4.42 Clay, in its most obvious form in the conservation area, is as brick and there is a wealth of colour to be found - red, gault, purple, blue, yellow. Polychrome brickwork is a feature of the Daneshill area, while red clay dormer finials, ridge tiles and tile hanging are common. Red clay roofing tiles can be found only rarely, such as at 6-8 Fosse Road South. Clay is also the material for chimney pots and there are examples of original yellow and red pots, many in highly decorative styles, throughout the conservation area. Coloured floor tiles on garden paths or in porches (such as 29-37 Fosse Road Central or 1 Stretton Road) can also be found in many locations. All such details, although individually quite insignificant, nevertheless make, collectively, an important contribution to the architectural character of the area.



### **Stone**

- 4.43 There is a substantial amount of stonework in the conservation area, mostly used for roofs and decoration. Roofs are generally Welsh slate, although examples of expensive stone slate roofs can be seen at Westcotes House and gate lodge and Sykefield. There are stone door and window surrounds (some, like those at 18, 20, 3, 32 and 38 Fosse Road South, being particularly ornate), horizontal decorative stone bands on the façades of some houses (179-189 Hinckley Road), coping stones and pier caps in boundary walls (Fosse Road Central and South, Hinckley Road), carved stone name plaques (especially on Fosse Road South), diorite kerb stones (a distinctive Leicester feature) or granite cobbles (such as can still be seen in the carriage drive at 3 Daneshill Road). Locally sourced granite can also be seen used to particular effect in some boundary walls, notably on Hinckley Road.

### **Timber**

- 4.44 Timber is used across the conservation area in bargeboards (some very ornate eg those at 125 Hinckley and 20-26 Fosse Road Central), porches (particularly at 29-37 Fosse Road Central), windows, doors, sham half-timbering and balustrades (especially 26-28 Fosse Road South). It is a particularly important decorative material, contributing much to the textural qualities, character and appearance of the conservation area, not least in the form of original glazing bars and sash windows, original fielded panel front doors or columns and balustrading.

### **Metal**

- 4.45 In the conservation area metal is not a common material but, where used, does have an important effect on the character of the area. Original square section cast iron rainwater goods survive in many places but most boundary railings and garden gates, whether plain or more ornate, are modern replacements in mild steel. There is a particularly unusual cast iron gate with barley sugar twist gate posts at the gate lodge, 53 Westcotes Drive. Remnants of other cast iron gates can be seen in occasionally surviving gate posts scattered along on Daneshill Road. Steel fire escapes are highly visible at the backs of flats on Fosse Road South and on the corner of Hinckley Road/Fosse Road Central.

### **Render/roughcast**

- 4.46 The use of render or roughcast tends to be confined to turn of the 20<sup>th</sup> century buildings where it was a fashionable material for buildings in the 'Norman Shaw' vernacular style. Its use in this way stands out particularly at 26-28 Fosse Road South and the east end of Westcotes Drive. However, the late 19<sup>th</sup> century buildings in the Tudor Revival style at the west end of Stretton Road have an unusual example of pargetting in the plasterwork between the sham timber framing of the upper floors.

### **Glass**

- 4.47 Many of the buildings in the conservation area retain their coloured glass panels in windows and doors, particularly those of the late 19<sup>th</sup>/ first decade of the 20<sup>th</sup> century. They are most common in the big Vernacular Revival houses at 29-37 Fosse Road Central, where two very large coloured glass stairwell windows can be seen facing onto Hinckley Road. There are other examples on Fosse Road South and Westcotes Drive. Their importance in creating the character of the area cannot be underestimated.

### **Other materials**

- 4.48 Although not common across the conservation area, some 'alien' materials have been introduced and can have an impact out of scale with the amount involved. An example would be the replacement of roofing slates with modern concrete tiles. The differences in colour and texture are very obvious (see, for example, 44 Fosse Road South, 125 Hinckley Road and various properties on Daneshill Road) and the effect detracts from the character of the area. Outside the areas covered by the Article 4 Directions there are several properties with replacement plastic windows (Fosse Road South). These have not, and can not, reproduce the fine mouldings that are a feature of Victorian and Edwardian timber windows; as a consequence the appearance of the properties affected has been damaged. There are large glass and aluminium shopfronts on either side of 125 Hinckley Road.

### The public realm

- 4.49 Roads and footpaths in the conservation area are generally laid to tarmac and standard concrete paving slabs. Street lighting is provided by standard Council steel lamp columns. There are several sets of traffic lights on Fosse Road South and Hinckley Road and a traffic calming table has been installed at the Westcotes Drive/Sykefield Avenue junction. To screen and separate the residential streets of Daneshill from the King Richard's Road dual carriageway the boundary has been defined by red engineering brick walls with steel railing panels as well as a few trees. These trees, however, are small and of poor quality. A group of trees underplanted with shrubs forms a small landscaped area at the eastern end. A public footpath follows a winding course through it.

### Greenery and green spaces

- 4.50 There are no public open spaces in the conservation area and, other than the Westcotes Drive area, little in the way of green spaces, other than private front yards. The tree cover in the north and east of the conservation area is much poorer than in the south. In the north the only trees of significance are those in the gardens of Ashton Lodge on Daneshill Road. The greenery that would have been provided in private front yards has been lost where they have been paved over for parking (Fosse Road Central) or to minimise maintenance/provide a space for wheelie bins (Fosse Road South, Stretton Road). There are no trees of townscape significance in private residential gardens. The trees that contribute positively to the character and appearance of the conservation area are in the grounds of institutions such as health centres, old people's care homes and the Conservative Club, most of which are located in the south of the conservation area.
- 4.51 This means that the value of such elements as street trees is much greater in the north and eastern parts of the area. Although of variable quality, the best street trees are the mature limes, which are of substantial size. However, recent replacement street trees have included only a few limes on Hinckley Road; the rest have been replaced with smaller, more ornamental varieties such as rowan, thorn and birch. These trees will never grow to a size that would be appropriate for the streets in the area and the replacement tree of choice ought to be Lime.
- 4.52 As there are some extensive private grounds, tree cover around Westcotes Drive is different in character from that of the north and east, with many mature trees. Evergreen trees, limes and beech predominate with fine collections of conifers, beech, lime, pines, yew and holly at Westcotes House

and the Conservative Club. However, the need for some proper management is becoming evident in the case of the former as the trees are becoming somewhat crowded.

- 4.53 There are three Tree Preservation Orders (see Appendix 2); all other trees are automatically protected by reason of their being in the conservation area.

#### Negative factors

- 4.54 Much of the area's character, as has been noted previously, is built on the harmony of groups of matching pairs of houses. The Daneshill and Westcotes Drive Article 4 Directions have generally fulfilled their purpose of controlling changes to the front facades and maintaining the symmetry and architectural detailing but on Fosse Road South and Hinckley Road, where no conservation area or Article 4 Direction controls have applied, incremental change over the years has led to the replacement of many original windows and front doors in plastic, to the detriment of the street scene.

- 4.55 The loss of front walls and gardens, either for car parking, wheelie bin storage or to reduce maintenance, has had a significant impact on Fosse Road Central. The buildings that have been added around and attached to 125 Hinckley Road have had a significant impact on both this stylish mid 19<sup>th</sup> century house and the street scene, particularly on Stretton Road. The adjoining large tarmac car park and minimal planting to the boundary further detract from the character and appearance of the area. Lack of regular maintenance has also affected the condition of roofs and windows and there are several examples of slipped roof tiles, blocked gutters and damage to coloured glass.

- 4.56 Perhaps the most unsightly part of the conservation area is the backs of the Fosse Road Central and Fosse Road South properties that are exposed to view along Norfolk Street and Livingstone Street. Large steel fire escapes, loss of original brick boundary walls and lack of green space for tenants have created a very harsh and poor quality environment.

#### Problems and pressures

- 4.57 The area is not under pressure for redevelopment. Most of its problems arise from the maintenance and repair of buildings. The negative effect of the exposed back yards and fire escapes on Livingstone Street and Norfolk Street has already been mentioned but generally the biggest problem is that of the proper maintenance and repair of the largest properties, particularly those in use as flats. Upvc windows have been installed in some single family houses on Fosse Road South and Hinckley Road but the biggest impact of this type of alteration can be seen in properties converted to flats where replacement windows and doors have already caused some visual harm in these two streets; the extension of the conservation area boundary will mean that grants could be made available to remedy these problems. The rear boundary of 125 Hinckley Road is a highly intrusive, and poorly maintained, element in Stretton Road and would benefit from some form of better screening and/or planting.

## **5.0 Community involvement**

- 5.1 An exhibition was placed in the Westcotes Library on Narborough Road between April 7<sup>th</sup> and May 9<sup>th</sup>, with Comments Forms and copies of the written appraisal for consultation. An evening drop-in meeting was held in the Ukrainian Catholic Church hall on April 15<sup>th</sup> to which all residents and

businesses were invited individually by letter. All letters included an explanatory leaflet and a copy of the Management and Enhancement proposals (Appendix 5 below) to stimulate debate. About 30 local residents attended, many with very useful information and ideas. The draft appraisal was also placed on the Council's 'Current Consultation' website, and will be followed by a full colour version and a summary of the comments received and the Council's response/actions (Appendix 4 below).

## **6.0 Conservation area boundary**

6.1 Following the appraisals of the Daneshill and Westcotes Conservation Areas, it became clear that the history, character and architectural interest of the buildings on the east side of Fosse Road South are similar to those of the two existing conservation areas. These buildings are also of considerable architectural value in their own right. The Council therefore proposes to extend the conservation area boundaries to include the **Ukrainian Catholic Church and Hall 2-70 Fosse Road South**.

6.2 At present only numbers 109 to 125 Hinckley Road are within the Daneshill conservation area. They are, however, part of a street of some architectural and historic interest. Although some properties have suffered from some poor alterations, the terraces are nevertheless of about the same date as, and stylistically linked with, the rest of the conservation area and have many attractive architectural features. The Westcotes United Reform Church and Hall, in particular, add considerable value to the townscape and are important local landmarks. The Council therefore proposes to extend the conservation area boundary to include **101-107 Hinckley Road, 109-123 Hinckley Road, 157-197 Hinckley Road and 184-192 Hinckley Road, together with the Westcotes United Reform Church and Hall**.

6.3 Fosse Road South adjoins both the Daneshill and Westcotes Drive Conservation Areas together and, rather than extending only one of these, it would be logical to amalgamate all three areas to create a new, larger conservation area to be known as the '**West End Conservation Area**'. The proposed boundary amendments are shown on Map 2.

## **7.0 Management and enhancement proposals**

7.1 The City of Leicester Local Plan contains policies specific to the preservation of the historic environment (see Appendix 3). Most importantly, there is a general presumption against the demolition of buildings in conservation areas. However, the Council also has a duty 'to formulate and publish proposals for the preservation and enhancement of any parts of their area that are conservation areas [s.71(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990] and to submit such proposals 'for consideration to a public meeting in the area to which they relate' [s.71(2)].

7.2 The management and enhancement proposals set out in Appendix 5 are based on the appraisal of the conservation area as set out above and will be a specific matter for consultation with local residents, business people, visitors and other interested parties. Where considered reasonable or appropriate any suggestions for future management and enhancement resulting from these consultations have been incorporated in the final report.

## **8.0 Contacts and appendices**

8.1 For further information on this, or any other conservation area or listed building, you can contact the Council's conservation officers as follows :

- Conservation & Nature Team, Planning Policy & Design, Regeneration & Culture, Leicester City Council, New Walk Centre, Welford Place, Leicester, LE1 6ZG;
- Phone Leicester 2527281
- Fax Leicester 2471149
- e-mail [conservation@leicester.gov.uk](mailto:conservation@leicester.gov.uk)
- On the Council's website at [www.leicester.gov.uk/conservation areas](http://www.leicester.gov.uk/conservation%20areas)

## Appendix 1

## List of buildings in the Conservation Area

Daneshill Road	1-3, 3a, 3b, 13-31 (odd), 33, 33a; 2, 8-56 (even)
Fosse Road Central	9-11, 11a, 15-37 (odd); 26-60 (even)
Fosse Road South	2-72 (even)
Hinckley Road	Ukranian Catholic Church and hall, 107-123 (odd), 157-197 (odd), 184-192 (even), Westcotes United Reform Church & Hall
Livingstone Street	34a Fosse Road South, 39, 41, 51, rear of 2-70 Fosse Road South
Norfolk Street	47, 49, 57 (r/o 44, 46, 52 Fosse Road Central)
Stretton Road	1-13, 17, 21-61, 69-81 (odd); 2-48, 52-74 (even)
Sykefield Avenue	2, 4
Westcotes Drive	53 (Lodge), Westcotes Hospital, Cherryleas Assessment centre, 55 (Conservative Club), 55½, 57-59 (odd); 54, 84, 86-134 (even), 136 (Lodge), 138 (Sykefield), 140

## Appendix 2

### List of listed buildings, Article 4 Directions and tree preservation orders in the conservation area

#### Listed Buildings

Westcotes Drive  
Westcotes Hospital (including Lodge & stables), 138 (Lodge), Sykefield

#### Article 4 Directions

Daneshill Road  
Fosse Road Central  
Hinckley Road  
Norfolk Street  
Stretton Road

1-3, 3a, 3b, 13-31 (odd), 33, 33a; 2, 8-56 (even)  
9-11, 11a, 15-37 (odd); 26-60 (even)  
107 (Flats d & e), 125  
57  
1-13, 17, 21-61, 69-81 (odd); 2-48, 52-74 (even)

#### Tree Preservation Orders

TPO N4.151  
N4.244  
N4.458

3 Daneshill Road  
Westcotes House, Westcotes Drive  
59 Westcotes Drive

**Appendix 3****Relevant Local Plan and other policies**

<b>Subject</b>	<b>Policy No.</b>	<b>Details</b>
The Plan Strategy	PS01	b) conservation and enhancement of the city's buildings
Built Environment		
Archaeology	BE01	Preservation of the city's archaeological heritage
Listed Buildings	BE02	Alterations & extensions
	BE03	Changes of use
	BE04	Setting
	BE05	Demolition of ...
Conservation Areas	BE06	New development & changes of use in...
	BE07	Demolition in ...
Buildings of local interest	BE08	Impact of development on...



## Appendix 4

## Responses to consultations

Issues raised	Council response
<p><b>A</b> Public meeting</p>	
<ol style="list-style-type: none"> <li>1. Include 101-107 Hinckley Road in the conservation area;</li> <li>2. Replace front walls and railings on Stretton &amp; Daneshill Roads as has been done at Fosse Road Central;</li> <li>3. Problems of litter, rubbish, fly-tipping &amp; untidiness at Jessops and 136 Westcotes Drive and from the Merry Monarch;</li> <li>4. Install a blue plaque at 128 Westcotes Drive to commemorate the artist, John Pettinger;</li> <li>5. A previous complaint about a street tree on Westcotes Drive has not been dealt with properly;</li> <li>6. Car parking for residents is a problem on Fosse Road South. Can a residents' parking scheme be provided, or spaces be provided on the east side of Fosse Road South or land made available on the Merry Monarch car park opposite?</li> <li>7. The Cherryleas Assessment Centre generates too much on-street car parking.</li> <li>8. The fence along the east side of Westcotes Drive has been vandalised and should be repaired.</li> <li>9. Are there any grants for building repairs (windows, roofs etc)?</li> <li>10. There are unauthorised satellite dishes and fencing at Stretton Road.</li> <li>11. Stop people parking across the entrances to the Jessops site on Stretton Road.</li> <li>12. The culs-de-sac at Daneshill Road and Stretton Road should have double-yellow lines to stop parking.</li> <li>13. Improve the Livingstone Street boundary of the Fosse Road South properties.</li> <li>14. The inclusion of the Fosse Road South properties in the conservation area will put landlords off and properties will become vacant and neglected as a result.</li> <li>15. Improve the appearance of the Fosse Road South shopping centre.</li> </ol>	<ol style="list-style-type: none"> <li>1. Although the quality of some of the alterations to this group of buildings is poor, they are on a prominent corner that links Fosse Road Central and Hinckley Road. Its inclusion is justifiable in view of the proposed extension of the conservation area to include Fosse Road South.</li> <li>2. This type of project is very expensive and relies entirely on at least 90% of owners taking part. There is currently no capital funding available but the suggestion has been incorporated in Appendix 5 as a longer term goal.</li> <li>3. The litter and flytipping problem has been passed to the appropriate department with a request for regular monitoring and action. However, a better boundary treatment and landscaping solution could help to resolve the problem and this will be taken up with the owners.</li> <li>4. The request has been added to the list of blue plaques being prepared. A new local blue plaque scheme is being considered by the Head of Arts &amp; Museums.</li> <li>5. This is an ongoing complaint and has been passed to the Trees &amp; Woodlands section who are aware of the issue.</li> <li>6. The request has been passed to the Parking Team for further investigation.</li> <li>7. Car parking is available on the site but the Council cannot force the Health Trust staff to use it. There are currently no parking restrictions on Westcotes Drive but the Parking Team have been alerted to the complaint.</li> <li>8. The condition of the fence detracts from the appearance of the conservation area. The owners, the local NHS Trust, will be asked to repair or replace it with something more suitable, such as railings.</li> <li>9. Historic Building Grants are available in and the requests for grant aid have been passed to the appropriate officer in the Conservation Team.</li> <li>10. The Council's Planning Enforcement Team are aware of the unauthorised dishes and are investigating. Action will be taken where appropriate.</li> <li>11. 'Keep Clear' signs can be painted on</li> </ol>

	<p>the roadway if requested by Jessops and the company will be informed accordingly.</p> <p><b>12.</b> The present single yellow lines restrict parking between 7.30 am and 6pm Monday to Saturday. Cars parked during these hours are breaking the law and could be ticketed by wardens. Traffic Wardens have been asked to visit more frequently to enforce the regulations.</p> <p><b>13.</b> There is potential for screening the rear yards of these buildings by installing better boundary walls and gates, although it would be costly and would need the owners' consent and financial contribution. Proper boundary treatment could be negotiated as part of any planning applications for works to the rear of individual properties or a 'rear wall rebuilding scheme' could be part-funded by the Council if finance were made available. The suggestions have been incorporated in Appendix 5.</p> <p><b>14.</b> There is no evidence that conservation area status has this effect. Indeed, conservation area locations tend to 'add value' to properties. Grants are available for repair work and could help ensure that landlords keep their properties in good repair and therefore attractive to potential tenants.</p> <p><b>15.</b> It is acknowledged that the shopping centre site would benefit from better landscaping and surface treatment. However, it is outside the conservation area and privately owned, and there is no grant funding available for works that would improve this group of buildings or their site. Should the owners apply to undertake major alterations in future, however, the Council could seek to encourage the owners to include works to the forecourts and landscaping.</p>
<b>B Letters</b>	
Use anti-graffiti coating to protect walls where there is a problem	This is a particular problem on Livingstone Street. All the walls and gates/garage doors are privately owned and owners' consent would be needed. However, the Graffiti Team have been asked to pursue this to see if they can improve the appearance of the street.
<b>C e-mail</b>	
<ol style="list-style-type: none"> <li>1. Include 101-107 Hinckley Road</li> <li>2. Improve rear gardens &amp; yards to Fosse Road Central &amp; Fosse Road</li> </ol>	<ol style="list-style-type: none"> <li>1. See <b>A1</b> above</li> <li>2. See <b>A13</b> above</li> <li>3. The Planning Enforcement Team are</li> </ol>

<p>South</p> <p><b>3.</b> Unauthorised satellite dishes on 2 houses on Stretton Road</p> <p><b>4.</b> Some buildings are poorly maintained</p>	<p>aware of these and are investigating.</p> <p><b>4.</b> The Council have no powers to force owners to maintain their properties unless they become so unsightly that they are detrimental to amenity. Persuasion with grants for repairs can be successful, however.</p>
<p><b>D Comments Sheets</b></p>	
<p><b>1.</b> The Jessops site on Stretton Road is unsightly</p> <p><b>2.</b> Restore the original street name signs and add Victorian style streetlamps.</p> <p><b>3.</b> Block the purchase of properties by Housing Associations as they do not maintain the historic character of their properties.</p> <p><b>4.</b> The group of trees opposite Sykefield Avenue is unkempt</p> <p><b>5.</b> Include Dulverton Road in the conservation area (requested by 3 respondents/visitors).</p>	<p><b>1.</b> See <b>A3</b> above.</p> <p><b>2.</b> Cast street name signs have been installed in other conservation areas and would be worthwhile. ‘Victorian’ style lamps, although they have been used in other parts of the city, tend to look rather ‘fake’ and may not be appropriate here. However, the request will be considered.</p> <p><b>3.</b> The Council has no powers to intervene in any property sales. However, land charges searches by potential purchasers will show whether a property is in a conservation area, has an Article 4 Direction etc, so potential owners will be aware that the building is in an area with special controls, where the Council will expect higher quality design.</p> <p><b>4.</b> The trees form a dense spinney that is not managed to ‘domestic garden’ standards. However, this sort of area is very good for wildlife and the trees do not detract from the amenity of the area. The Council has no powers to require owners to manage their land unless trees become dangerous to the public.</p> <p><b>5.</b> This residential street is quite attractive but is little different from other similar streets of artisan housing in many parts of the city. It does not have the finer architectural variety or interest that is displayed in Stretton Road or Westcotes Drive. The boundary will not therefore be amended to include Dulverton Road.</p>

## Appendix 5

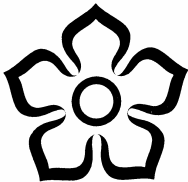
## Management & enhancement proposals

Location	Management/enhancement proposal
Short term – up to 3 years, Medium term – 3-5 Years, Long term – 5 years plus	
Conservation area generally	<ul style="list-style-type: none"> <li>• Apply the policies set out in the Local Plan and relevant planning guidance to ensure that all developments <u>preserve or enhance the character and appearance of the conservation area</u>;</li> </ul> <p>Delivery : on-going</p> <ul style="list-style-type: none"> <li>• Publish and distribute an explanatory leaflet about conservation areas and Article 4 Directions;</li> </ul> <p>Delivery : short term</p> <ul style="list-style-type: none"> <li>• Undertake photographic survey to provide a baseline for monitoring change;</li> </ul> <p>Delivery : on-going</p> <ul style="list-style-type: none"> <li>• Install additional conservation area plaques as necessary;</li> </ul> <p>Delivery : short term</p> <ul style="list-style-type: none"> <li>• Install street name signs in the traditional design and colours;</li> </ul> <p>Delivery : short term</p> <ul style="list-style-type: none"> <li>• Seek resources to provide grants for the proper repair or appropriate replacement of original architectural features such as timber sash windows etc;</li> </ul> <p>Delivery : long term</p>
Stretton Road & Daneshill Road	<ul style="list-style-type: none"> <li>• Investigate with the owners ways to improve the appearance of the rear boundary of 125 Hinckley Road;</li> </ul> <p>Delivery : medium to long term</p> <ul style="list-style-type: none"> <li>• Seek funding for comprehensive front walls and railings schemes to both sides of each street;</li> </ul> <p>Delivery : on-going</p> <ul style="list-style-type: none"> <li>• Prepare site development guidance for the land between 123 and 157 Hinckley Road as needed;</li> </ul> <p>Delivery : short to medium term</p>
Livingstone Street and Norfolk Street	<ul style="list-style-type: none"> <li>• Investigate ways to improve the appearance of the rear boundaries, including negotiation of improved boundary treatment as part of any future planning applications;</li> </ul> <p>Delivery : long term</p> <ul style="list-style-type: none"> <li>• Investigate ways to improve the appearance of external fire escape stairs;</li> </ul> <p>Delivery : long term</p>
Hinckley Road	<ul style="list-style-type: none"> <li>• Investigate need for, and interest in, grants for the repair of random granite rubble front boundary walls;</li> </ul> <p>Delivery : short to medium term</p>
Westcotes Drive	<ul style="list-style-type: none"> <li>• Seek improvements to boundary fence/railings on north side;</li> </ul>

	<p>Delivery : on-going</p> <ul style="list-style-type: none"><li>• Install blue plaque to artist John F Pettinger at 128 Westcotes Drive as part of any future Council 'Blue Plaque' scheme;</li></ul> <p>Delivery : short to medium term</p>
--	---

## Appendix 6 Glossary of architectural terms

bargeboard	projecting board placed against the outside incline of the roof of a building, often used decoratively
corbel(led)	a method of laying bricks or stone so that each course projects slightly forward of the one below
cornice	horizontal projecting section at the top of a building or wall
endstop	a decorative feature at the end of a hoodmould
fanlight	a window over a door
finial	a formal ornament at the apex of a gable or spire
fishscale	a pattern created by overlapping the semi-circular cut edges of roof tiles or slates
frieze	a decorated band along the upper part of a wall
half-timbering	the external visible timbers of a timber-framed building (or mock half-timbering where timbers are applied externally to create the impression of half-timbering)
hoodmould	a projecting moulding over a door or window designed to throw rain off the face of the building
jetty (ies)	the projection of an upper storey outward over the one below
keystone	the central wedge-shaped stone at the top of an arch that locks the arch in place
lancet	a slender pointed arch window
pargetting	exterior plasterwork usually moulded to represent flowers or foliage
pilaster	a shallow column attached to, and slightly projecting from, a wall
shouldered arch	a decorative frame to a window or door where the vertical member curves just below the top and then returns to the vertical to meet the lintel
spandrel	the triangular space that is created between a horizontal line drawn from the apex of an arch and a vertical line drawn from the point from which the arch springs
tile-hanging	a covering of overlapping rows of tiles on a vertical surface
Venetian window	a window comprised of three parts – a central window with a semi-circular arch with pilasters on each side and two side windows with flat arches



Leicester  
City Council

**WARDS AFFECTED**  
**All**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**  
**Overview & Scrutiny Management Board**  
**Cabinet**

**6<sup>th</sup> August 2008**  
**1<sup>st</sup> September 2008**

---

**Fairtrade Pledge and Manifesto**

---

**Report of the Director of Regeneration and Culture**

**1. Purpose of Report**

- 1.1 The purpose of this report is to inform members about the manifesto of the Leicester advocating Fairtrade (LaFT) group (Appendix 4) and to gain member approval to a Fairtrade Pledge (Appendix 1) which sets out how the Council can demonstrate its commitment to the manifesto.

**2. Summary**

- 2.1 Leicester was one of the first cities to gain Fairtrade status in 2002. Now, as part of One Leicester's priority, 'Talking up Leicester', we have the opportunity to utilise the city's Fairtrade status to promote Leicester, our achievements and ambitions for the future.
- 2.2 Retaining Fairtrade city status requires commitment to continuing action. The LaFT group, (of which the City Council is a member), has drawn up a manifesto (Appendix 4) of action for Leicester to achieve over the next five years. The manifesto will be launched in September following widespread consultation since Fairtrade Fortnight in March.
- 2.3 The manifesto has a number of actions which relate specifically to Leicester City Council. Much work has already been done in the Council to increase the use of Fairtrade products but there is still more that can be achieved. The Pledge (Appendix 1) sets out 10 tangible goals for the council to work towards within the timeframe of the manifesto.

**3. Recommendations**

Overview and Scrutiny Management Board is asked to:

- 3.1 Note and comment on the paper.

Cabinet Members are asked to:

- 3.1 Approve the Fairtrade Pledge for the Council (Appendix 1).
- 3.2 Commit to reviewing progress towards the Pledge annually.
- 3.3 Take part in the launch of the manifesto on 26<sup>th</sup> September.

#### **4. Report**

- 4.1 LaFT is the Fairtrade action group for Leicester, its work led to Leicester gaining Fairtrade City status in 2002. The group has now developed a manifesto (Appendix 4) to set clear aims and objectives for the group and the city over the next five years.
- 4.2 The overall aim of the manifesto is to increase awareness and use of Fairtrade products; it covers a whole range of areas where action will be targeted including community groups, businesses, tourism and universities.
- 4.3 Based on the LaFT manifesto a Fairtrade Pledge (Appendix 1) has been developed for the City Council. The Pledge sets out how the Council will demonstrate its commitment to Fairtrade and the way in which we will promote Fairtrade within the Council. The timeframe for achieving the goals set out in the Pledge would be in line with the manifesto, which runs for five years until 2013.
- 4.4 It is recommended that progress towards the pledge be reviewed annually by members, using a traffic light system. The current situation is presented in appendix 2.
- 4.5 We are currently performing well on action 7 to promote Fairtrade Fortnight, this has been done for a number of years. Work is also successfully being carried out on action 1, members and officers to be aware of Fairtrade, with promotional activities having been carried out previously and the pledge provides another opportunity to further raise awareness. Similar progress is also being made on action 2 for schools to incorporate Fairtrade into the curriculum, the EMAS scheme which currently covers around 60 schools is already promoting Fairtrade in schools but further work needs to be carried out with non-EMAS schools.
- 4.6 The current assessment of our progress against the pledge shows three 'amber' ratings. Action 4, catering franchises to use Fairtrade, is already being carried out in many buildings but there are some buildings and franchises that still need addressing. The second amber rating is against action 6, festivals and events to have Fairtrade element, again many festivals/events already have a Fairtrade element but this is not seen in all festivals at the moment. The third amber rating is for action 10, to promote work to other Local Authorities and towns/cities, the Pledge will be used as an opportunity to promote work the Council is undertaking and establish contacts. There is one red/amber rating which is against action 5, vending machines to stock Fairtrade products, this is a fairly new market for Fairtrade and is not something that has been addressed in the past by the Council – however, once contracts have been identified and necessary terms negotiated changes can begin to be made fairly quickly.
- 4.7 The assessment shows three actions to be at red status. Action 3, Fairtrade products in schools, would require an estimated £5,000 a year in additional funding to be able to introduce fruit juices the alternative being to pass the cost to the customer which would



risk loss of trade. The second red is against action 8, Council polo shirts (as part of a uniform) to be made from Fairtrade cotton, where again the difficulty is the cost and potentially sourcing the cotton – as an example a non-Fairtrade polo shirt from an ESPO supplier would cost £5.48, a Fairtrade organic polo shirt would cost £6.26 although this is the standard wholesale price and ESPO may be able to negotiate a reduction. The final red status is against action 9, sports balls to be Fairtrade, again this is a fairly new market for Fairtrade and costs are as a result higher than for the standard non-Fairtrade product.

4.8 The main difficulties in achieving all the actions contained in the pledge are:

- Most Fairtrade products incur an additional price, this has come down for products such as tea/coffee that have now been available for a number of years but is much higher on new product ranges such as cotton. Over the next 5 years it would be anticipated that the differential between Fairtrade and non-Fairtrade products will decrease but Fairtrade is likely to continue to cost slightly more than the non-Fairtrade product.
- There is some difficulty with supply, especially in the newer product ranges such as cotton and sports balls and with bananas due to the quantity required. Again this would be expected to improve over the next five years as more producers become Fairtrade accredited and respond to demand.

Despite these difficulties we anticipate that all 10 points of the pledge can be achieved within the five year timeframe set by the Fairtrade manifesto.

4.9 The Pledge will be used as a promotional tool to raise understanding of Fairtrade amongst officers and elected members. For example it could be displayed in poster format in Council buildings.

4.10 The LaFT group is planning to launch the manifesto on the 26<sup>th</sup> September; representatives from groups across the city have been invited to attend the launch and to commit themselves or their organisation/group to Fairtrade. It is proposed that the City Council show its commitment to the Fairtrade manifesto by launching the Pledge at this event.

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

### **5.1 Financial Implications**

5.1.1 The financial implications of the pledge, at current prices, are listed in appendix 3. Most Fairtrade products incur an additional price, this has come down for products such as tea/coffee that have now been available for a number of years but is much higher on new product ranges such as cotton. However, over the 5-years of the pledge, it would be anticipated that the differential between Fairtrade and non-Fairtrade products will decrease. For this reason, longer target times are proposed for the pledges relating to cotton and footballs to allow the market for these products to mature.

5.1.2 7 of the 10 pledges are predicted to be cost neutral, or incur staff time (principally from the Environment Team). The remaining 3 pledges are costed at today's prices as follows:

Pledge 3. Fairtrade bananas premium of £5,500 p.a.  
Fairtrade fruit juice premium of £5,000 p.a.

Pledge 8. Further work is needed with ESPO to develop a price comparison that could be rolled out across the authority. A rough example for one Council service (Parks and Open Spaces) based on catalogue prices, would equate to a premium of £807 p.a.

Pledge 9. Wholesale supply is not yet available. A rough estimate based on the premiums of other products would indicate a premium of £1.44 per ball. However, only small quantities are purchased directly by Regeneration and Culture. Further work is need to establish the quantities purchased by individual schools.

5.1.3 City Catering is already struggling financially to breakeven as a result of increasing food costs and the reduced take-up of healthy meals which are now being provided to students. As a result it is unlikely that City Catering will be able to pass on the additional annual costs for fair trade bananas and fruit juice when these are being supplied as part of the paid for school meal and would have to be funded by the R&C Department.

5.1.4 Further work needs to be done to estimate the additional costs of changing to fair trade polo shirts across the Council and whether this can be accommodated by adjusting existing budgets.

5.1.5 Agreement would need to be obtained from schools to purchase fair trade footballs. The additional costs for the Council's own Sports services are not significant and would be absorbed within existing budgets.

*Martin Judson, Head of Finance (Ext.297390)*

## **5.2 Legal Implications**

5.2.1 Under section 17 of the Local Government Act 1988, the Council is forbidden from taking into account non-commercial considerations when procuring supplies or works. Failure to comply with these provisions gives rise to a potential claim for damages from an aggrieved contractor.

5.2.2 The non-commercial considerations that may not be taken into account have been discussed with the Report's author and general advice has been given on how the Council can achieve the goals set out in the Fairtrade Pledge, while not contravening section 17. It is recommended that further legal advice is taken on specific strategies to achieve these goals (as part of a wider Sustainable Procurement Policy), as these strategies develop.

*Gregory Surtees, Senior Solicitor (Ext.296453)*

## **6. Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	<b>No</b>	
Policy	<b>Yes</b>	All The commitment to purchasing Fair Trade products forms part of the Guide to Environment Friendly Purchasing.
Sustainable and Environmental	<b>Yes</b>	<b>All</b> The commitment to purchasing Fair Trade products forms part of the Guide to Environment Friendly Purchasing.
Crime and Disorder	<b>No</b>	
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

**7. Background Papers – Local Government Act 1972**

None.

**8. Consultations**

Consultation has taken place with City Catering and Festivals and Events. Further consultation will be carried out with officers across the Council.

**9. Report Author**

Helen Lansdown,  
Environment Team.  
Ext. 296770  
Email: [Helen.lansdown@leicester.gov.uk](mailto:Helen.lansdown@leicester.gov.uk)

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



## Leicester City Council's Fairtrade Pledge 2008-2013

Leicester City Council is committed to Leicester as a Fairtrade City and to promoting the use and awareness of fair trade. We pledge to work towards the following goals:

1. All of our members and officers to be aware of Fairtrade and actions.
2. All of our schools to incorporate Fairtrade into the curriculum.
3. We will make use of as many Fairtrade products as possible within school catering – starting with bananas and fruit juices.
4. All catering franchises to use and promote Fairtrade products.
5. All vending machines to stock Fairtrade products.
6. All Leicester City Council supported festivals and events to have a Fairtrade element.
7. Every Fairtrade Fortnight to be actively promoted and supported by Leicester City Council.
8. All Leicester City Council staff polo shirts to be made from Fairtrade cotton.
9. All footballs used in Leicester City Council schools and leisure centres to be Fairtrade.
10. We will promote our work to other Local Authorities and Fairtrade towns and cities.

We will set out how we aim to achieve these goals in an action plan and will undertake to review progress annually.

**September 2008**

**Delivering Leicester City Council's Fairtrade Pledge  
Review of Progress September 2008**

No.	Commitment	Current position	Status	To be completed by
1	All members and officers to be aware of Fairtrade and actions	The Fairtrade Pledge will be promoted to all staff and used as an opportunity to raise awareness of Fairtrade. Members have all received FT 'goodie bags' and information and staff were invited to take part in a survey about FT with a cup of FT coffee provided as an incentive. Such work will continue and more promotional materials places in catering points	Amber/ Green	Sept 2008 and ongoing awareness raising
2	All schools to incorporate Fairtrade into the curriculum	Already being delivered by EMAS. Not all schools are part of the EMAS scheme and these schools will be targeted separately	Amber/ Green	Ongoing
3	We will make use of as many Fairtrade products as possible within school catering – starting with bananas and fruit juice	There is currently a shortage of FT bananas due to loss of crops in Jamaica (they may be back in production in September). Supply on the scale needed cannot be guaranteed at present and would cost an additional £5,500 per year Fairtrade fruit juices will cost an additional £5,000 per year but supply can be guaranteed. -funding would have to be found to support this, alternatively costs could be reflected back onto the consumer but may would risk loss of trade. Further products will be introduced over time.	Red	End 2008 for fruit juices - funding needs to be found
4	All Leicester City Council catering franchises to use and promote Fairtrade products	Most LCC outlets stock FT – those without FT are being identified and new contracts will be established	Amber	End 2008
5	All Leicester City Council vending machines to stock	No LCC machines currently stock FT products and this is a fairly new market for FT. Vending machines are generally operated on a building by building basis so will have to be looked at in turn to see what can be	Amber/ Red	End 2008

	Fairtrade products	provided or if contracts need to be changed		
6	All Leicester City Council supported festivals and events to have a Fairtrade element	Many festivals/events already have a FT element, most noticeable the Riverside festival which heavily promotes FT. Other opportunities are being explored	Amber	March 2009
7	Every Fairtrade Fortnight to be actively promoted and support by Leicester City Council	LCC has promoted FT Fortnight for a number of years working on events with the FT Leicester group as well as promotions targeted specifically at Council staff. This work will continue	Green	Ongoing
8	All Leicester City Council staff uniforms to be made from Fairtrade cotton	This is a fairly new market for FT and as a result prices are higher than for 'standard' cotton. Currently for a non-Fairtrade polo shirt from an ESPO Dealing Direct supplier each shirt would cost £5.48 buying a Fairtrade organic polo shirt would cost £6.26 although this is a standard wholesale price and ESPO may be able to negotiate a better price. Over time prices should reduce making it more affordable for LCC to source FT cotton for uniforms.	Red	By 2011
9	All footballs used in Leicester City Council schools and leisure centres to be Fairtrade	This is a fairly new market for FT and as a result prices are high. They are also not currently available for purchase wholesale which increases the price – these issues are likely to resolve themselves overtime as supply increases and we will work with ESPO to try and source a suitable supplier.	Red	End 2012
10	We will promote our work to other local Authorities and Fairtrade towns and cities	The Pledge will be used as an opportunity to promote to other Local Authorities and Fairtrade towns and cities activities being undertaken in Leicester.	Amber	Launch in September 2008 and ongoing

<b>Pledge</b>	<b>Cost at 2008 prices</b>
All members and officers to be aware of Fairtrade and actions	Officer time
All schools to incorporate Fairtrade into the curriculum	Officer time
We will make use of as many Fairtrade products as possible within school catering – starting with bananas and fruit juices	Fairtrade bananas premium of £5,500 per annum Fairtrade fruit juice alternative, premium of £5,000 per annum
All Leicester City Council catering franchises to use and promote Fairtrade products	Cost neutral as cost passed onto consumer
All Leicester City Council vending machines to stock Fairtrade products	Cost neutral as cost passed onto consumer
All Leicester City Council supported festivals and events to have a Fairtrade element	Cost neutral as cost passed onto consumer
Every Fairtrade Fortnight to be actively promoted and support by Leicester City Council	Officer time
All Leicester City Council staff polo shirts to be made from Fairtrade cotton	Non-Fairtrade polo shirt from an ESPO supplier £5.48 per shirt. Fairtrade organic polo shirt £6.26 per shirt but ESPO may be able to negotiate lower price. For example, for “Parks and Green spaces” this would cost an additional £807.30 per annum (based on 207 members of staff each receiving 5 shirts p.a.)
All footballs used in Leicester City Council schools and leisure centres to be Fairtrade	Wholesale supply currently not available as relatively new market but assuming prices reduce to the same differential as other products can extrapolate if a non-Fairtrade football is £4.80, a Fairtrade football would be £6.24. However, only a small number of footballs are bought directly by Regen and Culture (clubs supply their own)
We will promote our work to other Local Authorities and Fairtrade towns and cities	Officer time

## **Summary of Leicester Advocating Fairtrade Five Year Manifesto**

Leicester advocating Fairtrade (LaFT) is the Fairtrade action group for Leicester working to increase awareness and therefore use of Fairtrade products across as wide a group as possible of organisations and individuals in the city to ensure that not only does Leicester retain its Fairtrade City status but also that it is seen as an ethical leader.

### **LaFT's aims for the next five years:**

To develop Leicester's status as a Fairtrade City to:

- Lead the UK in local activities to raise awareness of and promote Fairtrade, including a leading role for Leicester City Council;
- Increase the use and purchase of all Fairtrade goods across the city by individuals and organisations;
- To develop city-wide awareness of and involvement in the issues;
- To develop cross-city initiatives that involve people of all backgrounds, cultures, faiths and ages in activities to do with Fairtrade;
- To increase the number of shops and cafes selling and serving Fairtrade goods;
- To increase the number of businesses offering staff Fairtrade options, including recruiting key 'Fairtrade champion' businesses;
- To work with schools and young people to include Fairtrade issues within learning across the curriculum;
- To work with the city's colleges and universities to support them to become Fairtrade campuses and take a central role in Fairtrade City activities and initiatives.

### **Specific areas for action:**

**Shops and cafes.** Increase the number of shops and cafes offering Fairtrade options by 10% each year – this will include an initial baseline survey of the situation in Leicester, the current estimate is that 65 cafes and shops offer Fairtrade products. An updated guide on where to buy Fairtrade in Leicester will also be produced alongside a regularly updated website.

**Schools.** By 2013 50% of Leicester City schools will be actively supporting Fairtrade such as by teaching Fairtrade as part of the curriculum and holding awareness raising activities.

**Colleges.** Following the example of Leicester College, LaFT will work with the other city colleges to encourage and support them in actively promoting, stocking and serving Fairtrade products.

**Universities.** LaFT will work with both city universities to support them in becoming Fairtrade Universities – both campuses are already pursuing this aim.

**Entertainment venues.** Entertainment and leisure venues in the city will be encouraged to offer Fairtrade food and drinks and where appropriate make use of Fairtrade sports balls.

**Festivals and events.** All city festivals and events will be encouraged to make use of Fairtrade products.



**Fairtrade communities and streets.** LaFT will develop at least five Fairtrade communities and streets all of which will work at the most local level to show their commitment and raise awareness of Fairtrade. These groups could include faith groups, groups of employees or people living in a specific area.

**MPs and politicians.** LaFT will ensure that all Leicester's political figures are aware of Fairtrade and local Fairtrade activities.

**Businesses.** Working with businesses champions LaFT will deliver at least three business champions each year including a range of different sized organisations and representing different sectors. These businesses will serve Fairtrade to their staff and will be willing to promote Fairtrade to local businesses.

**Tourism.** LaFT will work with Leicestershire Promotions to ensure that the status of Leicester as a Fairtrade City is used to promote the city.

**Next steps:**

The manifesto will be launched at Leicester College on the 26<sup>th</sup> September 2008. The manifesto is a living document and will continue to be updated with new ideas, inputs and challenges.



## What is Fairtrade?

Fairtrade is about better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world. By requiring companies to pay sustainable prices (which must never fall lower than the market price), Fairtrade addresses the injustices of conventional trade, which traditionally discriminates against the poorest, weakest producers. It enables them to improve their position and have more control over their lives.

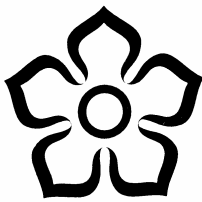
Fairtrade standards comprise both minimum social, economic and environmental requirements, which producers must meet to be certified, plus progress requirements that encourage continuous improvement to develop farmers' organisations or the situation of estate workers.

Fairtrade Labelling was created in the Netherlands in the late 1980s. The Max Havelaar Foundation launched the first Fairtrade consumer guarantee label in 1988 on coffee sourced from Mexico. In the UK, the Fairtrade Foundation was established in 1992, with the first products to carry the FAIRTRADE Mark launched in 1994.

The Fairtrade Foundation has licensed over 3,000 Fairtrade certified products for sale through retail and catering outlets in the UK. The UK is one of the world's leading Fairtrade markets, with more products and more awareness of Fairtrade than anywhere else. Around 20% of roast and ground coffee, and 20% of bananas sold in the UK are now Fairtrade.

The range of Fairtrade products currently includes bananas; cocoa; coffee; dried fruit; fresh fruit and vegetables; honey; fruit juices; nuts; quinoa; rice; spices; sugar; tea; wine and non-food products including cotton; flowers; plants and sports balls.

As well as being guaranteed a minimum price for their produce, producers also receive a Fairtrade Premium. The Premium is money paid on top of the minimum price that is invested in social, environmental and economic developmental projects, decided upon democratically by a committee of producers within the organisation or workers on a plantation.



Leicester  
City Council

MINUTE EXTRACT

Minutes of the Meeting of the  
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: WEDNESDAY, 6 AUGUST 2008 at 5.30pm

P R E S E N T :

Councillor Mugglestone – Chair  
Councillor Blower – Vice Chair

Councillor Corral  
Councillor Hall  
Councillor Naylor  
Councillor Joshi  
Councillor Russell

Co-opted Members

Mr Mohammed Allaudin Al-Azad – Parent Governor

Also in Attendance

Councillor Dempster – Cabinet Lead Member for Children and Schools.  
Councillor Kitterick – Cabinet Lead Member for Regeneration and Transport

\* \* \* \* \*

**213. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor John Blackmore and Councillor Suleman.

**214. DECLARATIONS OF INTEREST**

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

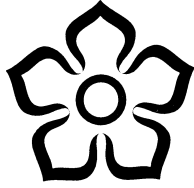
No declarations were made.

**228. FAIRTRADE PLEDGE AND MANIFESTO**

The Corporate Director of Regeneration and Culture submitted a report that informed Members about the manifesto of the Leicester advocating Fairtrade (LaFT) group, which set out how the council could demonstrate its commitment to the manifesto.

RESOLVED:

That the report be noted.



**WARDS AFFECTED: Castle**

Leicester  
City Council

**CABINET**

**1<sup>st</sup> September 2008**

---

**REPLACEMENT FOR CITY GALLERY**

---

**Report of the Corporate Director, Regeneration and Culture**

**1. Purpose of Report**

- 1.1 To seek cabinet approval for the development of the old Workplace Nursery building at 50 New Walk as a new contemporary art gallery to replace City Gallery.

**2. Summary**

- 2.1 The present City Gallery site is a commercially rented shop space on Granby Street. It has been clear for sometime that the current site is unsuitable for both in terms of scale and facilities.
- 2.2 A site for a new contemporary art gallery has been identified at the old Workplace Nursery on New Walk. The position of this site, almost opposite New Walk Museum & Art Gallery also opens up the exciting possibility of the creation of a new visual arts 'campus' which would provide greater visual arts 'critical mass.'
- 2.3 Investing in an improved contemporary art gallery in the old workplace nursery will significantly increase the Arts and Museums Services' ability to deliver the One Leicester priorities.
- 2.4 Outline plans for development of a new gallery have been worked up and costed. Detailed survey work has not been carried out and the figures reflect a certain level of uncertainty and risk.
- 2.5 Arts Council East Midlands view this as a beacon project that will help deliver their 10 year strategy 'Turning Point'. This project is looked on as a possible exemplar for how contemporary and historic art venues can work together.

**3. Recommendations**

- 3.1 That approval be given for the conversion of the old Workplace Nursery into a new contemporary arts facility at an estimated cost of £984,850.

- 3.2 Authorise an addition to the capital programme 2008/09 of £1.1m to fund the conversion costs.

#### **4. Report**

##### **Introduction**

- 4.1 Investing in an improved City Gallery in the old workplace nursery in Museum Square, by New Walk Museum, will significantly increase the Arts and Museums Services' ability to deliver the One Leicester priorities. Not only will it provide a much better, "more modern, attractive and accessible environment" than the existing facilities, but it will also enhance the ability of New Walk Museum and the entire Arts and Museums Service to deliver across the One Leicester priorities. This is because it will enable us to build on existing synergies and links across the service and make much more of what we have to offer - to become "greater than the sum of our parts".

##### **Investing in our children**

- 4.2 As the One Leicester Strategy says, **culture is essential for health and well being of our children**. This project will enable children and young people to have much better access to Leicester's treasures and to share the heritages of their city through creativity and engagement with our outstanding collections.
- 4.3 The current City Gallery runs very good children's programmes but it does not have a dedicated education/activities room, is not in a child-friendly location, the numbers it can cope with are small, and its access and facilities are poor. The new location will create a superb environment for children and families, with child friendly facilities. It will significantly increase the number of children and families who can benefit from it. New Walk Museum is already a very popular destination for families, but the two facilities located together will be able to work in a more joined up way to create a wonderful facility. More families and children using Museum Square will reduce anti social behaviour and children's activities can be more safely developed there, linked to the museum and gallery programmes.
- 4.4 The Museum Education Service is amongst the best in the UK, and the merged service has benefited from this integration, but needs better facilities and more space to take full advantage. The new venue will bring a significant increase in the number of local children in school or family groups who can take part in its education programmes. The City Gallery holiday activities are already regularly used by Looked After Children and this will be developed too.
- 4.5 Recent research commissioned by Renaissance North West in Manchester has demonstrated that museum and gallery learning programmes support progress in schools. The new gallery will help provide local children with "**a quality education that is second to none**"
- 4.6 Leicester and Leicestershire have just been awarded £2.5 million over the next three years, as the regional pathfinder for Creative Partnerships "Find Your Talent Scheme". This supports the Children's Plan objective of providing five hours a week of quality arts and culture for every child. This reflects the

quality of our existing work, for example our leadership of Renaissance East Midlands Learning Strand, our own Learning Programmes, our Cultural and Creative Ambassadors Scheme, Creative Partnerships, and Leicestershire Arts in Education, our partnerships with the Tate gallery, the British Museum and the V&A. A new City Gallery will build on these achievements and support schools accreditation initiatives such as Arts Mark.

- 4.7 Our service already has a strong track record of working with young people from priority groups, including through the Renaissance Programme and outstanding local organisations, e.g. Youth Voice, Hathi Arts, CAPTA, Soft Touch, and Leicester Comedy Festival, as well as through our outreach team and Fosse Arts. The new venue will enable us to further develop positive activities for young people.

#### **Creating thriving, safe communities**

- 4.8 Although good work is done at the City Gallery, its impact is limited by its size and location. In addition the lack of a dedicated activity room makes it difficult to prioritise work to widen audiences, engage more of Leicester's diverse communities in order to help people build confidence and realise their potential. A new gallery linked to New Walk Museum would build on the work done there with new communities, for instance ESOL courses, and make the most of a gallery's ability to be a neutral space where many communities can come together and still feel at home. The Arts and Museums service already has a thriving consultation panel representing well over 30 diverse organisations and consults with the Cultural Strategy Partnership of 50 organisations, both of which would help shape future programmes to maximise their appeal to local people.

- 4.9 The new venue would help people to become more confident in and proud of their city, and see it as a good place to live, and it would help to create a more vibrant city centre. The City Gallery in its current location is often passed by. In a better location it would have a great deal more potential to be part of a welcoming cultural life of the city, for example it would lend itself to extended evening opening hours.

- 4.10 New Walk and Museum Square are acknowledged assets for Leicester, but problems with drinking, drug taking and violence continue. We have been advised by the police that more general activity on New Walk would reduce this problem, so the new venue would help our zero tolerance policy towards anti social and threatening behaviour.

#### **Improving well being and health**

- 4.11 The new venue would provide us with the facilities to better support this priority - not only providing better DDA access so that people with disabilities could access the venue and take part in activities there, but also we could programme art therapy activities, and build on the work we are already doing at Fosse Arts.

### **Talking up Leicester**

- 4.12 The new venue, and the higher profile we could give to contemporary arts through it, would be an integral part of talking up Leicester as an ambitious and innovative place with a buzzing city centre.
- 4.13 The new facility would be something local people feel proud of, A new City Gallery will help create a strong regional and national identity for Leicester, complementing Curve and the Digital Media Centre and putting Leicester on the map as a major cultural destination. The Arts Council “Capitalise” programme across the rest of the East Midlands has prioritised visual arts venues, and Leicester is the only city without a new contemporary arts venue. ACE are very supportive of the project and have allocated £120k to it, in principle, in this financial year.
- 4.14 An integral feature is joint programming with New Walk Museum. This would enable the major touring contemporary art shows, like the British Art show, to be hosted in Leicester. In its current site, the City Gallery is not in the premier league in terms of gallery facilities so cannot secure top contemporary art exhibitions and major national tours or compete with Derby, Lincoln and Nottingham.

### **Investing in skills and enterprise**

- 4.15 It will attract people to Leicester - visitors to the city, businesses thinking of locating here, people applying for jobs, and new graduates will see Leicester as progressive, confident and vibrant. The government’s ‘quality of place’ agenda was developed out of recognition that good cultural facilities are significant factors in encouraging people to move to and stay in a locality.

### **Reducing our carbon footprint**

- 4.16 The proposed gallery will make adaptive re-use of an existing building. Due to the extent of the structural works significant improvements to the environmental sustainability of the building would be possible.

### **Planning for people not cars**

- 4.17 It makes the most of New Walk as a traffic free environment for people, create an exciting location and will help to reduce problems of crime and disorder.
- 4.18 The location makes it easy to access from the city centre and outlying areas as well as from the station and get from one place to another without using a car.

### **Background**

- 4.19 Founded in 1988, The City Gallery is the main contemporary art gallery in Leicester committed to the presentation and interpretation of contemporary visual art and craft. Through its exhibition and events programmes the Gallery seeks to present challenging and inspirational works by national, international and regional artists to diverse audiences, with a particular focus on the communities of Leicester.
- 4.20 Its four essential purposes are:



- To actively engage with broad and diverse audiences from Leicester, the East Midlands region and beyond. To create a sense of community and to provide a place for enjoyment, enquiry and discussion about contemporary art and culture.
- To present and commission new work and show work from major contemporary art collections.
- To provide formal and informal learning programmes that involve audiences actively in engaging with works of art and encourage participation, enquiry, discovery and play. To support the national curriculum and local learning agendas.
- To function as a lively centre and forum for artistic activity through partnerships with cultural organisations and provision of cultural activities and events and support for creative businesses in Leicestershire and to contribute to the creative economy of the city through provision of high quality shop space selling contemporary arts and crafts.

### **Proposals**

- 4.21 The present City Gallery site is a commercially rented shop space on Granby Street. It has been clear for sometime that the current site is unsuitable for both in terms of scale and facilities. It's position means it is also isolated from other cultural institutions in the city and lacks synergies with surrounding businesses. This will still be the case when the Cultural Quarter is fully developed. The lease was recently extended and comes to an end in February 2009.
- 4.22 The need to develop a contemporary arts venue for Leicester has long been recognised. This was initially recommended by Arts Business Limited in the Capital Options Summary Report of May 2000, which identified that a new contemporary arts facility in the cultural quarter would cost £9.9 million.
- 4.23 Reviewing external funding opportunities it is obvious that a £10 million scheme as proposed in the Capital Options Summary Report of May 2000 is unfeasible. After discussion with arts consultants and other Arts bodies, it is recommended that a modest scale contemporary arts facility be pursued. This does not mean modest in ambition but nimble, responsive, approachable and highly creative. The space will be able to accommodate an ambitious exhibition programme but not be overwhelmed by the need to run large and expensive blockbuster shows.
- 4.24 A number of sites across the city were considered for a new gallery. These included the old HSBC bank site on Granby Street and the old music hall on Colton Street. These were rejected primarily on grounds of size - too small or too large, or architecturally – spaces were unsuitable for gallery spaces or work needed to convert to gallery spaces would have destroyed or covered up the architectural features that made the building important or interesting.
- 4.25 A suitable site was identified at the old Workplace Nursery at 69 Wellington Street/ 50 New Walk. The site was of appropriate size, was a relatively simple conversion and almost uniquely has sufficient land to enable expansion in the future, able to almost double the amount of gallery space available.

- 4.26 The position of this site, almost opposite New Walk Museum & Art Gallery also opens up the exciting possibility of the creation of a new visual arts 'campus' which would provide greater visual arts 'critical mass'. It would also help the public develop a deeper understanding of the relationship between contemporary and historic art.
- 4.27 The positioning would enable both sites to benefit from crossover of audiences, joint promotion, shared facilities and economies of scale.
- 4.28 An outline design and architectural brief was produced and Architects carried out some basic costings for development of the property. These are approximate plans and costings as this was essentially a desk top exercise. Detailed structural survey work necessary to confirm the proposals has not been carried out.

**4.29 Outline of new gallery brief**

- Two purpose built gallery spaces designed to meet national and international museum and gallery standards which will enable audiences to see important contemporary works from national and international collections as well as commissioned works by national, international and regional artists and makers.
- An education studio for artist-led workshops and a broad spectrum of educational and informal learning activities.
- A drop-in facility and project space that will provide a changing programme of interactive resources and exhibitions to involve and engage diverse audiences of all ages in the exploration of contemporary art.
- Enhanced visitor facilities including an improved foyer and orientation area, a contemporary craft shop, seating and refreshments, and improved disability access.
- Facilities for on-site storage of artworks to designed to national museum and gallery standards.

**Benefits Expected**

- 4.30 The new art gallery would strongly support the One Leicester Strategy through its programming, education and outreach activities, position on New Walk and through greater cross site working with New Walk Museum and Arts Gallery. Specific reference to how the proposed new facility will engage and promote the One Leicester Strategy is given in Section 1.
- 4.31 The position of this site, almost opposite New Walk Museum & Art gallery opens up the exciting possibility of the creation of a new visual arts 'campus'.and increase Leicester's profile.
- 4.32 It would enable greater linkages, joint working and programming between the two buildings and through this help develop for the public a deeper understanding of the relationship between contemporary and historic art.
- 4.33 Both sites would see an increase both in visitor figures and increasing diversity of visitors, particularly BME (in the Gallery ) and younger visitors (at New Walk Museum), due to greater crossover of audiences,. Increased visitor

figures will also generate more income from the shop and opportunities for greater cross promotion of retail activities are also opened up.

- 4.34 Arts Council Strategy - The proposed new venue directly supports the Arts Council's Turning Point Strategy for contemporary visual arts in England. This sets out the Arts Council vision for the next 10 years. To quote directly from the report:

*'The main emphasis is on linking contemporary art with art from the past and with the heritage. This is to be achieved through appropriate cross-sectoral partnerships strengthened by formal memoranda of understanding, regional development strategies and joint programmes.'*

- 4.35 Turning Point has 6 key priorities for the arts and cultural sector, all of which contribute directly to the One Leicester Strategy. These are

- taking part in the arts
- children and young people
- the creative economy
- vibrant communities
- internationalism
- celebrating diversity

- 4.36 Arts Council East Midlands strongly support this project as they see it

- Complements the cultural offer in Leicester and is appropriate to the cultural led regeneration programme
- A way of redressing the current focus on performance art with a high quality visual arts project
- Meets the key objectives of the Turning Point strategy demonstrating very strong links between contemporary and historic art and heritage
- Provides a useful pilot model for close working of contemporary and historic art
- Major benefits of joint marketing and promotion

- 4.37 In early 2008 the Arts Council conducted a major survey of users and non-users entitled 'What People Want from the Arts'. The three key themes that emerged closely match many of the themes and aspirations of One Leicester. The survey found people wanted

- Capacity – the arts helped them understand and navigate the world. The arts enabled expression and communication across boundaries and showed different perspectives
- Experience – the arts enrich peoples experiences of life. It helps people to understand something new about the world or enriches their life in some way
- Applications – the arts bring people together, create links between different communities and produce a sense of local pride and belonging

- 4.38 East Midlands Tourism Strategy - The new gallery and combined with the major local and regional draw of New Walk Museum & Art Gallery would

create a significant critical mass as a major regional tourist attraction. This combined with joint marketing initiatives would create a significant cultural attraction for the visual arts.

- 4.39 Crime & Disorder - The work place nursery is currently a derelict building and has been unused for sometime. It is on a main pedestrian thoroughfare for the City and well away from the main retail core. Most businesses on New Walk are offices. By bring the building back into use as a major public facility would increase footfall on New Walk, give an increased public profile to the area which would contribute to a reduction in disorderly behaviour.

### Costs

- 4.40 In the current financial climate for the arts it is no longer feasible to develop a business case predicated on significant external funding as the major financial tool. If a replacement gallery is to be created then Leicester City Council needs to be the main contributory funder.
- 4.41 The Arts Council have indicated they are willing to offer funding in the region of £120,000, subject to a successful grant application. A successful grant application will be contingent on the design being for a high quality, purpose built gallery space designed to meet national and museum and gallery standards. They have also indicated that they would contribute towards initial marketing and promotion of the new venue.
- 4.42 The breakdown of costings for the proposed development of the Workplace Nursery are shown below. These figures are based on desk top work only and no detailed structural surveys have been carried out. The figures have been calculated to reflect this element of risk and a significant amount for contingency has been included.

<b>Breakdown of estimate</b>	<b>Cost</b>
Structural Works	210,000
Fixtures & fitting	147,000
Wall, floor & ceiling finishes	72,000
Mechanical & electrical	192,000
External works	59,000
Design risk contingency	37,200
Contractor preliminaries	97,650
Fees and direct costs	100,000
Project Management Costs	90,000
<b>Total approximate cost</b>	<b>£1,004,850</b>
<b>Contingency @ 10%</b>	<b>£100,000</b>
<b>Less Arts Council Grant</b>	<b>(£120,000)</b>
<b>Capital Required</b>	<b>£984,850</b>

### **Timescales**

4.43 The total project time is estimated at 18 months from initial survey work to opening. Survey, design, tendering and build is estimated at 12 months, fit out 3 months and transfer from existing site and first exhibition installations 3 months. Projected opening of the new gallery would be March/April 2010.

4.44 The current lease on the City Gallery expires in February 2009. There are two options for the City Gallery over this period:

Option 1 – close City Gallery at end of current lease and use intervening year for offsite projects and outreach work to build new audiences for the new venue.

Option 2 – extend lease on existing venue for 1 year.

4.45 Option 1 is the preferred option. The move to a new venue would involve considerable workload for the staff. Closing the existing gallery a year before the new venue opens would free staff up to work on the development of the new gallery and to engage in substantial audience development work. Space would be provided at New Walk Museum & Art Gallery in the intervening period, which will be helpful in establishing new working relationships between City Gallery and New Walk Museum & Art Gallery Staff.

## **5. Financial, Legal and Other Implications**

### **5.1 Financial Implications**

5.1.1 The proposed development will require an additional £1.1m to be added to the current capital programme, of which an Arts Council contribution of £120,000 will be applied for. It will also lead to the loss of a potential capital receipt from the sale of the former workplace nursery.

5.1.2 The capital programme was approved in March, 2008. At that time, significant resources were left uncommitted, with the intention of subsequent review based on the “One Leicester” priorities. Based on resource estimates **made at that time**, there would currently be £7.5m remaining uncommitted.

5.1.3 Since then, the economic downturn has severely constrained our ability to raise capital receipts. Receipts underpin the corporate capital programme to the tune of some £5m per annum. A review of the programme is therefore required to ensure that only the most essential schemes progress in 2008/09 and 2009/10.

5.1.4 There is currently net budget provision of £140,500 per annum for the City Gallery which will be transferred to the new premises. Since the current City Gallery lease expires in February 2009, there will be no associated exit costs.

5.1.5 Existing budget provision will be supplemented by additional Regeneration and Culture departmental resources to cover additional running costs etc. The full revenue implications will be incorporated in the budget proposals from 2009/10. It is estimated that, due to the increased size of the premises compared to the present facility, this will cost an extra £20,000 to £30,000 per annum, and the department will find compensating savings.

*Mark Noble, Chief Finance Officer (Ext.297401)*

## 5.2 Legal Implications

5.2.1 The Report Author is advised to consult with Legal Services to ensure that the conditions of the funding from the Arts Council are reasonable and that the requirements concerning the current lease of the City Gallery are adhered to. Legal and Procurement advice will also be needed to ensure compliance with the Council's Contract Procedure Rules and to draft and conclude the necessary contract documents.

*Rebecca Jenkyn, Senior Solicitor/Team Leader, Commercial and General Legal Services (Ext.296378)*

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	Yes	4.7, 4.8, 4.32
Policy	Yes	2.3, 4.1, 4.8, 4.11
Sustainable and Environmental	Yes	4.16, 4.17
Crime and Disorder	Yes	4.10, 4.39
Human Rights Act	No	
Elderly/People on Low Income	No	

## 7. Risk Assessment Matrix

Risk		Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1	The project is at an early stage and risks exist that the legal, funding and physical issues may not be overcome.	L	H	A detailed risk assessment will be undertaken as a full programme for the project is developed.
2	Significant structural problems with the building and costs increase	L	H	These could be quickly ascertained by a detailed site survey at the first stage of the project and would allow time to consider solutions. Initial inspections of the site do not reveal any major problems and it is anticipated there will be minimal structural issues.
3	Arts Council grant withdrawn	M	M	New venue needs to be approved and work start this financial year or grant will be withdrawn

L – Low

M – Medium

H - High

L – Low

M – Medium

H - High

**8. Background Papers – Local Government Act 1972**

None.

**9. Consultations**

Sarah Levitt – Head of Arts and Museums

Liz Blyth – Cultural and Strategy Improvement Manager

Nick Gordon – Managing Curator Collections and Interpretation

Richard Watson – Service Director Culture

**10. Report Author**

Sarah Levitt & Nick Gordon

Ext. 298912/394901

Email: [sarah.levitt@leicester.gov.uk](mailto:sarah.levitt@leicester.gov.uk)

[Nick.Gordon@leicester.gov.uk](mailto:Nick.Gordon@leicester.gov.uk)

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







Leicester  
City Council

**WARDS AFFECTED**  
Castle Ward

**CABINET**

**1st September 2008**

---

**Capital Programme - Leicester Castle Project: Options Appraisal & Feasibility Study**

---

**Report of the Corporate Director, Regeneration & Culture**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide further information to Cabinet on the project to undertake an options appraisal and feasibility study on Leicester Castle included within the 2008/09 Capital Programme and to seek approval to commence the project.

**2. SUMMARY**

- 2.1 The Castle complex comprises of a series of vacant and underused historic buildings within the Castle Conservation Area, and is included on the Buildings at Risk Register. The combination of the conservation area status and listed building and scheduled monument designation has in the past provided a challenge when considering how these buildings could be utilised effectively. At present the Castle provides some limited storage capacity for museum resources and properties on Castle View were until recently used by De Montfort University as offices. This funding will provide resources to produce an options and feasibility report that will guide decisions on future plans for the complex.

**3. RECOMMENDATION**

- 3.1 Cabinet approve the commencement of the project at a cost of £50k from the Council's 2008/09 Capital Programme.

**4. REPORT**

**Background:**

- 4.1 Leicester Castle forms a secluded corner of the city centre with a very strong historic character. The motte and inner bailey are designated as a Scheduled Monument and the majority of buildings thereon are listed. The whole site lies within the Castle Conservation Area, for which an Appraisal was adopted in March 2007.
- 4.2 The Great Hall, has been empty since the 1990s following a very long and rich history, when the court services moved to purpose-built premises elsewhere.
- 4.3 The site in recent time has also been placed on the English Heritage 'Building At Risk' register, placing a 'duty of care' on the Council as the owner to implement some action to preserve and protect the asset from further deterioration.

- 4.4 The current state of the Castle is such that it fails to meet modern building standards (DDA and Health & Safety), and so any future option(s) for sustainable use would need to seriously consider redressing this issue.
- 4.5 Eighteenth and nineteenth century properties on Castle View, previously cottages and a public house, were last used by the De Montfort University as offices; they are presently vacant.
- 4.6 Leicester City Council has been minded to explore the future sustainable use of the properties and to inform this it wishes to first consider whether these properties may need to form part of a comprehensive scheme for the reuse of the Castle Hall through an Options Appraisal and Feasibility Study.

### **Geographical Scope**

- 4.7 The study will concern land in the ownership of the City Council on Castle View and Castle Yard (Geographical Scope - Appendix 1), and all the buildings and structures thereon, including the following (Castle and Castle View Properties - Appendix 2):

• Castle (The Great Hall) (formerly the County Court)	Grade I
• John of Gaunt's Cellar	Scheduled
• 5 & 6 Castle View	Grade II
• 7 Castle View	Grade II
• 8 & 9 Castle View	Grade II
• 12 Castle View	Not listed
• Turret Gateway	Scheduled AND Grade I
• Brick Store to rear of Turret Gateway	Not listed

### **Project Objectives**

- 4.8 To explore, identify and appraise a series of option(s) (Phase 2) for the future sustainable use of the Castle and Castle View properties (as listed above).
- 4.9 To carryout a Feasibility Study (Phase 3) on the preferred option(s) and develop to RIBA work stage C

### **Project programme:**

#### Phase 1: Conservation Statement and Plan

- 4.10 At present Regeneration & Culture and Resources departments are in the process of developing a Conservation Management Plan, which is expected to be completed by September 2008.
- 4.11 This will provide a framework in the form of Conservation policies and management practices of how best to preserve and safeguard existing features of historic relevance, and within which future options should be considered.

#### Phase 2 - Options Appraisal & Phase 3 – Feasibility Study

- 4.12 Cabinet agreed in March 2008, that £50k will be allocated from the Corporate Capital Programme (2008/09 – 2011/12) to fund Phase 2 and 3.
- 4.13 A generous contribution of £50k has been provided by Leicestershire County Council's Environment and Heritage Department, as a key partner for the project.

- 4.14 Phase 2 (Information Assimilation/Consultations/Options Modelling) will identify a range of options that will be assessed and ranked. The most suitable option(s) will be reported to Cabinet for consideration and approval.
- 4.15 Phase 3 will undertake a Capital Feasibility Study (to RIBA Stage C) by taking the approved option(s) forward and formulating a Business Plan (Financial) and a Funding Strategy.
- 4.16 Focus Consultants (UK) Limited has been appointed as the lead consultants using the new Framework Contracts to help deliver Phase 2 & 3. Within the Programme/Project Management discipline, while Focus are ranked 3<sup>rd</sup>, their extensive experience clearly makes them leading experts in Heritage Castles.

**Project Timetable:**

<u>Project Stage</u>	<u>End Date</u>
4.17 Phase 1: Conservation Statement and Plan	Sept 2008
4.18 Phase 2: Options Appraisal (Consideration and Testing) (draft)	Oct 2008
4.19 Consultation and Members Approval	Nov 2008
4.20 Phase 3: Capital Development Feasibility Study (to RIBA C)(draft)	Mar 2009
4.21 Consultation and Members Approval	Apr 2009

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

**5.1 Financial Implications**

- 5.1.1 There is a total budget of £100,000 (£50,000 from the corporate capital programme 2008/09; and £50,000 from Leicestershire County Council’s Environment and Heritage Services) for the Leicester Castle Project – Options Appraisal and Feasibility Study.

*Martin Judson – Head of Resources R&C (Ext.297390)*

**5.2 Legal Implications**

- 5.2.1 Not all of the property within Castle Yard is in the ownership of the City Council. Appointed consultants should consult with Legal Services for the undertaking of a title investigation as to any rights, easements, covenants or other matters which affect the property.'

*David Jones – Property Team Leader (Legal Services) (Ext.296343)*

**6. OTHER IMPLICATIONS**

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	<b>Yes</b>	4.4
Policy	<b>Yes</b>	4.1, 4.6, 4.10, 4.11
Sustainable and Environmental	<b>Yes</b>	4.3-4.6, 4.8, 4.11
Crime and Disorder	<b>No</b>	
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

**7. RISK ASSESMENT MATRIX**

<b>RISK ASSESMENT MATRIX</b>				
<b>Risk No.</b>	<b>Risk</b>	<b>Likelihood L/M/H</b>	<b>Severity Impact L/M/H</b>	<b>Control Actions (if necessary/or appropriate)</b>
1	Unexpected additional work, deemed essential to achieve overall objective may impact on available project budget	L	M	<ul style="list-style-type: none"> <li>Detailed outlined in Consultant's fee proposal, of all key work activity, minimizing risk of unexpected additional work</li> <li>Regular project team meeting to be held to highlight emerging issues</li> </ul>
2	Provisional sum allowed for Funding Applications / Development Briefs may not be sufficient, and may need reviewing	L	M	<ul style="list-style-type: none"> <li>Project Team meetings to track and monitor with view of highlighting early indication to inform Project Management Board</li> </ul>
3	Level of competency applied may not be adequate and may compromise validity of the studies and recommendations	L	H	<ul style="list-style-type: none"> <li>Use of Framework Contract to ensure level of professional competency of the Consultant</li> <li>Regular Project team meeting to track, monitor and highlight emerging issues</li> <li>Internal and External stakeholder involvement throughout the project to ensure validity of research materials, debates and conclusions drawn</li> <li>Programme incorporates member and stakeholder consultation / approval stage</li> </ul>

L - Low                      L - Low  
M - Medium                M - Medium  
H - High                     H - High

**8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

Leicester Castle & Castle View Properties Conservation management Plan (1<sup>st</sup> Draft)

**9. CONSULTATIONS**

Martin Judson, Head of Resources, Regeneration & Culture  
David Jones, Property Team Leader, Resources

**10. REPORT AUTHOR**

Bakim Dayaram  
Operations Manager

Ext 39 4983

Email: [bakim.dayaram@leicester.gov.uk](mailto:bakim.dayaram@leicester.gov.uk)

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

**Appendix 1: Geographical Scope**



**1. Scope and Context**

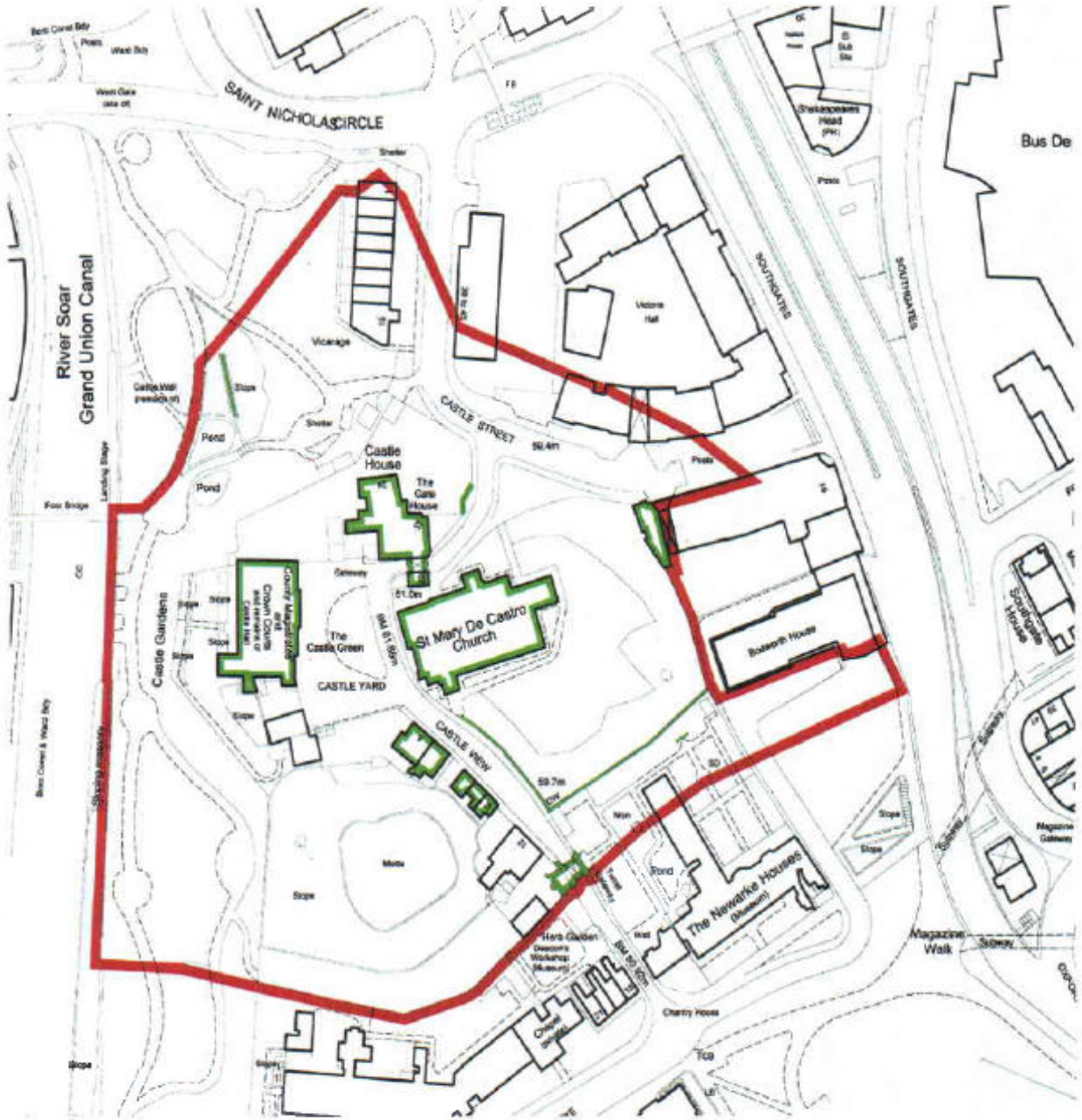
- Site Context
- Scope of the Study



Crown copyright. All rights reserved Leicester City Council. 1001 9264. (2007)



**Appendix 2: Castle and Castle View Properties**



**2. Statutory Constraints**

-  Scheduled Ancient Monument
-  Listed Buildings

Crown copyright. All rights reserved Leicester City Council. 1001 9264. (2007)





## Appendix 1: Geographical Scope



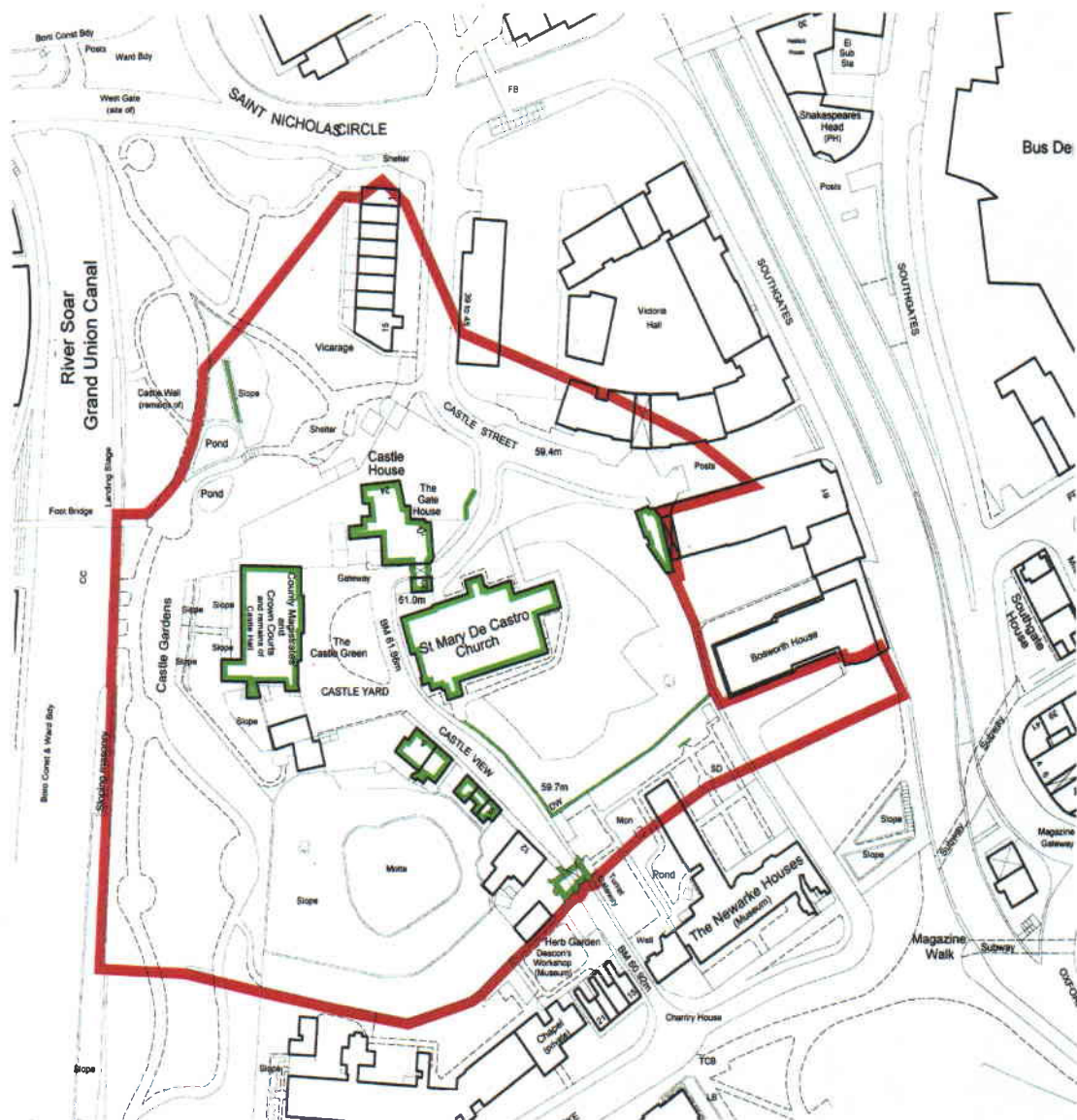
### 1. Scope and Context

 Site Context

 Scope of the Study

Crown copyright. All rights reserved Leicester City Council. 1001 9264. (2007)

## Appendix 2: Castle and Castle View Properties

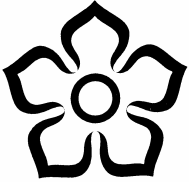


### 2. Statutory Constraints

 Scheduled Ancient Monument

 Listed Buildings

Crown copyright. All rights reserved Leicester City Council. 1001 9264. (2007)



Leicester  
City Council

**WARDS AFFECTED**  
Castle Ward

**CABINET**

**1<sup>st</sup> September 2008**

---

**Capital Programme - De Montfort Hall Box Office**

---

**Report of the Corporate Director, Regeneration & Culture**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide further information to Cabinet on the replacement of the box office and telephone systems at De Montfort Hall included within the 2008/09 Capital Programme and to seek approval to commence the project.

**2. SUMMARY**

- 2.1 The current De Montfort Hall box office system has been in use for a decade and is out of date and approaching obsolescence. In the near future it will cease to be supported as a system and this will heighten risks with regard to business continuity should the system fail. Since the system was installed the volume of ticket sales has grown to four times the level the system was originally required to deal with and this puts further strain on the box office. The expectations of service users have also evolved during this time and the functionality of the current system is limited when compared with the latest systems. To resolve the situation this funding is needed to procure and implement a new box office system.
- 2.2 Both the telephone and box office systems will improve the service across the whole of the De Montfort Hall Box Office function, including the satellite provision at the Tourist Information Centre in Town Hall Square, which currently is unable to offer the same level of availability information as the main Box Office at De Montfort Hall.

**3. RECOMMENDATIONS**

- 3.1 Cabinet approve the commencement of the project at a cost of £135,000 from the 2008/09 Capital Programme.

**4. REPORT**

**Aim:**

- 4.1 To replace the Databox box office system and existing telephone system at De Montfort Hall. These developments will greatly increase the venue's service to customers and will enable the box office to fully integrate with the marketing functions – due to the new intelligence that will be obtainable from the systems. Both current systems are frankly on their last legs and cannot deliver on our desire to work smarter in terms of information the venue collects and what it does with it – let alone provide an efficient and responsive service to customers.

4.2 The sum of £135,000 was agreed by Cabinet towards the development of the venue's box office system to include a fully interactive online booking and ticket payment system for the venue. The work will also include the replacement of the current telephone system.

**Box Office System:**

4.3 The Databox box office system is carrying significantly more information than it was designed to house, having been installed at a time that the volume of business at De Montfort Hall was roughly a quarter of the level it is now. Although it has been upgraded a number of times, the upgrades have essentially been 'bolt ons' to a 10 year old system – an extraordinary length of time for any software programme.

4.4 In addition the current system does not integrate with contemporary marketing and selling techniques. It does not create automatic email lists, nor does it integrate with the online booking system which is email based and has to be entered on to Databox manually. It has no integration at all with the programming and internet functions at the Hall, which results in broadly the same work being undertaken several times on different systems. An online booking system will offer disabled service users another method of booking tickets that may overcome barriers faced when booking by telephone or in person. The project will also investigate options for ticketless sales that reduce the need for printed materials, envelopes, transportation/delivery and thereby reducing the impact of the process on the environment.

4.5 DMH are working with IT Services to ensure PCI DSS Standards compliancy and all audit requirements are met – which is fundamental requirement of any new system (of any type).

**Telephone system:**

4.6 The current Box Office system doesn't allow for effective management of calls or for essential reporting of call statistics (which would allow us to best serve customers by analysing phone usage patterns to run a more effective service). All that is known at the moment, given the number of call-backs required (at cost to the venue), is that the system is not able to cope with the demands of a busy box office.

4.7 One of the fundamental issues is that the current system has no queuing system. A customer ringing in will be taken directly to the voicemail service if the call is not picked up within a designated number of rings. There is no facility for reassuring or informative prompts. So there is a perception that the taking customer call is not the priority that it clearly is.

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

**5.1. Financial Implications**

5.1.1 There is an ongoing project to improve the operations and financial performance of DMH. The benefits of the new box office and telephone system will contribute to those improvements.

5.1.2 The new box office system is an essential component in improving the efficiency of producing meaningful financial management information on a regular basis for DMH. Data extraction from the current system involves significant re-keying of data into

spreadsheets. The new system will be more flexible in terms of the information available and the extraction will be through automatic downloads.

5.1.3 The project was approved by Council in March to the value of £135k subject to providing the further details outlined in this report.

*Martin Judson, Head of Resources, Regeneration & Culture (Ext.297390)*

## 5.2 Legal Implications

5.2.1 The Report Author has noted that there will be a requirement to seek advice on Procurement Law to achieve these Project's aims. It is recommended that a Solicitor or Legal Officer from within Legal Services together with a member of the ICT Contracts team are invited to be members of the Project Board so that both the procurement process/ route and acceptable terms and conditions for the resulting contract can be agreed.

*Rebecca Jenkyn, Senior Solicitor, Commercial and General (Ext.296378)*

## 6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	<b>Yes</b>	<b>4.2</b>
Policy	<b>No</b>	
Sustainable and Environmental	<b>Yes</b>	<b>4.2</b>
Crime and Disorder	<b>No</b>	
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

## 7. RISK ASSESSMENT MATRIX

<b>RISK ASSESSMENT MATRIX</b>			
<b>Risk</b>	<b>Likelihood L/M/H</b>	<b>Severity Impact L/M/H</b>	<b>Control Actions (if necessary/or appropriate)</b>
1 Failure to implement new system	L	H	The process has been started – a list of requirements is in draft stage and the date for the first Project Board meeting has been set.
2 Delay in implementation	M	M	The Project Board is aware that there are only certain times with each year where it would be prudent to implement the transfer of systems and is drawing up a robust timetable to fit in with that pattern.
3 Increase in cost of implementation	M	M	The 'requirements' list is currently in draft stage – however the Project Board is aware that it needs to do work to ascertain the likely costs of various systems (in terms of both capital and revenue).

4 Issues with implementation	M	H	Other venues have had issues with data transfer, which has had both a logistically and financial impact on the projects. The project is aware that it needs to ensure that this doesn't affect the DMH box office project.
------------------------------	---	---	--

L - Low  
M - Medium  
H - High

L - Low  
M - Medium  
H - High

**8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

None

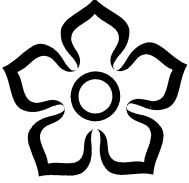
**9. CONSULTATIONS**

Consultations have taken place with Simon Bennett, Head of ICT, Regeneration & Culture, Mohammed Ali Choudry, Business Analyst, Resources, Martin Judson, Head of Resources, Regeneration & Culture, Rebecca Jenkyn, Senior Solicitor, Resources.

**10. REPORT AUTHOR**

David Pepworth,  
Marketing Manager,  
De Montfort Hall.  
Ext. 39 3139  
Email: [david.pepworth@leicester.gov.uk](mailto:david.pepworth@leicester.gov.uk)

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



Leicester  
City Council

**WARDS AFFECTED**  
City Wide

**CABINET**

**1st September 2008**

---

**Capital Programme - Festivals & Events Infrastructure Project**

---

**Report of the Corporate Director, Regeneration & Culture**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide further information to Cabinet on the programme of Festivals and Events capital works included within the 2008/09 Capital Programme and to seek approval to commence the project.

**2. SUMMARY**

- 2.1 This funding is needed for essential parks infrastructure to increase health & safety at events and reduce expenditure currently used to contract out these services. Events and activities on parks, directly managed by Leicester City Council, have seen a growth in attendance in recent years which has resulted in higher costs due to the health & safety requirements. In addition the number of parks bookings has doubled since 2006 and having on site services will ensure that the use of generators etc. will not be necessary.

**3. RECOMMENDATIONS**

- 3.1 Cabinet approve the commencement of the work at a cost of £100,000 from the 2008/09 Capital Programme.

**4. REPORT**

- 4.1 The sum of £100,000 was agreed by Cabinet for the purpose of providing essential service infrastructure on Victoria Park, Bede Park, Humberstone Park & Spinney Hill Park to ensure compliance with Health & Safety requirements for outdoor festivals & events.

- 4.2 The proposed essential infrastructure/services are described below.

**4.3 £25k Water points on Victoria Park incl. stand pipes**

- Necessary for health & safety on site.
- Will increase public welfare.
- No existing water points on park.
- Reduce costs for future events as water bowsers/ bottled water will not have to be brought on site e.g. Caribbean Carnival, Vasakhi Football tournament, Leicester Marathon, etc.
- Increased numbers of events on parks.



- Will be used to support DMH events e.g. Summer Sundae, Big Session.
- Will be used for commercial events e.g. Circus/ Radio One Roadshow (BBC).

#### 4.4 **£25k Mains power points on Victoria Park**

- At present organisers bring generators to events e.g. caterers, funfairs, staging.
- Improved health & safety e.g. less fumes, less noise pollution, site space,
- Reduced fire risks e.g. less potentially flammable fuel on site.
- Reduced costs to event organisers, no need to hire in generators.

#### 4.5 **£18k Supply & lay Monoblock on Victoria Park**

- Access/ egress to the event arena for emergency service vehicles.
- Vehicle access for event organisers/ infrastructure.
- Reduce the risk of ground damage to the park.
- Access to site in all weathers.
- Reduce costs for event organisers e.g. re-instatement fees.
- Joint project with Football Investment Strategy.

#### 4.6 **£2k Water points on Bede Park incl. stand pipes**

- Necessary for health & safety on site.
- Will increase public welfare.
- No existing water points on park.
- Reduce costs for future events as water bowsers/ bottled water will not have to be brought on site e.g. Riverside Festival, DNA Music Festival, community events.

#### 4.7 **£10k Mains power points on Bede Park**

- At present organisers bring generators to events i.e. caterers, funfairs, staging.
- Improved health & safety e.g. less fumes, less noise pollution, site space,
- Reduced fire risks e.g. less potentially flammable fuel on site.

#### 4.8 **£20k 4x temporary lighting columns for Spinney Hill Park and Humberstone Park\***

- Increased number of events on SHP and HP e.g. Pakistan Independence Day, Eid Prayer celebrations x2, sport fixtures, Holi Festival, Humberstone Park Bonfire, Sports Fixtures, family fun days, community events, etc.
- Risk Management e.g. reduce crime/ anti social behaviour, supports set up and dismantle of infrastructure.
- Reduces costs to organisers e.g. lighting columns do not need to be hired in.

\* Temporary lighting columns are a set of 4 high power lights on a column, these are powered by a generator and attached to a trailer.

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

### 5.1. **Financial Implications**

- 5.1.1 There is a total budget of £100,000 in the corporate capital programme 2008/9 for Festival Services infrastructure work requiring further approval.

*Martin Judson, Head of Resources, Regeneration & Culture (Ext.297390)*



## 5.2 Legal Implications

5.2.1 The Report Author is advised to contact Legal Services on the most appropriate form of contract to be used for the individual works referred to in this Report. It may be advisable to tender one contract as a Framework and be able to select individual works packages from within it.

*Rebecca Jenkyn, Senior Solicitor, Commercial and General (Ext.296378)*

## 6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	<b>N</b>	
Policy	<b>N</b>	
Sustainable and Environmental	<b>Y</b>	4.4, 4.7 Reduce pollution i.e. use of generators, noise pollution.
Crime and Disorder	<b>Y</b>	4.8, 4.9 Safe environment i.e. a well lit event site.
Human Rights Act	<b>N</b>	
Elderly/People on Low Income	<b>Y</b>	4.3, 4.4, 4.5, 4.6, 4.8, 4.9 Event costs reduced by services being made available on site therefore finances can be diverted into programming and other forms of infrastructure/ remove entry fees.

## 7. RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1. Damage to underground piping/ cables whilst infrastructure being set up.	L	H	CAT scan on site prior to set up. Defined site plans provided by event organisers. Provision of site plans from Parks identifying underground services. Contingency plans i.e. water bowsers, bottled water, generators.
2. Monoblock – Emergency access and egress on the park may be compromised if not in place.	L	H	Temporary tracking hired in on a regular basis due to the number of events on the park. New ball court is being installed over the main existing emergency access route.
3. Lighting columns – increased risk of injury to park users/ events users i.e. large	M	M	Hire in temporary lighting columns or have no lighting on site leading to higher risk.

crowds, evacuation, crime & safety.			
-------------------------------------	--	--	--

L – Low  
M – Medium  
H - High

L – Low  
M – Medium  
H - High

**8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

None

**9. CONSULTATIONS**

Consultation has been undertaken with Parks, Landscapes, Street Lighting, De Montfort Hall and Property Services (all LCC).

Richard Welburn, Head of Parks & Green Spaces

Stewart Doughty, Parks Manager

Ryan Dennis, Lighting Design

Manjeet Virdee, Team Leader, Lighting Design

Eddy Beilby, Operational Property Manager

Jim O'Mahoney, Senior Technician, De Montfort Hall

Nick Ladlow, Arts & Museums

Martin Judson, Head of Resources, Regeneration & Culture

Rebecca Jenkyn, Senior Solicitor, Resources.

There has also been liaison with event organisers and the Event Advisory group and Parks Services have discussed proposals at public Parks User Group meetings.

**10. REPORT AUTHOR**

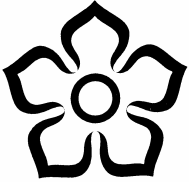
Maggie Shutt

Festivals & Events Manager,

Ext 38 5081,

Email: [maggie.shutt@leicester.gov.uk](mailto:maggie.shutt@leicester.gov.uk)

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



Leicester  
City Council

**WARDS AFFECTED**  
**Beaumont Leys**

**Overview & Scrutiny Management Board**  
**Cabinet**

**6 August 2008**  
**1 September 2008**

---

**Beaumont Sports Consortium – Proposal to Develop Sporting Facilities**

---

**Report of the Corporate Director of Regeneration & Culture**

**1. PURPOSE OF REPORT**

- 1.1 This report informs Cabinet of a proposal by a consortium to develop a football, speedway and cycling centre at Beaumont Park.
- 1.2 The report asks Cabinet to agree a two-year 'lock out' agreement between the City Council and the development consortium to provide them with an opportunity to undertake the necessary investigations to satisfy the City Council's concerns and to ensure the viability of the project.

**2. SUMMARY**

- 2.1 A development consortium consisting of:-  
Goals Soccer Centres (formerly Pro-5 Soccer Centres), Leicester Lions Speedway Club through Norfolk Arena, and British Cycling have been working to develop an opportunity to promote a range of sports provisions on land at Beaumont Park and ancillary areas at the rear of Leicester Leys Leisure Centre.
- 2.2 A meeting with the consortium and representatives of the City Council was held in which issues relating to property, noise, traffic and other concerns were raised with the consortium.
- 2.3 The consortium have asked that the City Council provide the consortium with a "lock-out" agreement for a period of two years to carry out a range of assessments, details of which are provided in a letter from the consortium dated 2<sup>nd</sup> June 2008. (See Appendix 1.)

**3. RECOMMENDATIONS**

- 3.1 The Overview and Scrutiny Management Board are asked to note the report and make comments on the proposed lock out agreement.
- 3.2 Cabinet authorise the Corporate Directors of Resources and Regeneration & Culture, in consultation with the Cabinet Lead Members for Property and Culture & Leisure to agree terms for a lock out agreement, and also to consider any objection received in respect of any proposed disposal or appropriation of public open space.

3.3 Cabinet authorise the Service Director, Legal Services to enter into any resulting documentation with Beaumont Sports Complex Ltd.

3.3 Cabinet request a further report during and at the conclusion of the lock-out period setting out the details of the proposed way forward.

#### **4. REPORT**

4.1 The proposal by the Beaumont Sports Consortium has been supported by the development of a feasibility study compiled by S&P Architects Limited on behalf of the consortium, a copy of which has been lodged in the Members Area for information.

4.2 The consortium of partners – Goals Soccer Centres formerly Pro-5 Soccer Series, Norfolk Arena and Leicester Lions Speedway Club are proposing to develop twelve five-a-side soccer pitches, a 300-metre speedway track, a BMX cycle track, a closed cycle circuit, and a community support building.

4.3 The location for the proposed development is land on Beaumont Park situated at the rear of Leicester Leys Leisure Centre and incorporating the leisure centre's existing crèche and football changing rooms. (See Appendix 2 for map.)

4.4 In addition, the proposal details an intention to maintain and support existing activity on the site. This would include access to the park for recreational walking and other activities. Throughout the development of the site, it is the consortium's intention to retain all of the existing users on the site. This includes both the formal and the casual users. The existing users include the annual children's community football tournament and the local model aircraft flying club. Opportunities to relocate the model aircraft flying club will be investigated should the development progress. The consortium is also extremely keen to encourage and develop the casual use of the park by local residents as a place to meet and socialise. The added security that the development offers will encourage the use of the park by children and families for more recreational activities. These will be complemented by the proposed pavilion that will be open to all people.

4.5 The proposal could impact positively in a number of ways.

- The community facility will offer a range of interventions for young people in the area.
- There will be employment opportunities for up to fifty people. The consortium is keen that many of these opportunities go to local young people.
- There is a shortage of short-sided soccer pitches in the city and this development will help to satisfy that shortage.
- The provision of cycling facilities will provide much needed activity areas for young people in the area.
- The development will provide a suitable venue for speedway to return to the City.
- Beaumont Park currently is the third worst site in the City for reported crime and anti-social behaviour. This development will encourage natural surveillance and as a result reduce instances of crime and anti-social behaviour.

4.6 A number of issues relating to the development have been raised by officers and the community. These are:

- Synergy with the proposed Football Development Initiative adjacent to the site; (See paragraph 5)
- Property issues; (See paragraph 6)
- Environmental issues including noise;
- Traffic impact and parking requirements:
  - The developer will be expected to submit a full transport assessment for the development to meet Department for Transport standards. The Council has a list of consultants who can undertake such a study. There is also a select list. A scoping study for the traffic assessment needs to be agreed with Travel Planning & Development Control prior to submission.
  - A travel plan will be needed for the development. It will set out how sustainable travel to the facility will be achieved including a travel survey, targets and monitoring of the targets and implementation of measures to achieve the targets.
  - The developer should use Council parking standards to determine parking provision, including cycling, disabled and powered two wheelers. Some provision for coach parking should be made.
  - The transport assessment will identify whether any highway improvements including cycling and pedestrian facilities are required.

4.7 The consortium has requested that the Council agree to a two-year 'lock-out' agreement which involves the council agreeing to give the consortium a period of two years to work up the project; should the project prove feasible and meet all the requirements of planning etc, the Council agrees to lease the land to the consortium at a pre-agreed rent; and the council agrees not to promote conflicting schemes, or elements of it within a 2.5 mile radius of the site. (See Appendix 1.) However, in negotiations the consortium has agreed to drop its requirement for the 2.5 mile radius restriction. Therefore, if agreed, any lock out agreement would be in respect of the subject land only. We have been advised that any agreement would be in the name Beaumont Sports Complex Ltd.

## **5. FOOTBALL INVESTMENT STRATEGY – LEICESTER CITY COUNCIL AND FOOTBALL FOUNDATION**

5.1 As Cabinet are aware Leicester City Council has been working on a Football Investment Strategy for the City. This has involved extensive consultation by the Leicestershire and Rutland County Football Association in partnership with the national Football Association and the Football Foundation.

5.2 The Football Foundation has contributed 50% towards the total costs of the detailed design stage. One of the twelve sites proposed is Beaumont Park, adjacent to the site proposed by the Beaumont Park consortium. At this stage, there is no evidence of any conflict between the two projects which together will enhance considerably the community and leisure facilities in this part of the city. The Football Association has been fully informed of the development.

## **6. PROPERTY SERVICES**

6.1 The land (approx 8.62 ha or 21.3 acres) is part of Beaumont Park but if any planning consent for alternative use was forthcoming, the land would have a value over and

above its existing use value. There is a separate area of land at Beaumont Park which is identified under the Local Plan for possible development, and any implications for this would also need to be assessed.

- 6.2 The Framework for the Disposal of Property is part of the Council's Constitution, and this sets out the general rule that land is openly marketed. There can be some limited exceptions to this, for example where service delivery is involved. The Council is also obliged to obtain best consideration on the disposal of its assets unless the consent of the Secretary of State is obtained or there are suitable grounds for utilising a 'general' consent. Disposals at less than best consideration require a Cabinet decision. At this stage, it is a lock out agreement that is being considered whereby the Council would enter in a formal agreement that it would not lease, sell or market land concerned for a period of time whilst the consortium worked up the project, their appraisals, and sought planning consent. Nevertheless, the natural consequence of the lock out would be a disposal to the consortium, and they have asked that should the appraisals prove positive, then the Council should dispose of the land to them possibly by way of lease.
- 6.3 There are two key issues here: whether the Council can deal with this 'consortium' on a one to one basis (i.e. without marketing), and if so, on what terms. In respect of the first of these issues the Framework does set out some limited exceptions to open marketing, for example if service delivery is involved and there is no market. It is suggested that there is a commercial market for the provision of five-a-side soccer pitches, but this is unlikely for the whole of the consortium's proposals i.e. including a speedway arena and cycling facilities.
- 6.4 In considering appropriate terms the Council may wish to consider whether it is all three of the elements it wishes to secure (i.e. speedway, cycling and soccer centre). It may be necessary to negotiate detailed terms in the leasehold disposal to include how the elements are to be delivered and managed. This may take the form of a formal Agreement for Lease, with a lease being granted either following granting of planning consent (if consent is to be forthcoming), or following construction of the various elements. It is suggested that the consortium would firstly need to address considerable detail here.
- 6.5 In terms of value and consideration to be paid on leasehold disposal, initial discussions have taken place, but would clearly require further negotiations. I contend that any planning consent for a commercial use gives it a value considerably over its current one. The consortium has asked me to report that they recognise the best consideration frameworks within which the Local Authorities operate but would like the Council to consider the level of community benefit these proposals may provide to the residents of Leicester in arriving at a value. Members should be aware that a substantial rent is passing from the letting of land for a five-a-side facility at Crown Hills Community College.
- 6.6 As the land is an open space, prior to any disposal or appropriation, there is a legal requirement to advertise and consider any objections received. An appropriation of land from open space may be required if the land is to be leased.

## **7. PARKS AND PLANNING**

- 7.1 The park contains pockets of contaminated soil, which date back to the storage and

disposal of topsoil during the construction of the Beaumont Leys estate. The methane release vents that can be seen around the park mark these areas. Developer costs would be increased by the work required to mitigate the effects of the contaminated soil. The Council would need to ensure that it avoids liability for any contamination.

- 7.2 The park has an active badger population. Badgers and their setts are protected under the Protection of Badgers Act 1992, which makes it illegal to kill, injure or take badgers or to interfere with a badger sett. Although the known sett is located away from the proposed area, an indirect effect could be the severance of foraging routes or the loss of foraging habitat. A badger survey would be needed along with any planning application for the proposals, to ascertain the extent of the badger population and whether they would be affected. A licence is required if work to, or around, the sett is necessary. Developers will need to provide detailed information for any mitigating works as part of the planning process. The surveys would, of course, have to be factored into any project timescales.

## **8. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **8.1. Financial implications**

- 8.1.1 The proposed land at Beaumont park produces no rental income, thus a 2 year “lock – out” agreement will not result in a financial loss. In future if the proposal succeeds there will be a potential rental income and will also create a marketable asset. There may be an impact on the rent received in the future by Crown Hills Community College for letting land to “Goals”, Soccer centre.

*Author: Paresh Radia, Finance Officer, Regeneration & Culture (Ext.296507)*

### **8.2 Legal implications**

- 8.2.1 Lock out agreements are rare in local government as they prevent authorities dealing freely with its land. Two years is also a particularly long period for a lock out. However in view of the scale of the scheme and the further investigations required, 2 years is not an unreasonable period.

#### **8.2.2 General disposal implications**

As has been previously advised, the Council must obtain best consideration on any disposal. This is required by section 123 of the Local Government Act 1972. To utilize the 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. The difference between the price actually paid compared with the open market valuation must not be any more than £2m, otherwise the GDC will not apply. Consideration will also need to be given whether the proposal complies with the achievement of these objectives. The Council will need to be satisfied on the basis of the advice contained in this report (and on the information supplied), that any the disposal subsequent to the lock out period will result in the achievement of the benefits referred to.

The Council, will also need to ensure that the Council’s general fiduciary duty to its ratepayers is complied with in disposing of assets in accordance with the GDC or the Disposals Framework. Any sale documentation will need to contain provisions which will secure the achievement of the benefits set out in this report or the terms subsequently agreed.

In the particular case, plans have recently been supplied to Legal Services and therefore an investigation into the Council's ownership and title of the Park site is currently being undertaken. This investigation will establish whether there are restrictions or covenants that may prevent the proposal.

### 8.2.3 Appropriation of a public open space

The requirement to advertise an appropriation or disposal (see paragraph 6.6) is contained within section 123A of the Local Government Act 1972 and can not be avoided. Disposals of open spaces are sometimes the subject of public interest and objections to disposals are often received.

*Zoe Ayris, Legal Services (Ext.296342)*

## 9. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	<b>No</b>	
Policy	<b>No</b>	
Sustainable and Environmental	<b>Yes</b>	<b>4.6, 7.1, 7.2</b>
Crime and Disorder	<b>Yes</b>	<b>4.4, 4.5</b>
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

## 10. RISK ASSESSMENT ANALYSIS

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1 That the Council would want to deal with another developer during the 2 year lock-out	L	L	None
	L – Low M – Medium H - High	L – Low M – Medium H - High	

## 11. CONSULTATIONS

Consultations within the Council have taken place with:

<b>Consultee</b>	<b>Date Consulted</b>
Mark Laywood, Football Projects Manager	18/03/08
Dave Stock, County Sports Partnership	18/03/08
Neil Evans, Property Services	18/03/08
Stewart Doughty, Parks and Green Spaces	20/03/08
Sue Timms, Nature Conservation Officer	20/03/08



Zoe Ayris, Legal Services  
Paresh Radia, Finance  
Michael Jeeves, Travel Planning & Development Control

14/04/08  
18/04/08  
28/05/08

**12. REPORT AUTHOR**

Paul Edwards  
Head of Sport Services  
Extension number: 297323  
E-mail address: [Paul.Edwards@leicester.gov.uk](mailto:Paul.Edwards@leicester.gov.uk)

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

Reference c/projects/pro5/Leicester - reva

2<sup>nd</sup> June 2008

Mr Paul Edwards  
Head of Sports Services  
Leicester City Council  
New Walk Centre  
Welford Place  
Leicester  
LE1 6ZG



S&P ARCHITECTS  
ST. JAMES'S BUILDING  
79 OXFORD STREET  
MANCHESTER  
M1 6FQ

T +44 (0)161 200 1890  
F +44 (0)161 200 1899  
E manchester@s-parchitects.com  
W www.s-parchitects.com

LONDON  
NOTTINGHAM  
MANCHESTER  
DUBLIN

Dear Paul

**Beaumont Sports Complex, Beaumont Park, Beaumont Leys, Leicester**

Further to our recent submission of the feasibility report for the above project and the subsequent meeting held between the key council officers, elected members and consortium members representing the Beaumont Sports Complex development team. I am writing on behalf of the consortium to formally request Leicester City Council's consideration of this project and to secure a lock-out agreement. To date the consortium has spent a large sum of money to deliver the initial feasibility of the project. This money has been spent at the consortium's risk. To move the project forward further work is now required i.e. TIA, ecology and engineering consultancy etc.

The consortium is willing to invest further money to provide this information but require an element of certainty from Leicester City Council going forward.

The details of the lock-out are as follows;

1. The council agrees to give the consortium a period of 2 years to work up the project.
2. Should the project prove feasible and meets all the requirements of planning etc the Council agree to hand over the land to the consortium at a pre agreed rent.
3. The consortium agrees to provide a sports village containing the following facilities, speedway, cycling and five-a-side football.

While writing we wish to confirm that Pro5 Soccer Centres has recently been acquired by Goals Soccer Centres plc. This takeover in no way affects the project in terms of the desires of the consortium, the offer of services to the local community and Leicester City Council and assures that the same outcomes from the project are delivered.

The consortium acknowledges and agrees that the City Council has a duty to negotiate a market value during the agreement of any eventual lease. However, the

**ARCHITECTUREDESIGNINTERIORS**

S&P Limited. Registered office at Victory House, 30 Kingsway, London WC2B 6EX  
Registered in England No. 2599394

consortium wishes the Council to consider the level of community benefit these proposals provide to the residents of Leicester while considering such a value.

As agreed the details of Beaumont Sports Complex Ltd are as follows, Beaumont Leys Sports Complex Ltd, The Beeches, Broomhill Road, Brislington, Bristol BS4 5RG Registered in England No. 6418136.

We also attach herewith a copy of the details regarding the consultation work which has already taken place during the preparation of the feasibility report and the awareness campaign by Leicester Speedway Supporters Club.

We trust this meets with your approval and we look forward to hearing from you in due course.

Yours Sincerely

A handwritten signature in red ink, appearing to read 'David M Hemsley', written over a circular red stamp or seal.

David M Hemsley  
Associate  
For S&P Ltd

Cc: Neil Evans, Investment & Development Manager, Leicester City Council

Cc by email – Simon Arnold – BSC Ltd, Keith Mitchell – Goals, Jonathan Chapman – Norfolk Arena, Gary Coltman – British Cycling, Robert Ball – Leicester Speedway Supporters Club

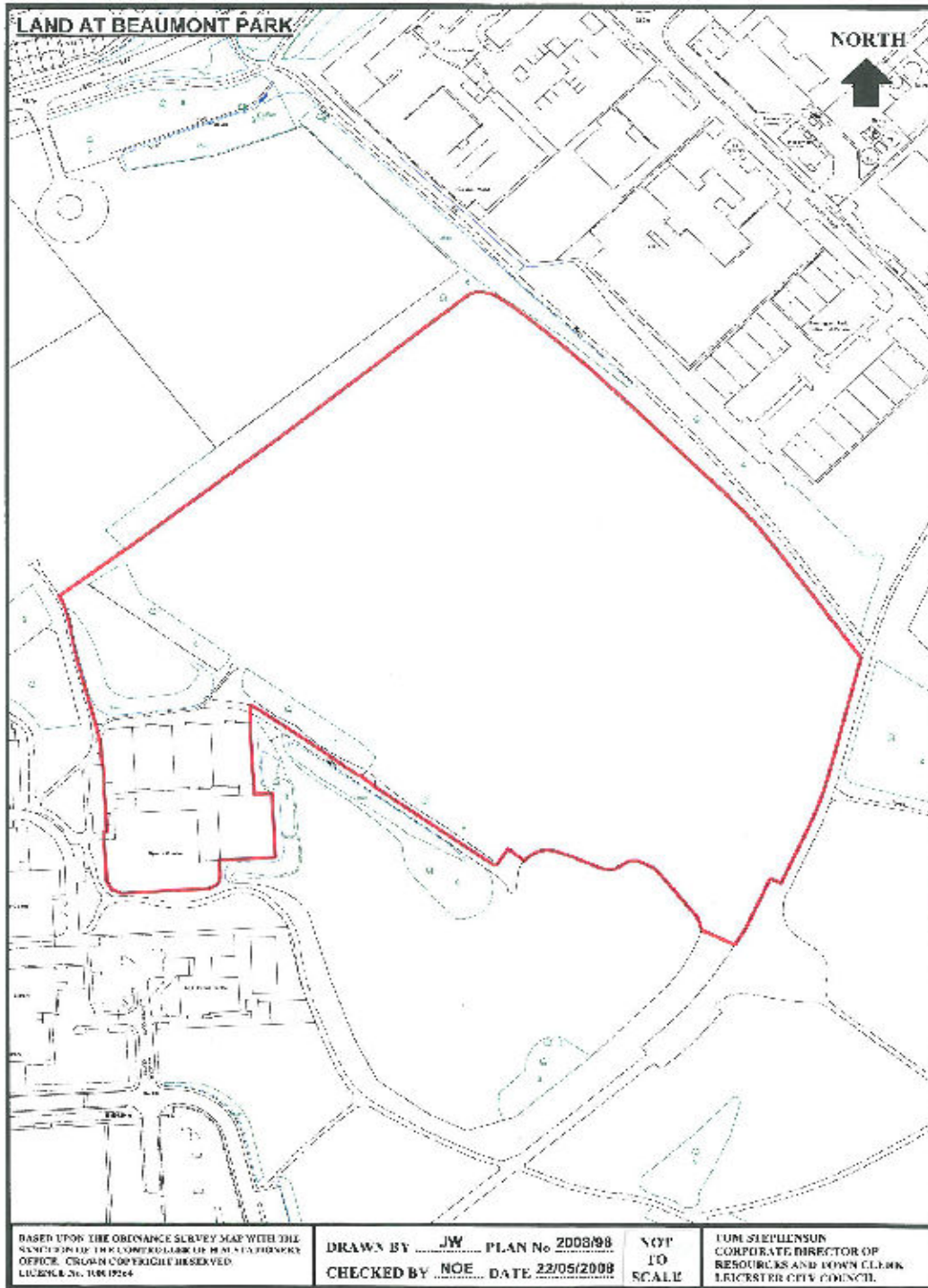
## **Consultation**

The proposals have received considerable support from residents in Beaumont Leys and the within the city in general, much of this support has become evident during the wide consultation process that has taken place to date, and consultation will continue to develop should the consortium be given support by cabinet. An outline of the details of the consultations to date is given below:

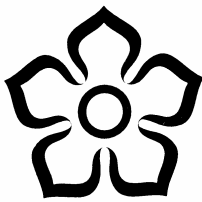
1. JAG Community Leaders Presentation with Leicestershire Constabulary at Beaumont Leys Police Station – 21<sup>st</sup> August 2007
2. Public Exhibition and debate Radio Leicester – 6<sup>th</sup> to 11<sup>th</sup> August 2007
3. Exhibition of Proposals at Speedy Hire offices Blackbird Road Leicester for residents – 28<sup>th</sup> August 2007
4. Continued reporting of proposal as they developed and request for comments by the Leicester Mercury – 10<sup>th</sup> August 2007 to date
5. Public Consultation meeting held at the Church of Christ Beaumont Leys hosted by Patricia Hewitt MP – 2<sup>nd</sup> November 2007
6. Public Exhibition Beaumont Leys shopping centre for the residents to comment on the proposed sports complex, 500 signatures from local residents were secured on a petition to support the development – 27 October 2007
7. Opinion poll hosted on Patricia Hewitt MP's website, over 200 written comments on the pole of which 99.5% appear positive – 29<sup>th</sup> September to 10<sup>th</sup> November 2007
8. Details of development on Leicester Speedway Supporters Club website – 3<sup>rd</sup> September 2007 to date
9. Details of proposals have been hosted on British Cycling's website – 24<sup>th</sup> October 2007.



Appendix 2







Leicester  
City Council

Minutes of the Meeting of the  
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: WEDNESDAY, 6 AUGUST 2008 at 5.30pm

P R E S E N T :

Councillor Mugglestone – Chair  
Councillor Blower – Vice Chair

Councillor Corral	
Councillor Hall	Councillor Joshi
Councillor Naylor	Councillor Russell

Co-opted Members

Mr Mohammed Allaudin Al-Azad – Parent Governor

Also in Attendance

Councillor Dempster – Cabinet Lead Member for Children and Schools.  
Councillor Kitterick – Cabinet Lead Member for Regeneration and Transport

\* \* \* \* \*

**227. BEAUMONT SPORTS CONSORTIUM**

The Corporate Director of Regeneration and Culture submitted a report that informed Members of a proposal by a consortium to develop a football, speedway and cycling centre at Beaumont Park.

Members commented that the proposals were exciting for the local area and were pleased that local residents had offered support.

A Member of the Committee asked whether any additional action could be taken to reduce the severity of implications on the park's badger population. Paul Edwards, Head of Sports Services explained that all environmental aspects would be closely scrutinised.

A further question was asked with regard to incorporating cycling facilities and how these would complement the speedway track.

Members heard that the British Cycling Association wished to be located at the park, and that a cycle track would be separate to the speedway facilities. Paul Edwards, Head of Sports Services explained that the emphasis on this part of the development was to increase participation in cycling.

RESOLVED:

- (1) that the report be noted; and
- (2) that the proposed lock-out agreement be supported.



**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Cabinet**

**1<sup>st</sup> September 2008**

---

**COMMUNITY COHESION ASSESSMENT PROJECT**

---

**Report of the Director of Partnership, Performance & Policy**

**1. Purpose of Report**

- 1.1. This report presents the main findings of a project to assess community cohesion in the city (a full report of the research will be on the internet/intranet). Cabinet is asked to discuss the findings of the research, commission the community cohesion executive to consider the implications in its development of Leicester's community cohesion strategy and agree to carry out a similar project in two year's time to enable comparison with this year's baseline data.

**2. Summary**

- 2.1. Cabinet at its meeting on 12<sup>th</sup> March 2007 agreed the use of the Community Cohesion Assessment Instrument to assess cohesion in Leicester, to inform the development of the community cohesion strategy, to enhance community capacity and to collect baseline data. The information collected will also be used to inform the target setting for LAA national indicator number 1: % of people who believe people from different backgrounds get on well together in their local area. It advised that the programme be carried out in ten Super Output Areas (SOAs) across the city to ensure a robust picture is obtained. Apart from Leicestershire County Council (2006/2007), no other city has used the instrument to assess community cohesion.

- 2.2. The key messages from the research are:

- 60% of city respondents definitely or tend to agree that their neighbourhood 'is a place where people from different backgrounds get on well together'. 46% of people living in the city's deprived outer estates agree that their neighbourhood is a place where people from different backgrounds get on well together against 76% of people living in affluent areas (see paras. 4.13 to 4.21).

- Most respondents had a strong sense of belonging to their neighbourhood, Leicester and Great Britain. The highest number of people felt a strong sense of belonging to Leicester (78%) and there was no difference between White British people and people from ethnic minorities (see paras. 4.23 to 4.25). This is an important finding as it dispels the myth that people from ethnic minorities do not identify with Great Britain or Leicester.
- There is a consistent relationship between the dimensions of disadvantage and perceptions of cohesion. It is noticeable that within deprived and average areas perceptions of neighbourliness and diversity are very similar. (See para. 4.9 for more info).
- Our research has found that communities can build resilience to the negative impact of deprivation on community cohesion. Cultural and religious identity was a strong determinant for socialising and contributed positively to community cohesion especially in enhancing community spirit, reciprocity and trust within confined neighbourhoods (see paras.4.27 – 4.31).
- Our Research found that residents don't feel that Leicester is a city where communities live parallel lives but stress the need for more meaningful interaction.

### **3. Recommendations**

#### 3.1. Cabinet is recommended to:

- i) Discuss the overall encouraging findings, certain challenges and implications as detailed in paras. 4.12 to 4.52.
- ii) Link further assessment on community cohesion with the council's Resident Surveys.
- iii) Commission the Community Cohesion Executive Group to consider the implications of these findings within the action plan to develop the community cohesion strategy. This will include:
  - a) Acknowledging that the socio-economic well-being of individuals and communities is a pre-requisite for cohesion:
    - Recognise that investment in the neighbourhood leads to a stronger sense of pride, belonging and neighbourliness.
    - Targeting deprivation must take into account the perceived or real competition for resources between areas and or communities.
  - b) Cohesion work should continue to work on building on the strong sense of belonging to Leicester. This work should be balanced between ethnic minority residents and White British residents:
    - The 'One Leicester' Strategy can build on this positive finding and has a vital role to play within the key theme of wanting 'the people of Leicester becoming more confident – in themselves, their communities and their city'.

- The work should strengthen initiatives for informal networking and the pursuit of a common sense of belonging to Leicester.
  - Resource allocation to communities of identity (i.e. religious and cultural) is important and should be continued. Attention should also be given to those neighbourhoods where residents feel that community spirit has dwindled (i.e. outer city areas).
- c) Strategies must continue to strengthen connection and co-operation between people and communities who might otherwise not have the opportunity to interact i.e.
- Community facilities should be encouraged to promote themselves to all communities. This may mean staff or committees running such facilities by consulting and engaging with other communities to overcome real or perceived barriers to access.
  - Attention should be given to those areas of the city where more residents feel that people from different backgrounds do not get on well together.
  - Building on the recommendation of the I&DeA report\*, develop innovative ways of communication and dissemination of information to and between communities.
  - Communicate the positives of community cohesion and 'myth busting'.
  - Facilitate dialogue in safe environments in a way where people can express their differences and perceptions about diversity and cohesion and follow these up through structures of support such as conflict resolution.
  - Organise more opportunities for people to have open dialogue with people across neighbourhoods and communities of identity.
  - Arrange activities where all communities can celebrate pride in the city.
  - Support projects based around specific community needs.
- d) Continue to invest in structures where the diverse communities and residents are able to influence the decisions that affect them i.e.
- Make sure that these structures include the diversity of existing communities and create access for new communities.
  - Provide resources and structures to enhance community action through all forms of volunteering throughout Leicester.
  - Promote the collecting and analysing of community profiles and intelligence.

## 4. Report

### Background

- 4.1. Community cohesion emerged as a concept following the disturbances in Bradford, Burnley and Oldham in 2001. Soon after, the Government set up an independent review team headed by Ted Cante to investigate what went wrong. During his investigation, Ted Cante visited Leicester and, in his report to the Government, praised the City's many achievements in building good community relations.

\* I&DeA: *Taking Forward Community Cohesion in Leicester (2002/2003)*.

- 4.2. Community cohesion is now both a national and a local priority. In Leicester, community cohesion is about us all learning to live together. Understanding what makes us all different, as well as what unites us. It is about reaching out to people of all backgrounds and in all areas of the city. A cohesive community is one where trust and reciprocity exists between people at a neighbourhood level and between different communities. Where people perceive themselves to be included, 'to belong' within the community. A better understanding of our neighbours and communities will help us to lessen the tensions that ignorance brings so that we can all live with a feeling of safety and security.
- 4.3. Leicester now has a national and international reputation for community cohesion. It has a history of good practice for community relations and has invested with partners to develop multi agency initiatives at a local level to sustain integration and cohesion. One of these initiatives is the innovative and experimental Community Cohesion Assessment Instrument, which was developed by Leicester City Council and the Centre for Social Action at De Montfort University to explore the nature of community cohesion in selected areas of Leicester and to collect baseline information. This project is based on an understanding that community cohesion is a key aspect of sustainable communities. It concerns the social health and well-being of communities: what makes an area 'a good place to live' which is as vital to a vibrant community as economic and environmental success and good quality public services.

### **Assessing Community Cohesion**

- 4.4. The initial scope of the project was to consult with the adult population in ten Super Output Areas (SOAs). This is the report on its findings. The scope of the project was later broadened to include separate consultation with young people (14 -16 year olds). The results of the latter consultation will be reported to the Cabinet meeting in October 2008.
- 4.5. The methodology for selecting SOAs was based on their position within the Indices of Multiple Deprivation (IMD) 2004 and to get a fair mix between the inner city and outer city areas and community clustering. Using the Indices, the SOAs were classified into three headings: deprived, average and affluent areas. The SOAs were not selected to be representative of the ward however together they make up a representative sample of Leicester.
- 4.6. The SOAs were in Abbey, Beaumont Leys, Braunstone Park & Rowley Fields, Eyres Monsell, Humberstone & Hamilton, Knighton, Latimer, Spinney Hills, Stoneygate and Western Park. Within each SOA, specific roads were identified for consultation. In total, just under 1000 people were consulted through the survey and about 80 people through the focus groups. See Appendix 1 for map of SOA's.
- 4.7. Surveys commenced from end of December 2007 and were completed end of February 2008 - These were followed up with focus group discussions in April and May 2008 to provide further opportunity to examine specific findings through targeted in-depth discussion. The assessment allows for comparisons to be made and an exploration of the inter-relationships between different aspects of cohesion in the 10 SOAs. More information is provided in Appendix 2 (demographics of the survey), Appendix 3 (methodology), Appendix 4 (research questionnaire) and Appendix 5 (key messages from the focus groups).

- 4.8. The analysis of results shows trends and patterns, by revealing participants' perceptions and feelings, illustrating the state of community cohesion in the ten SOAs. It also highlights areas where cohesion is weak and/or absent. This data has then been matched against existing datasets such as national indicators, diversity or unemployment, to build up the bigger picture and to indicate areas of interest or concern amongst the deprived, average and affluent areas.
- 4.9. Out of the 23 cohesion indicators, the following 12 indicators were directly related to levels of deprivation:

	Deprived SOA	Average SOA	Affluent SOA
Neighbourhood is a friendly place to live.			
Neighbourhood is a good place to live.			
Neighbourhood is a place where people from different backgrounds get on well together.			
...happy living among people of different lifestyles....			
Generally speaking ..... most people can be trusted.			
....people in neighbourhood who can be trusted.			
In general, what kind of neighbourhood, i.e. help each other.			
In the last 12 months, how often have you given unpaid help, i.e. formal volunteering.			
Contacted the appropriate organisation to deal with the problem, i.e. Council, PCT, Police etc.			
Contacted a local councillor or MP.			
Feel informed about what council doing to tackle anti-social behaviour in area.			

Key	
	around average of Leicester
	below the average
	above the average

### Enhancing Capacity

- 4.10. By training and using local volunteers, the method helped to build capacity in the voluntary sector and raised awareness of cohesion issues within groups and communities. Volunteers learnt new skills in research methodology and administering face to face surveys. It was also an opportunity for different voluntary groups to meet and network.

4.11. Community groups that were involved in the process received a small fee to pay for basic expenses incurred. In this way, approx. £10,000 was redistributed back into communities. The following are examples of how some community groups made use of the money they received from the project:

- Hope Hamilton Church – funds went towards a sports cage that is being provided in the area for ball sports.
- Stafford Employment & Social Club (Beaumont leys) – paid for drama and art sessions for children.
- Eyres Monsell Action Group – paid for slabbing a seating area on Hillsborough Road.
- Nemesis (Castle) - rebuild a sound recording studio for young people.
- Imperial Avenue PTA (Braunstone/Rowley Fields) - pay towards 75th anniversary celebration of the school.
- St Matthews Community Solution Centre – help to finance the homework club for BME children.
- Beaumont Leys TARA - assisted with running costs of the centre.
- Turning Points Women’s Centre (Braunstone) - replacement of a new boiler.
- New Community Advice & Resource Bureau (St Matthews) – help towards food feeding arrangements for refugees and destitutes.
- Shree Prajapati (Latimer) – paid for badminton equipment for the youth club.
- Kirby Frith Residents Association (New Parks) - helped to publicise the tenants association.
- Coleman Youth Project - paid for a kit for the football team.
- Dovelands Primary School PTA (Western Park) - paid for a new boiler.
- St Alban’s Church (Latimer) – went towards room hire for a mental health project.
- Childrens and Parents Alliance (Stoneygate) – paid for two family cookery learning days.
- Shree Mandata (Spinney) - pay towards doing their own community cohesion research.
- Chand Project (Abbey) – went to the elderly persons lunch club fund.

## **MAIN FINDINGS**

4.12. The following outlines the main findings of the research and the implications. A full report of the research will be located in the Members area and on the internet/intranet.

### **Diversity in Leicester**

4.13. 60% of respondents definitely or tend to agree that their neighbourhood ‘is a place where people from different backgrounds get on well together’. 46% of people living in the city’s deprived outer estates agree that their neighbourhood is a place where people from different backgrounds get on well together against 76% of people living in affluent areas.

- 4.14. In 2006, the Best Value General Survey asked residents if they thought their local area was a place where people from different backgrounds got on well together - 84% of the residents agreed with the statement. It must be noted however that whilst the question was similar to that asked in the Cohesion assessment, the surveys used different methods and population samples and so the results are not directly comparable with each other.
- 4.15. 71% of our respondents strongly agree or agree that they are happy to live amongst people with different lifestyles. More people (77%) living in 'ethnic mixed' areas than in 'predominantly white or ethnic minority' areas (67%) are happy living among people of different lifestyles.
- 4.16. It would be wrong to label "predominantly ethnic minority" areas as segregated. Almost the same amount of people living in these areas strongly agree or agree that they are happy to live among people of different lifestyles as people living in predominantly white areas.
- 4.17. 66% of people living in deprived and average areas are happy living among people of different lifestyles against 83% of people living in affluent areas and 92% living in affluent, high ethnic mix areas.
- 4.18. Respondents from our focus groups in some of the deprived outer city areas felt that they are 'losing out'. There is a strong perception of unequal distribution of resources mainly about housing and jobs but also about how community resources such as recreational and cultural centres are being allocated.
- 4.19. Ethnic or cultural diversity is not the only aspect of diversity identified in the discussion groups. Levels of diversity are different in different areas. Diversity might mean one or a mixture of the following main types:
- Ethnicity and inter-ethnic diversity.
  - Class diversity mainly through mixed housing.
  - Inter-generational diversity through young people, students and adult population.
- 4.20. Local residents identified that enhancing cohesion dynamics are:
- Embracing diversity of **all** groups.
  - Good balance between 'people sticking to their own' and 'mixing' and 'opening up'.
- 4.21. Undermining cohesion dynamics are:
- Too much 'people sticking to their own' and not enough 'mixing' and opening up'
  - Tensions between different groups:
    - Ethnic and Inter-ethnic tensions.
    - Inter-generational tensions.
    - Perception of unequal distribution of resources.

## **Implications**

- 4.22. People referred to different types of diversity and to the different dynamics, which exist within their neighbourhoods. This is an important finding because it suggests that within Leicester, different areas have to deal with different types of diversity issues.

These types of diversity have different manifestations within the neighbourhoods and contribute to different community dynamics. The need for diverse and wider ranging networks and a sense of belonging to a wider locale is well recognised but this could be overemphasised and the impact of deprivation on the perception of diversity has to be acknowledged. Overall our analysis suggests that “high ethnic mix” can have a positive impact on community cohesion especially in more affluent areas.

### **Sense of Belonging**

4.23. More people felt a strong sense of belonging to ‘Leicester’ than any other area (78% of respondents felt ‘very’ or ‘fairly’ strongly that they belonged to Leicester). This was followed by a sense of belonging to their own neighbourhood (70%), their ward (44%), England (77%), Great Britain (71%) and any other place outside Great Britain (31%). See Table 2 for comparison with other surveys.

4.24. Table 2: Sense of belonging to Leicester.

	Leicester	England	Britain
2008 Community Cohesion Assessment	78%	77%	71%
2005 Residents Survey	79%	84%	84%
2003 Best Value General Survey	71.4%	76.3%	73.2%

*Note: Whilst similar questions may have been asked, the surveys used different methods and population samples, so results are not directly comparable with each other.*

4.25. Residents who have a strong sense of belonging to a place outside of Great Britain have a higher sense of belonging to Leicester (89%) and Great Britain (85%), than those who do not have a sense of belonging to a place outside of Great Britain.

### **Implications**

4.26. The significance of these findings is that Leicester people have a strong local identity, which should be promoted and strengthened. Multiple identities and strong sense of belonging to places outside of Great Britain does not have a negative impact on the sense of belonging to Leicester or to Great Britain. On the contrary, those with multiple national identities have made Leicester and Great Britain their home.

### **Communities**

(this section was mainly explored through discussion groups with residents).

4.27. In the discussion groups, people identified with many different types of communities. The communities serve different purposes and give access to different types of resources, from personal well-being and support to community regeneration.

4.28. Across Leicester there are many examples of good community identity based on community spirit, pride and trust.



- 4.29. Residents referred to strong local community spirit. However many people within the same areas felt that the sense of community was dwindling. The loss of local community spirit seems to have affected some people and left them with small networks, which can lead to a strong sense of isolation and a lack of access to community resources.
- 4.30. In terms of community cohesion, residents felt that enhancing the identification with the area would be beneficial for bridging community divisions and thus enhancing community spirit.
- 4.31. Across many neighbourhoods people felt a strong affiliation to religious and cultural communities, which seem to enhance their experience of cohesion and well-being.

### **Implications**

- 4.32. In Leicester, different areas have different community groups, affiliations and dynamics. Communities of identity (i.e. religious and cultural) which are strongly represented in neighbourhoods can build resilience to the negative effect deprivation has on community cohesion. One aspect, which has to be considered, is that in principle, strong ties within a community can be accompanied by the tendency to discriminate and exclude those people who do not belong to that community. The issue of strong cohesion within a community which itself is exclusive leads to the question: can strong inter-group cohesion be a threat to community cohesion? A distinction needs to be made between cohesiveness within communities of identity and communities of place (local area). Communities of identities are very cohesive but can create tensions with other communities within localities especially if there are conflicting values and interests. Communities of place tend to rely strongly on the identification with the local area and tensions can arise if there are perceived or real competition for resources between areas and or communities.

### **Perception of the Neighbourhood and Neighbourliness**

- 4.33. Almost three quarter of people (71%) find their neighbourhood to be a friendly place to live, having strong relationships with their neighbours.
- 4.34. The main problems identified by residents were: parents not taking responsibility for their children (44%), teenagers hanging around on the streets (43%), rubbish and litter lying around (43%) and people not treating other people with respect and consideration (40%).
- 4.35. In the discussion groups, residents highlight the importance of neighbourhood relations and inter-community relations but they also referred strongly to problems such as fear of crime and safety, the effects of poor neighbourhood planning and design, the lack of facilities and negative changes in the area. Negative changes were strongly related to disadvantage, lack of services and high population change. Children and young people hanging out on the street was seen as contributing to fear of crime and the breakdown of intergenerational relationships.
- 4.36. Many residents in our discussion groups were also proud of their areas, with very positive experiences due to the positive changes in the area through improvements, regeneration and investment. Investment into and regeneration of deprived areas had a positive effect on neighbourhood perceptions and neighbourliness. This was

especially visible in deprived areas where people also felt satisfied with the improvements made to facilities for the community such as arts and entertainments and facilities for children and young people.

### **Implications**

- 4.37. Levels of deprivation are the main factor to have a negative impact on perceptions of neighbourhood and neighbourliness. Good infrastructures and good access to services, diverse leisure activities and youth and community facilities are all seen by residents as vital for a good community spirit and for community cohesion to flourish.
- 4.38. Tackling deprivation especially in terms of providing facilities in deprived areas is paying off in Leicester. However there are still areas where there is more to do. Good infrastructures and good access to services, diverse leisure activities and youth and community facilities are all seen by residents as vital for a good community spirit and for community cohesion to flourish.

### **Trust**

- 4.39. 23% of respondents in Leicester said that many of the people in their neighbourhood could be trusted. The lowest perceptions of how many people can be trusted was within the average areas with 14% of people agreeing that many people in their neighbourhood could be trusted compared to 20% of people in deprived areas and 37% in affluent areas.
- 4.40. However in another question, which explored if residents felt that most people who lived in their neighbourhood trusted one another, 47% of respondents agreed or strongly agreed with this statement. Within this question 35% of people who live in the city's deprived outer estates agree or strongly agree with this statement compared to 52% of people living in deprived areas with more ethnic mix.
- 4.41. The level of trust is especially low amongst people who have lived between 1 to 5 years in their neighbourhoods.

### **Implications**

- 4.42. Leicester people have strong relationships with their neighbours but this does not necessarily extend to the whole neighbourhood. One of the impacts of this is that people might withdraw from neighbourhood and community affairs. Levels of deprivation are the main factor to have a negative impact on levels of trust. In Leicester the ethnic mix within the areas does not seem to have a negative impact on the levels of trust.

### **Sense of Power, Investment and Participation**

- 4.43. 27% of respondents definitely or tended to agree that they can influence decisions that affect their area on their own. 53% of people feel that they can influence decisions that affect their area when working with others in the neighbourhood.
- 4.44. 36% of all respondents had given unpaid help (informal volunteering) in the last twelve months (at least once a week or once a month). This was higher in deprived areas (42%) than in the average and affluent areas (33%).

- 4.45. The level of informal volunteering is higher than the level of formal volunteering with around 44% of all respondents saying they had never given unpaid help to any groups, clubs or organisations compared to 17% of respondents who never engaged in more informal types of volunteering.
- 4.46. Formal volunteering tended to be higher in deprived and affluent areas (21% volunteering between 2 or more hours a week to once a month) than in average areas (17% volunteering between 2 or more hours a week to once a month).
- 4.47. More people from deprived areas seem to have contacted an appropriate organisation to deal with a problem in the area; more people from deprived and average areas contacted a local councillor or MP; more people from average areas initiated local activities, campaign or network.
- 4.48. More people from affluent areas said that there were no local problems (58% compared to an average of 40% in the other areas).
- 4.49. More people from deprived areas seem to have contacted an appropriate organisation to deal with a problem in the area (46% compared to 26% in the other areas).
- 4.50. More people from deprived and average areas contacted a local councillor or MP (18% compared to 11% in affluent areas).
- 4.51. More people from average areas initiated local activities, campaign or network (12% compared to an average of 7% in the other areas).

## **Implications**

- 4.52. Within Leicester's cohesion framework, a strong sense of belonging and neighbourliness is seen as important factors to assess cohesiveness along with the investment of people in their communities and the sense of power they have. Feeling happier about the local area and getting on with the neighbours does not necessarily lead to a higher engagement with local issues. It seems that especially in deprived areas more people are proactive to engage with local issues than in average and affluent areas especially with a view to make their voices heard.

## **5. FINANCIAL AND LEGAL IMPLICATIONS**

### **5.1. Financial Implications**

The 2008/09 revenue budget includes the sum of £206,900 for Community Cohesion. This is a recurrent budget, and is available for projects that enhance cohesion within the City by bringing communities together. (Andy Morley, Chief Accountant, Ext. 29 7404).

### **5.2. Legal Implications**

The report's recommendations are in line with the authority's powers and obligations under the Race Relations Act 2000, Crime and Disorder Act 1998 and Local Government Act 2000. (Peter Nicholls, Head of Legal Services, Ext. 29 6302).

### 5.3. Other Implications

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

### 6. Background Papers

I&DeA report: Taking Forward Community Cohesion in Leicester (2002/03)  
 The Community Cohesion Strategy for Leicester (2007)  
 Social Capital & Stronger Communities in Leicestershire (May 2007)  
 The Diversity of Leicester – A Demographic Profile (2008)

### 7. Consultations

Community Cohesion & Safety Task Group - *Interim Results* – 10/6/2008  
 Corporate Directors Board – 22/7/2008  
 Cabinet Briefing – 28/7/2008  
 Chino Cabon (Critical Friend to the Project) – The Race Equality Centre  
 Jo Dooher (Critical Friend to the Project) – Audit Commission

### 8. Report Authors

Carine Cardoza  
 Project Lead Officer  
 Partnership Executive Team  
 Leicester City Council  
 Tel: 252 6089

Thilo Boeck  
 Senior Research Fellow  
 Centre for Social Action  
 De Montfort University  
 Tel: 257 7879

[carine.cardoza@leicester.gov.uk](mailto:carine.cardoza@leicester.gov.uk)

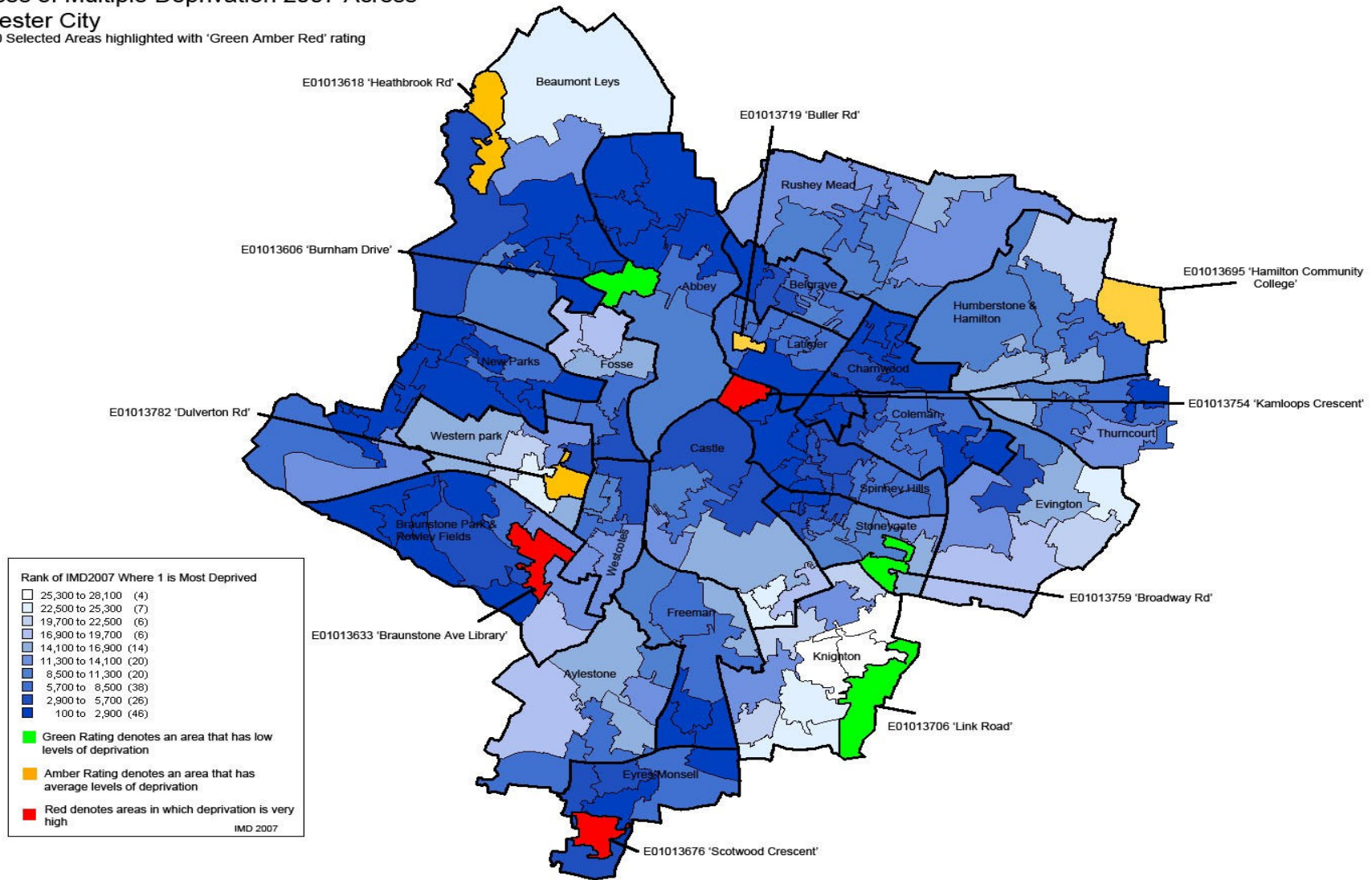
[tgboeck@dmu.ac.uk](mailto:tgboeck@dmu.ac.uk)

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

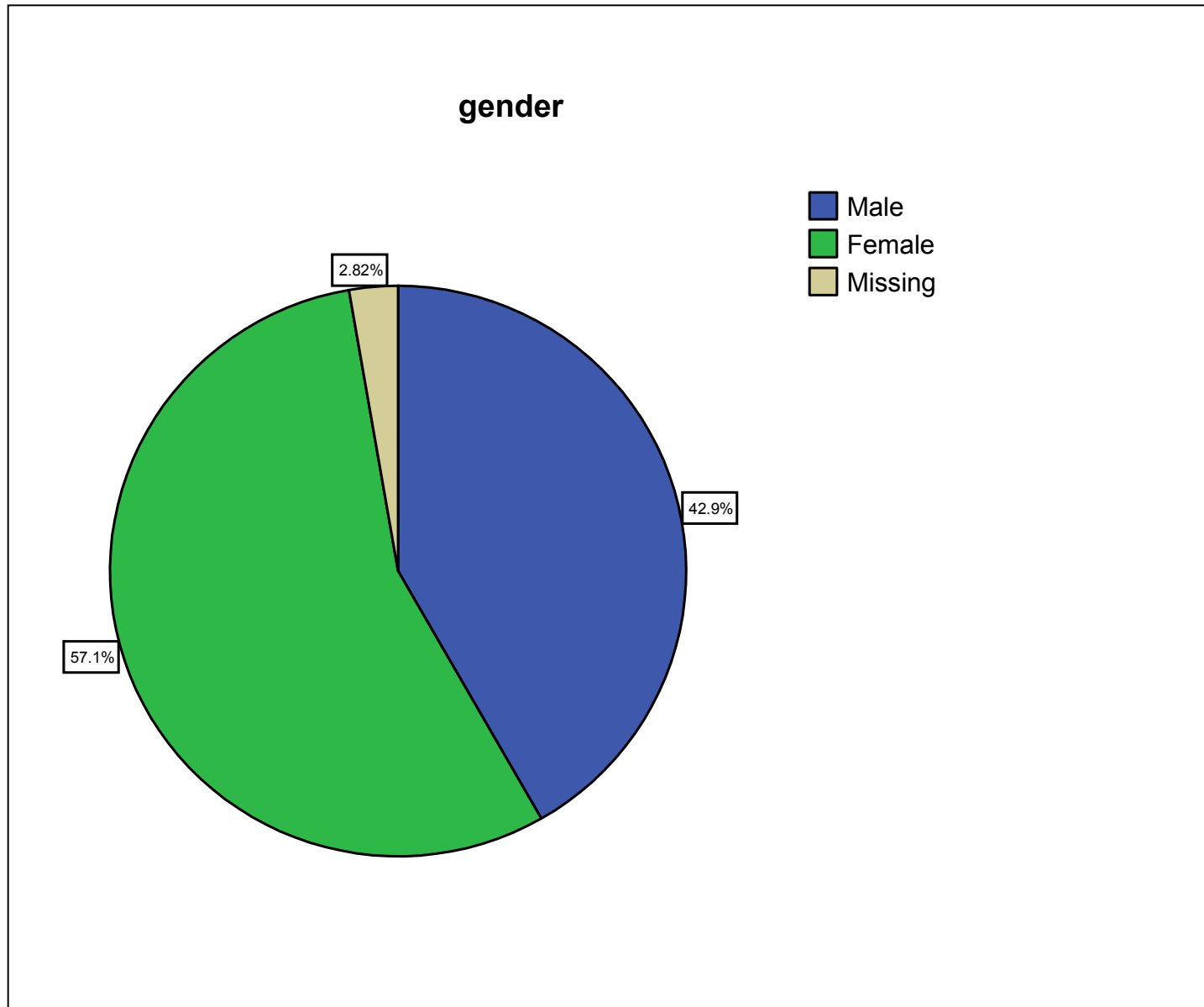
# Appendix 1 – Map of Selected Super Output Areas

## Indices of Multiple Deprivation 2007 Across Leicester City

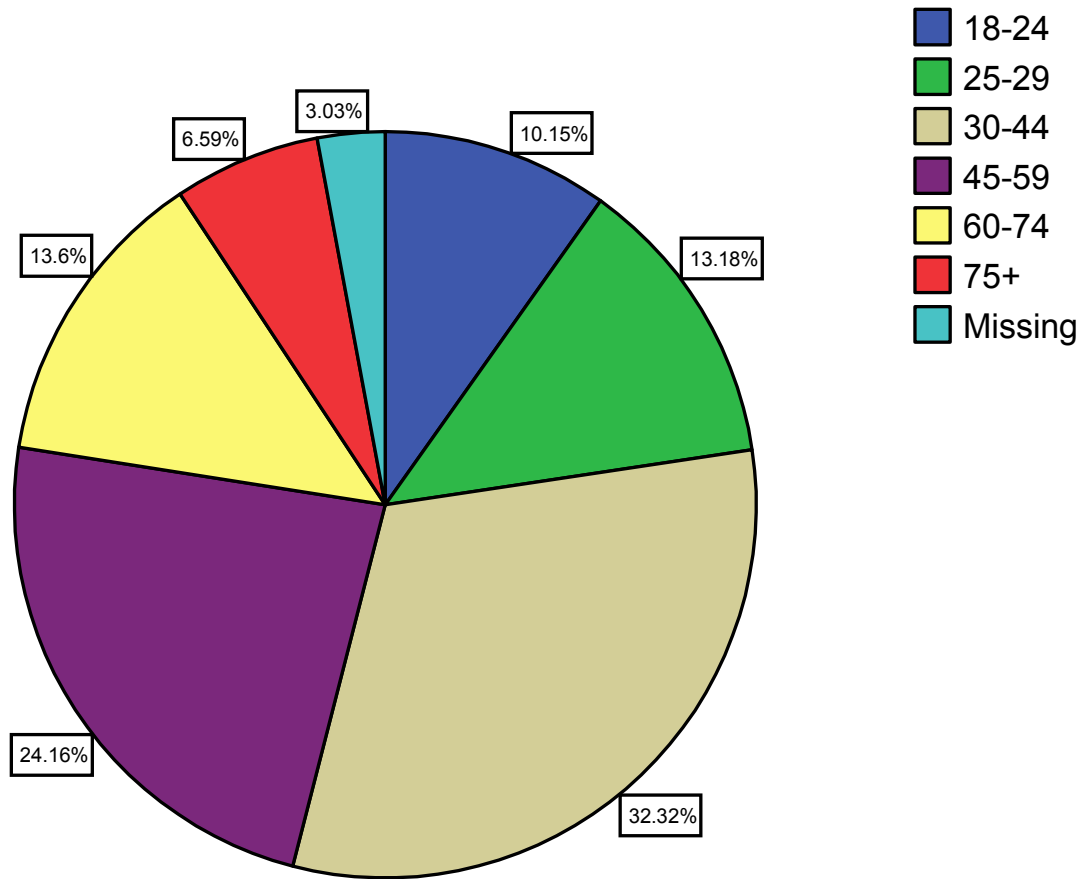
With 10 Selected Areas highlighted with 'Green Amber Red' rating



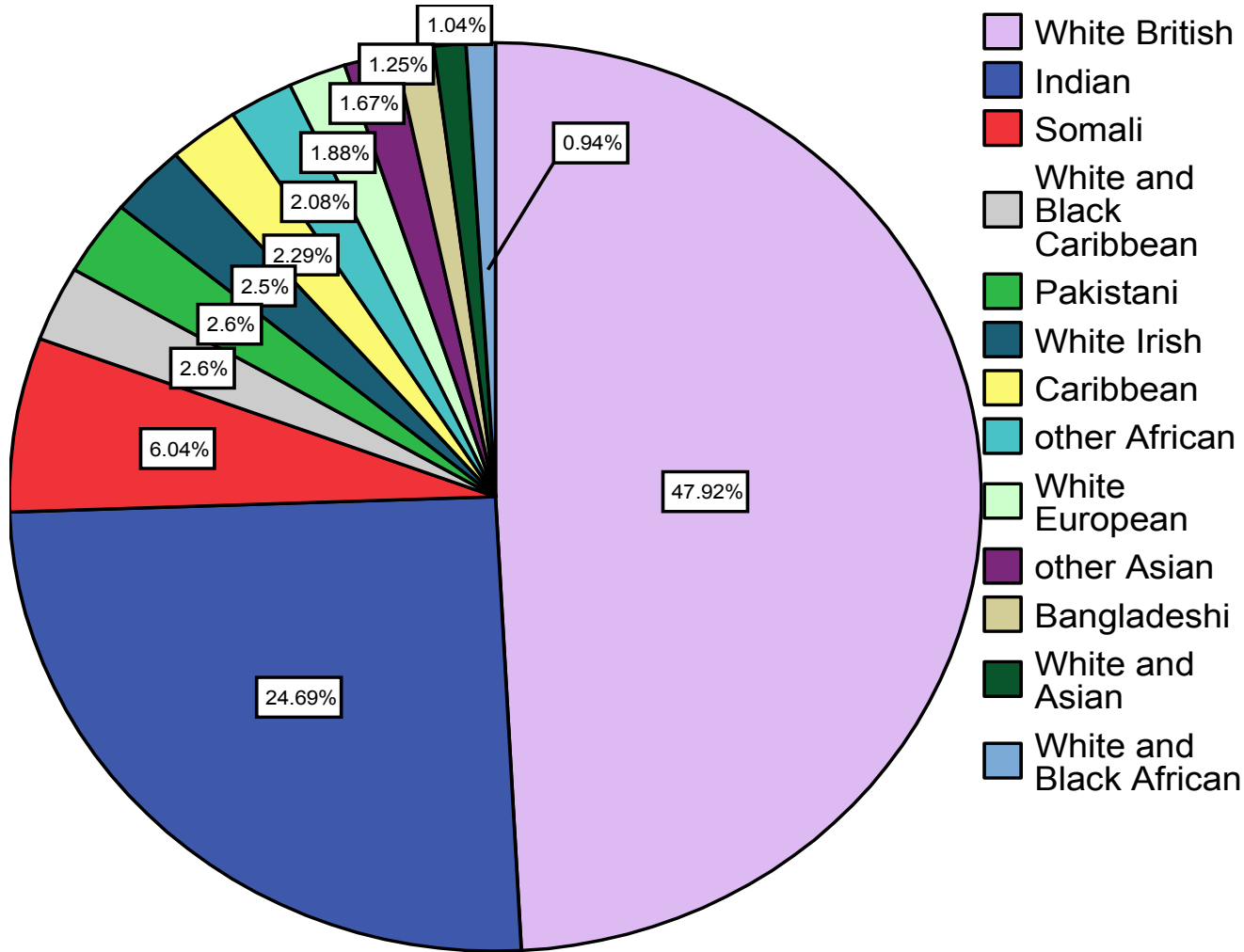
## Appendix 2 Demographics of the Research Survey



# age



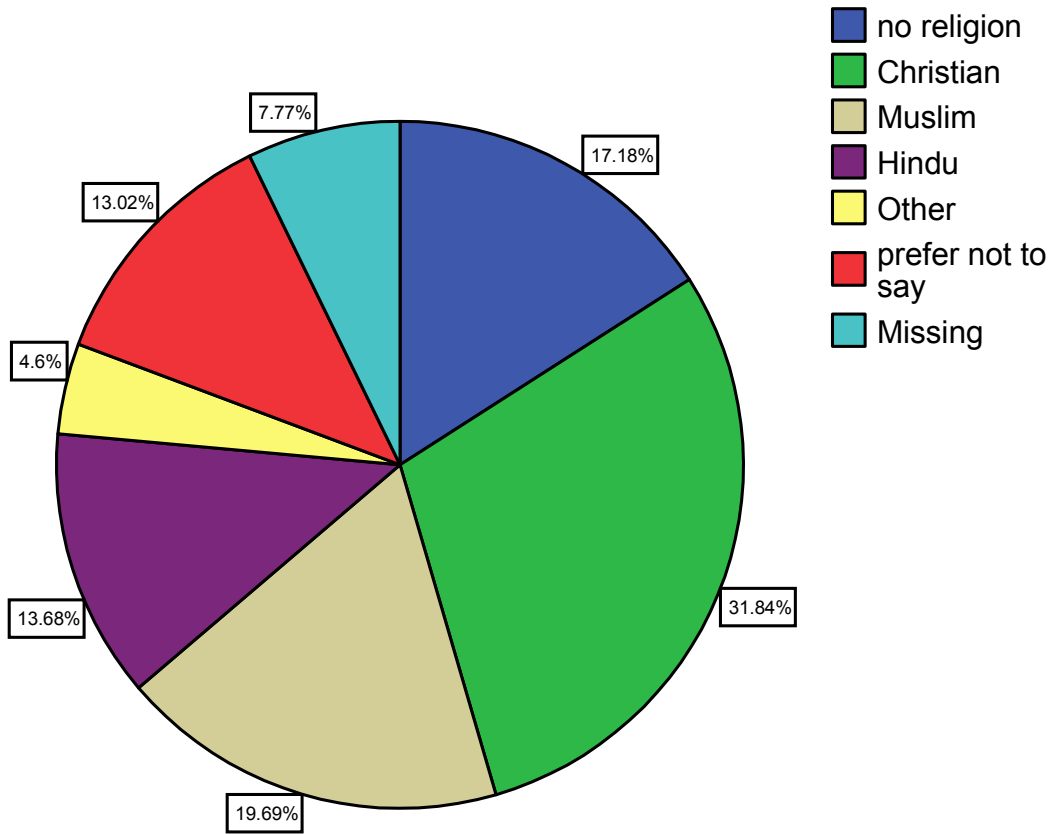
# ethnicity



Note!  
Some categories were left out in this chart because of the low percentages



# religion



### Methodology for Selecting a Super Output Area (SOA)

The selection of the SOA's was based upon their position within the Indices of Multiple Deprivation 2004 (IMD2004).

In order to get an even spread of SOA's across Leicester based upon deprivation, the list of 187 SOA's was divided into 10 bands. Within each band, of 18 or 19 SOA's each, the area selected was done based upon the position of each SOA on the main index of deprivation across the country.

This meant looking at the rank of each SOA within the 34000 in England and UK and choosing the one that is best representative. However, in order to do this it is important to account for large jumps in the ranking of SOA's as these can highlight some important differences in the types of deprivation each area faces. Therefore, as an approximate way of accounting for this, the SOA where the difference in rank is greatest has been chosen. The concept is somewhat similar to standard deviation or variation.

e.g.

LSOA	Total Overall IMD Score	Total Overall Rank of IMD	Difference/significance	Rank in Leicester
E01013651	45.76	3113	43	41
E01013723	45.46	3188	75	42
E01013646	45.44	3194	6	43
<b>E01013676</b>	<b>42.91</b>	<b>3784</b>	<b>590</b>	<b>44</b>
E01013617	42.69	3835	51	45
E01013769	42.68	3840	5	46
E01013674	42.36	3917	77	47
E01013724	42.33	3927	10	48

The example above shows that there is a significant jump in rank of E01013676 (highlighted in red) on the national rank. This could be for a variety of reasons, however because it stands out as the largest variance it is more likely that the types of deprivation that occur in this area are different than the ones below it.

### The Process

Voluntary Action Leicester (VAL) database of local community organisations VCS (Voluntary and Community Sector) groups working within each of the SOA's, were invited to assist with collecting data within their areas, thus capitalising on the local knowledge of those groups as well as building capacity.

Areas with a higher concentration of VCS involvement produced a higher number of applications though in all but a few cases it was possible to assign work to groups wishing to help. This was in keeping with the inclusive ethos of the research. Where there was competition between bids, weighting was given to those groups with knowledge of particular

geographical area, number of volunteers at their disposal and experience in conducting research of this nature.

A timeline of the research process was as follows:

a) Draft of initial questionnaire complete	October 2007
b) Pilot of initial questionnaire and invitations sent to community groups	November 2007
c) Training of successful groups and questionnaires begin	December 2007
d) Questionnaires complete and sent for analysis	February 2008
e) Adult focus groups arranged and started	March 2008
f) Adult focus groups complete	April 2008
g) Focus groups complete and results sent for analysis	May 2008

Training was undertaken by each group on three separate dates. Training focused on personal safety of volunteers as well as research ethics and social research methodology. The intention was that this would be passed on to volunteers conducting the questionnaires. Each group approached this task differently according to the numbers of volunteers at their disposal. Local youth groups with large numbers of volunteers, for example, held formal training sessions of their own while some of the smaller groups passed on information less formally before going out door-knocking.

For attending these training sessions a financial donation was made to the voluntary organisation they represented. Groups were awarded £5 for each questionnaire completed since it was estimated that each interview would take between 30 to 40 minutes.

Groups with larger number of volunteers were most likely to get the best results from the questionnaire process. Those with small numbers of volunteers naturally found that more of their time was taken up in completing the required number of forms. The commencement of door-knocking in December also meant that weather and fading light was more of an issue than it might have been for some groups at other times of the year. In general there were surprisingly few issues concerning access and all of the groups reported that they had learned a great deal about the areas they were researching with one group braving the cold on Christmas Day and Boxing Day to survey local people about their neighbourhood.

On average each of the groups used around 8 volunteers to assist them with the surveys. A focus group of all those who contributed was held on 26<sup>th</sup> February and groups reported that they had been surprised at the level of openness they found on the doorstep and how, doing research such as this has served to bust some of the myths they had about the people from that particular area.

In addition to the meetings with groups that were held throughout the research, the process was overseen both by fortnightly steering committee meetings of representatives from Leicester City Council, Centre for Social Action at DMU and Voluntary Action Leicester and three meetings were held with 'critical friends' who were asked to comment on crucial stages of the research (the draft of the questionnaire, commissioning of groups to assist

with questionnaires and focus groups, discussion of interim results and production of interim topline report).

## Focus Groups

Groups who had originally applied to assist with questionnaires had also been asked to hold focus groups in the area, designed to provide qualitative data that the more quantitative research might overlook. From this list a number of groups were commissioned to hold hour-long discussion groups facilitated both by DMU and VAL on each of the chosen SOA's. The list of groups are as follows:

Hope Hamiton Church	Humberstone/Hamilton
Dovelands PTA	Western Park
Eyres Monsell Action Group	Eyres Monsell
Turning Point Women's Centre	Braunstone Park and Rowley Fields
Shree Sanatan	Belgrave/Rushey Mead
Solution Centre *	Spinney Hill
Evington Church *	Stoneygate
Parent and Children's Alliance	Highfields
St Luke's Church	Abbey
Knighton	Knighton
Beaumont Leys TARA	Beaumont Leys

In most instances these focus groups were organised by VCS (Voluntary and Community Sector) groups themselves though in those cases marked with an asterisk the discussion groups were arranged through Voluntary Action Leicester itself in conjunction with all groups in that area in order to gain a more complete representation of areas with more diverse communities. On average each of the discussion groups featured around 8 members of the community.

## Levels of participation

We estimate that approximately 230 volunteers were involved in this research in total (adult and youth consultation).

1	2	3	4	5	6	7	8	9	10
10.1%	9.7%	12.4%	8.6%	9.0%	10.2%	10.4%	12.3%	7.0%	10.4%

**Survey Area Code - IMPORTANT - Please remember to complete this for every questionnaire.**

**1 How long have you lived in this neighbourhood? PLEASE TICK ONE BOX ONLY**

Less than 1 year	1-2 years	2-3 years	3-5 years	5-10 years	10-20 years	Over 20 years
5.5%	7.5%	8.5%	15.2%	24.6%	16.3%	22.5%

**2 Do you regularly (i.e. weekly)... PLEASE TICK ONE BOX FOR EACH**

	Yes	No
... read any local newspapers? _____	74.9%	25.1%
... listen to any local radio? _____	67.8%	32.2%
... access local news on the internet? _____	46.4%	53.6%

**3 How strongly do you feel you belong to each of the following? PLEASE TICK ONE BOX FOR EACH ISSUE**

	Very Strongly	Fairly Strongly	Not Very Strongly	Not at all Strongly	Don't Know
a. Your neighbourhood _____	28.3%	41.3%	17.8%	5.9%	6.7%
b. This ward <Questioner to insert name> _____	16.4%	29.9%	21.8%	11.1%	20.8%
c. Leicester _____	36.7%	41.6%	11.7%	3.9%	6.1%
d. England _____	38.4%	38.5%	13.2%	4.2%	5.6%
e. Great Britain _____	33.5%	37.8%	18.0%	5.0%	5.7%
f. Other place outside GB _____	11.2%	20.1%	20.1%	24.0%	24.5%

**4 Who do you live with? PLEASE TICK ALL THAT APPLY**

Family _____	67.2%	Friends _____	5.6%
Foster family _____	1.7%	Boyfriend/Girlfriend/Partner _____	13.2%
Alone _____	16.0%	Other _____	3.7%

**5 Which of these statements do you most agree with? PLEASE TICK ONE BOX ONLY**

In this neighbourhood everybody is very much the same (ethnic, economic, social background) _____	28.5%
In this neighbourhood there are people from different backgrounds (ethnic, economic, social background) _____	71.5%

**6 Which of these statements do you think most applies to you? PLEASE TICK ONE BOX ONLY**

I like to socialise with lots of people _____	37.3%	I like to socialise with a few people _____	31.0%
I like to socialise mainly with my family _____	20.5%	I like to keep to myself _____	11.2%

**7 Apart from my own family, I like to spend my free time with? PLEASE TICK ALL THAT APPLY**

Other people with similar interests to me _____	59.6%
Other people with similar ideas or attitudes as me _____	40.9%
Other people from the same culture as me _____	27.4%
Other people from the same religion/faith as me _____	26.0%
Other people who like to do the same kind of things as me _____	4.5.9%
I enjoy my own company _____	30.6%

**8 How much do you agree or disagree with each of the following statements about your local neighbourhood?**

PLEASE TICK ONE BOX FOR EACH ISSUE

	Strongly Agree 1	Agree 2	Neither 3	Disagree 4	Strongly Disagree 5	Don't Know
a. This neighbourhood is a close, tight knit community _____	12.3%	33.1%	25.4%	15.2%	3.9%	10.0%
b. This neighbourhood is a friendly place to live _____	18.0%	53.0%	14.1%	7.8%	2.1%	5.0%
c. This neighbourhood is a place where people look after each other _____	13.2%	39.1%	22.6%	12.9%	3.1%	9.0%
d. Most people who live in this neighbourhood trust one another _____	10.8%	36.2%	22.2%	12.8%	3.8%	14.2%
e. You often see strangers in this area _____	10.8%	35.9%	20.4%	18.0%	3.9%	11.0%
f. I would be happy asking certain local people to keep an eye on my house and property _____	18.3%	45.3%	12.0%	10.9%	5.6%	7.9%
g. The people who live here can be relied upon to call police if someone is acting suspiciously _____	18.2%	45.0%	13.7%	8.6%	3.0%	11.5%

**9 So overall, what do you currently think of this neighbourhood as a place to live?**

PLEASE TICK ONE BOX ONLY

Very good 1	Good 2	Ok 3	Bad 4	Very Bad 5
23.7%	37.4%	34.3%	3.9%	0.6%

**10 "Your neighbourhood is a place where people from different backgrounds get on well together" To what extent do you agree or disagree with that statement?**

PLEASE TICK ONE BOX ONLY

Definitely Agree 1	Tend to Agree 2	Neither 3	Tend to Disagree 4	Definitely Disagree 5	Don't Know
15.3%	45.1%	20.9%	7.2%	2.8%	8.8%

**11 "I am happy living among people of different lifestyles". To what extent do you agree or disagree with that statement?**

PLEASE TICK ONE BOX ONLY

Strongly Agree 1	Agree 2	Neither 3	Disagree 4	Strongly Disagree 5
17.0%	53.8%	22.1%	5.8%	1.2%

**12 How often do you socialise with neighbours, friends or family for example by going to a pub, restaurant, cinema or somewhere else (including each others homes)?**

PLEASE TICK ONE BOX ONLY

	Every day	At least once a week	At least once a fortnight	At least once a month	Less than once a month	Never
a. Neighbours _____	8.9%	18.3%	9.8%	9.8%	19.0%	34.2%
b. Friends _____	17.4%	32.0%	14.3%	18.1%	9.9%	8.4%
c. Family _____	33.2%	28.6%	12.0%	12.9%	9.4%	3.9%

**13 Generally speaking, would you say that in our society... PLEASE TICK ONE BOX ONLY**

...most people can be trusted? \_\_\_\_\_ 22.0% ... you can't be too careful in dealing with people? \_\_\_\_\_ 27.6%

...some people can be trusted? \_\_\_\_\_ 50.4%

**14 How many people in your neighbourhood can be trusted? PLEASE TICK ONE BOX ONLY**

Many	Some	A few	None
22.8%	39.6%	31.1%	6.6%

**15 Thinking about this local area, how much of a problem do you think are...?**

PLEASE TICK ONE BOX FOR EACH ISSUE

	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know
a. ...parents not taking responsibility for their children _____	20.6%	22.9%	22.9%	19.1%	14.5%
b. ...people not treating other people with respect and consideration _____	16.8%	23.1%	24.9%	24.7%	10.6%
c. ...noisy neighbours or loud parties _____	10.6%	11.3%	32.4%	38.3%	7.5%
d. ...teenagers hanging around on the streets _____	19.2%	23.2%	26.5%	23.3%	7.7%
e. ...rubbish and litter lying around _____	19.9%	23.0%	30.2%	20.3%	6.7%
f. ...people being drunk or rowdy in public spaces _____	13.3%	13.3%	30.4%	32.4%	10.8%
g. ...abandoned or burnt out cars _____	10.6%	9.0%	26.3%	43.8%	10.3%
h. ...vandalism, graffiti and other deliberate damage to property or vehicles ...	13.4%	16.6%	29.0%	30.9%	10.1%
...people using or dealing drugs _____	14.6%	13.1%	21.4%	29.1%	21.9%
j. ...cars being broken into or stolen _____	12.5%	15.7%	26.3%	29.4%	16.2%
k. ...homes being broken into and property stolen _____	12.4%	15.7%	30.9%	23.8%	17.2%
l. ...people being insulted or attacked because of their ethnic origin or colour _____	9.5%	9.7%	21.7%	35.5%	23.6%
m. ...people being insulted or attacked because of their religion or faith _____	8.6%	8.4%	21.1%	38.8%	23.0%
n. ...people being insulted or attacked because of their age _____	8.7%	7.1%	22.8%	40.4%	20.9%
o. ...people being insulted or attacked because of their gender _____	7.7%	6.1%	22.2%	41.3%	22.7%
p. ...people being insulted or attacked because of a disability _____	8.2%	5.9%	19.2%	42.3%	24.4%

		A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know
q.	...people being insulted or attacked because of their sexuality _____	7.3%	6.6%	23.3%	38.3%	24.5%
r.	...people being robbed or mugged _____	9.9%	14.7%	28.2%	30.7%	16.5%
s.	...people being attacked, harassed or threatened _____	9.5%	12.8%	27.2%	31.7%	18.9%
t.	...people driving above the speed limit _____	20.7%	24.8%	25.6%	16.4%	12.4%

**16 How well informed do you feel about what the council is doing to tackle anti-social behaviour in your area? PLEASE TICK ONE BOX ONLY**

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
5.0%	17.9%	36.7%	27.4%	13.0%

**17 Thinking about the next twelve months, in your neighbourhood how likely do you think it is that you will be the victim of the following types of crime? PLEASE TICK ONE BOX FOR EACH ISSUE**

	Very likely	Quite likely	Not very likely	Not at all likely	Not applicable
a. Vandalism, graffiti and other deliberate damage to your property or vehicles _____	6.5%	22.4%	38.8%	25.9%	6.3%
b. Car being broken into or stolen _____	5.3%	22.0%	36.9%	22.7%	13.0%
c. Home being broken into and property stolen _____	5.0%	22.8%	44.1%	22.4%	5.8%
d. Being robbed or mugged _____	4.5%	17.9%	43.2%	28.6%	5.9%
e. Being insulted or attacked because of my ethnic origin or colour ____	2.8%	11.6%	38.7%	33.7%	13.3%
f. Being insulted or attacked because of my religion or faith _____	2.3%	10.5%	39.3%	37.5%	10.4%
g. Being insulted or attacked because of my age _____	2.4%	10.3%	41.5%	36.9%	8.9%
h. Being insulted or attacked because of my gender _____	1.7%	8.2%	38.3%	41.2%	10.6%
i. Being insulted or attacked because of a disability I have _____	1.7%	8.6%	34.3%	36.6%	18.8%
j. Being insulted or attacked because of my sexuality _____	1.7%	7.8%	35.7%	40.9%	13.9%

**18 How, if at all, do the following statements currently apply to you? PLEASE TICK ONE BOX FOR EACH ISSUE**

	...during the day	...at night	...at all times	Not worried about	Not applicable
a. I avoid going out alone in my neighbourhood _____	1.2%	40.7%	4.2%	47.2%	6.8%
b. I avoid answering the door _____	0.7%	32.1%	6.0%	54.6%	6.5%
c. I avoid certain areas of my neighbourhood when out _____	0.5%	34.0%	10.3%	47.5%	7.6%
d. I avoid groups of young people in my neighbourhood _____	0.7%	30.1%	18.0%	43.7%	7.5%
e. I avoid leaving my house unoccupied _____	0.8%	23.4%	14.2%	53.9%	7.6%
f. I avoid using a cash point in my neighbourhood _____	0.6%	26.1%	9.8%	46.9%	16.5%

**Q18 continued overleaf ...**



		...during the day	...at night	...at all times	Not worried about	Not applicable
g.	I carry a mobile phone in my neighbourhood for safety reasons ____	3.0%	10.5%	30.4%	40.1%	16.1%
h.	I always tell somebody where I am going _____	2.5%	14.6%	33.9%	38.8%	10.1%
i.	I plan my route when going out in my neighbourhood _____	1.7%	13.1%	19.2%	53.0%	13.1%
j.	I avoid using public transport if on my own in my neighbourhood ____	0.5%	16.0%	7.5%	55.9%	20.1%

**19 How likely is it that you could get help from your neighbours when you need it?**  
PLEASE TICK ONE BOX ONLY

Very likely	Quite likely	Not very likely	Not at all likely	Don't know
30.2%	42.2%	15.1%	4.6%	7.8%

**20 In general, what kind of neighbourhood would you say you live in? Would you say it is an area in which people try to help each other, or one in which people mostly go their own way?**  
PLEASE TICK ONE BOX ONLY

Help each other	Don't help each other	Mixture
22.0%	22.0%	56.1%

**21 In the last 12 months, how many times have you given unpaid help to friends, neighbours or anyone else except relatives? For example, by keeping in touch, baby sitting, sitting in or providing personal care, looking after property or pets, giving advice, providing transport.**  
PLEASE TICK ONE BOX ONLY

At least once a week	At least once a month	At least once every three months	Less often	Never
15.0%	20.9%	19.0%	27.8%	17.2%

**22 In the last 12 months, how often have you given unpaid help to any groups, clubs or organisations (e.g. being a volunteer)?**  
PLEASE TICK ONE BOX ONLY

2 hours or more a week	At least once a month	At least once every three months	Less often	Never
7.6%	12.0%	11.6%	24.7%	44.2%

**23 How important is it to you that you contribute to your community in some way?**  
PLEASE TICK ONE BOX ONLY

Very important	Sometimes important	Not at all important
30.9%	55.1%	14.0%

**24 In the last 12 months, have you taken any of the following actions in an attempt to solve a problem facing people in your local area?**

PLEASE TICK ALL THAT APPLY

Contacted a local radio station, TV station or newspaper _____	11.9%
Contacted the appropriate organisation to deal with the problem, such as the council, PCT, police etc _____	31.6%
Contacted a local councillor or MP _____	15.4%
Initiated local activities, a campaign or network _____	8.7%
Attended a public meeting or neighbourhood forum to discuss local issues _____	20.4%
Attended a tenants or local residents group _____	16.4%
Attended a protest meeting or joined an action group _____	10.1%
Helped organise a petition on a local issue _____	10.7%
No local problems _____	45.8%

**25 To what extent do you agree or disagree that ...**

PLEASE TICK ONE BOX ONLY

	Definitely Agree 1	Tend to Agree 2	Neither 3	Tend to Disagree 4	Definitely Disagree 5	Don't Know
a. You can influence decisions that affect your area on your own? _____	8.0%	18.8%	19.5%	15.2%	19.2%	19.3%
b. You can influence decisions that affect your area when working with others in the neighbourhood? _____	16.3%	36.9%	15.8%	6.7%	6.3%	18.0%

**26 To what extent are you satisfied with the delivery of public services in your local area?**

PLEASE TICK ONE BOX ONLY

	Very Satisfied 1	Satisfied 2	Neither 3	Dissatisfied 4	Very Dissatisfied 5	Don't Know
Schools _____	20.2%	40.1%	11.2%	8.0%	2.0%	18.5%
Policing _____	11.9%	39.8%	20.5%	15.5%	5.1%	7.2%
Libraries _____	13.5%	45.2%	18.0%	8.1%	2.3%	12.9%
Public Transport _____	15.7%	46.5%	12.3%	10.9%	4.2%	10.4%
Council Housing _____	8.5%	24.4%	21.5%	10.6%	5.3%	29.7%
Arts and Entertainment Events _____	6.3%	19.2%	24.4%	13.5%	8.3%	28.3%
Parks and Open Spaces _____	14.3%	38.8%	15.7%	13.0%	9.5%	8.6%
Youth Centres/ facilities _____	6.6%	16.1%	22.2%	15.7%	12.4%	27.1%
Neighbourhood Centres _____	6.9%	23.1%	24.4%	12.6%	9.3%	23.6%
Leisure Centres _____	11.9%	27.2%	19.7%	11.3%	10.3%	19.6%

**27 What is your gender?**

Male	Female
42.9%	57.1%

**28 Do you consider yourself disabled?**

Yes	No
16.3%	83.7%

**29 How old are you?**

18-24	25-29	30-44	45-59	60-74	75+
10.1%	13.2%	32.3%	24.2%	13.6%	6.6%

**30 Which group do you consider you belong to? PLEASE TICK ONE BOX ONLY****a) Asian or Asian British**

Indian	24.7%
Paki stani	2.6%
Bangladeshi	1.3%
Any other Asian background	1.7%

**d) Mixed**

White and Black Caribbean	2.6%
White and Black African	0.0%
White and Asian	1.0%
Any other Mixed background	0.7%

**b) Black or Black British**

Caribbean	2.3%
Somali	6.0%
Other African	2.1%

**e) White**

British	47.9%
Irish	2.5%
European	1.9%
Any other White background	0.6%

**c) Chinese** \_\_\_\_\_ 0.3%

**f) Other Ethnic Group** \_\_\_\_\_ 0.8%

**31 What is your religion? PLEASE TICK ONE BOX ONLY**

No religion	Christian	Buddhist	Muslim	Hindu	Jewish	Sikh	Other	Prefer not to say
16.6%	30.7%	0.9%	19.0%	13.2%	0.7%	2.7%	3.6%	12.6%

**32 Would you be willing to be interviewed again in 3 years time, and/or be sent feedback on the results of the survey? If so, we will record your name, address and email on a separate sheet so that your answers above remain anonymous\*.**

	Yes	No
Would you be willing to be interviewed again in 3 years time?	46.2%	53.8%
Would you like to be sent feedback on the results of the survey?	40.9%	59.1%

# Thank You

\*Should you supply any personal data on the contact details form, that information will be held on computer and will be used in accordance with the Data Protection Act 1998 for statistical analysis, management, planning and in the provision of services by the Council and its partners. The information will be held in accordance with the Council's records management and retention policy. The Questionnaire will not carry any information linking it in any way with the contact details form, thus ensuring the information you provide will remain anonymised.

Information contained in the questionnaire may be subject to release to others in accordance with the Freedom of Information Act 2000. Certain exemptions from release do exist including where the information provided is protected by the Data Protection Act 1998.

### Feedback from Focus Group

**This section provides an individual feedback and short overview of each of the focus groups. It highlights some of the different dynamics and needs of each of the areas.**

#### St Matthews

- Residents felt that it is a very mixed place and people get on with each other.
- Residents felt that there was no racism.
- Residents felt that there are many cross cultural events, especially sports in the Park.
- Positive feeling about neighbourliness.
- Area has changed positively: safer, less crime.
- Highlighted the complexity of the Somali community in terms of where they come from.
- Communication in the area was a key element and residents feel that it is working.

#### **Leicester**

- Happy with the changes in Leicester  
...Leicester is changing, it is a new Leicester.

#### **So why do you think it is a new Leicester?**

(M) I don't know, somehow... it is fantastic, it has changed, I have got to say thank you.

(M) It is not us, we have got to tell the council that.

(M) ...there has been a lot of hard work over a long time from the people who live here and the agencies who help us.

#### Highfields

- Residents felt that it is safe to walk around Highfields and that there is a 'family feel' about the area and that people talk to each other.
- Residents highlighted the vibrancy and cultural richness of the area.

(F) I would say so but in addition ....I just think there is a richness of culture. If you came round on a Sunday in late spring or early summer ....there is vibrancy in terms of cultural aspects of the community.

- Residents from ethnic minority background highlighted the welcoming nature of Leicester.

(F) From my personal perspective I feel they are welcoming and they are sort of have an open-minded approach. And you can go into activities like the carnival; it was originally an African sort of thing but look at the mix you find. Some of them come as far a field as Northampton to come and take part in the carnival. To show their acceptance, they have

seen the carnival, they have enjoyed the richness of the festival and they have sort of embraced it. So in terms of the white community, I would say their approach to diversity is very good.

- Centres should be open for diverse communities and not only targeting one community ...perceived unequal distribution of resources

(F)...we are allowing people to have centres and community specifically for particular communities and at the same time restricting and discriminating other people who are not from that particular community.

- Acknowledged some inter-ethnic and inter generational tensions. Youth gangs from different cultural and ethnic backgrounds are seen as an issue but residents highlighted that this is a minority and they are happy with the young people of the area.
- Residents feel that whilst Highfields should not be stereotyped, crime is still an issue. Park is seen as unsafe, especially for young people to use.
- There are many good services in the area but not all of them are accessible for the diverse community.
- Feel the need for more cultural services.

### **Braunstone**

- Lots of positive change in the area: better housing, more facilities, better infra structure and community provisions, more involvement of residents

(M) I like Braunstone I have to say, I have been here 8 years and in the 8 years I have been here it has been going up and up and up. When I first moved here there were a lot of derelict houses, that's all gone.

- Highlighted the good services, which have contributed to change the image of the area.

(M) The council have built a lot of other things, they have built a new library, they have built new schools, new doctors surgery, new leisure centre.

(M) There are a lot of things the local council does for Braunstone community activities.

(F) There is so much more for the community, for the younger community as well and I just think it is a very nice place to live. Considering I came from London, and a rough part of London, this is a walk in the park so I like Braunstone for that reason.

- Residents felt proud to live in Braunstone.
- They celebrate the different cultures in the area.
- Residents felt that they have a say in things that matters in the area.
  - Felt that this could be improved for young people.

- Problems identified: motorbikes and burnt out cars in the park. There are still divisions between north and south Braunstone and this is coupled with allocation of resources to one part and not the other.

### **Eyres Monsell**

- Highlighted the good relationships and neighbourliness between immediate neighbours.
- Strong feeling of decline of the area.

(M) When we were first on this estate it was absolutely fantastic, we were voted one of the best estates.

(F) But now we are the worst estate.

- Residents feel a lack of community spirit and a decline in trust within the estate.
- Perception of unequal allocation of resources, especially housing which leads to a sense of being 'pushed out' and lack of community facilities.

(M) No it is not against all the immigrants....it is not about I don't like you, it is about what they get and we can't.

- Certain groups do not mix. Overall it seems to be the 'new people' who come into the area and the lack of understanding and communication: ethnic and generational. Perceive intergenerational segregation and feel intimidated and a sense of 'loss of control'.
- Feeling of lack of power and influence.
- Problems identified: crime, drugs, and motorbikes, shopping centre feels unsafe.

### **Leicester**

- Feel that their identity is not being celebrated in Leicester i.e. Christianity (Christmas).
- Don't feel safe to use the city centre.

### **Humberstone**

- Residents feel that overall it is a nice and pleasant place to live. However, in terms of cohesion it is a community without community: a commuter community
  - Layout of the estate and houses does not contribute to enhance community spirit
- (M) I get the impression that the design, which is very pleasant, had more in mind of the builders selling the houses and looking nice, and feeling nice for the person who is viewing the property, but not ...to make it more receptive for community.... it's quite a clever designing but I'm not sure that the purpose of the designing was for community, I think the purpose of the designing primarily was for selling houses...

- Don't see much of the neighbours but they are slowly building a sense of community but would need spaces for this to happen.
- Highlighted the need for better channels of communication.

(M) There's no newsletter, there's no website, there's no e-mail distribution, there's nothing at all is there. There is no way to sort of blanket, there are not even any notice boards. There is no way of communicating.

- Lack of general facilities. Highlighted the good work of the local church.

(F) It's a lot to do with the lack of services isn't it. I think there are not very many things here. I was thinking about our families who are in our school, anything they want to do at the weekend really, apart from a walk you have to go elsewhere to do it. If you want to go swimming you have to go somewhere else, for shopping, unless you want Tesco's it's somewhere else. Anything really recreation wise.

- Divisions between private housing and social housing.
- Presence of travellers.
- Problems: quad bikes, graffiti, litter, parking on grass verges and traffic especially along Sandhills Avenue.

## **Leicester**

- Positive about changes in Leicester

(M) The change I see in Leicester all seems to be very positive. The investment in the city, infrastructure, shopping centre, drama and, what's it called, the Arts Centre.

(F) I think it will make it more on a par with other East Midlands cities like Nottingham and places like that.

## **Western Park**

- Residents felt that it is a good area, that people are friendly and people know their neighbours and feel positive about it.
- People feel safe and can rely on their neighbours.

(F) It feels quite safe here as well, I came here 11 years ago and I certainly feel that it is a safe area; I don't worry about walking down the street at night. I feel like I could knock on any body's door if I was concerned.

- Divided opinions about the Park. Some residents like it, others not. Residents agree that it would good to have a café there and there is an issue about motorbikes especially if you have smaller children.
- People feel that they have access to different facilities and use leisure facilities form Braunstone.
- Residents feel that there is a focus on school and church but if you do not belong to either, there are no other facilities.
- Whilst on the surface cohesion seems to be good, there might exist some hidden issues such as racism and divisions between affluent and poorer areas.

(F) I think there are hidden issues in this community, I think yes on the face of it there is a lot of cohesion in the school and children play well together. But in my own experience I have talked to some parents, just general chitchat, and they will say something and you

think oh god I would never of thought you would think that. They might say what I would think is a racist comment or something and it throws you.

- Feel that primary school pupils do mix and learn to mix. School is important to bring people together. But often parents send them into schools in the county after that.

### **Beaumont Leys**

- Overall residents highlighted that the area was a nice place to live where people are friendly.

(M) People are friendly. Wherever you go you are bound to get the odd one or two ...but you speak to somebody and say good morning even if you don't know them.

- Generalised feeling that diversity is not causing a problem.
- Whilst they recognise that it is a mixed community, residents feel that people don't mix. This seems to be with people from different backgrounds and young people. There seems to be a lack of communication and meaningful interaction.
- Lack of youth facilities was considered as the biggest problem.

(M) I think the biggest problem is that there are no facilities and nothing organised for the kids that are just about to leave school. They cause the biggest problems like motorbikes and graffiti, destroying property, destroying people's cars and things like that. I think Beaumont Leys is better than what it used to be.

- Perception of unequal allocation of resources, especially housing which leads to a sense of being 'pushed out' and lack of community facilities.
- Problems: antisocial behaviour, criminal damage, fly tipping, trouble with various shops with the trolleys being abandoned, abandoned cars, burnt out cars.
- Residents feel that the look of the area is deteriorating especially the green spaces.

### **Abbey**

- Participants highlighted the different community feel to different areas such as Stadium estate, Stocking Farm and Mowmacre Hill.
- Residents have a good relationship with their neighbours with high levels of trust but generally don't feel that there is a community spirit.
- For participants in the focus group the Anglican Church provided them with a sense of community and crossed the divide between different areas, ethnicities and ages.
- They perceive that the area is changing. Becoming more multi-cultural is not seen as a problem and they prefer that people mix.

(F)...we want to intermingle. It is better to have equal black and white and grey altogether in the same areas rather than separated.



- Residents feel that the community centres are places where people mix and are generally well used. There are some differences between in the take up of the centres but they do not know the reasons for it.
- Young people hanging around on the street are perceived as a threat for older generations.

(F) We have a lot of youths hanging around but I have been on the estate for 35 years and this sounds silly, but you sometimes feel threatened...

- Perception of unequal allocation of resources, especially housing which leads to a sense of being 'pushed out'.

(F) Because a very large part of Mowmacre Hill has been taken over by immigrants and there is a lot of white people that are needing house ...when it comes to being re-housed and their children being re-housed they seem to be put on the back burner. So my feedback from friends and things that is a big problem.

(F) Well we have always had a few coloured people. And I understand that everybody is entitled to a decent house and a decent living but a lot of white, well not necessarily white even coloured people that have perhaps lived in Leicester all their lives, are feeling as though they are being pushed out because of all the immigrants, that sounds awful, but it is the truth.

Problems identified: Traffic and parking

### Knighton

- Very strong sense of community but mainly within a confined area (the close) where people are quite similar to each other (participants of the focus group all lived in the close).

(M) I think it is a comfortable neighbourhood and one reason it is comfortable is because we haven't got any extreme people, race, religion or anything else that dominates. Everybody accepts everybody else and it is a mixed close. And for me that makes it quite a nice area to live in.

- However the contact and feeling of community does not extend to the whole area.
- Residents felt that the elderly people of the area are overlooked. There are no facilities for them.
- The area is perceived of being wealthy but there are pockets of deprivation. These residents might loose out of services which are put in more deprived areas.
- A big change in the area is the students who are renting accommodation in big houses. This is changing the dynamics of the area.
- Residents feel that there are many facilities in the area, which contribute to the feeling of cohesiveness.

(F) But that is one of the reasons that I like living where I live. It's not just about the close but the resources I have around me and the amenities I have down the road they all tick a box. I think we are lucky in our position, we have got lots of amenities, we have parks, we have got shops down the road, there is a pub and everybody goes to the pub those sort of things. I think it is a quite beneficial sort of area.

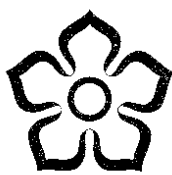
## **Leicester**

- Positive about changes in Leicester

(M)I think the city is spending a lot of money trying to get the city into a prosperous situation, they are putting in a new shopping centre, they are raising the profile, doing the theatre and doing cultural quarters. But that is not addressing how they are then getting the community to work behind it.

- Some residents were concerned that some areas are decaying and women feel harassed to walk around:

(M) I work in the city centre, in Lee Circle which is right next to the back of St Matthews and leads bang into the edge of the city centre. It is a grim end of town where the buses all drop off, there is a lot of decay and it has got what is called the cultural quarter at the moment where they are doing a lot of work to put it right. We have a lot women who work in our building, we have about 2000 people who work in our building, and they always feel very uncomfortable



Leicester  
City Council

**WARDS AFFECTED:  
ALL WARDS**

**CABINET**

**1 SEPTEMBER 2008**

---

**DISABILITY DISCRIMINATION ACT INITIATIVES 2008/09  
AND 2009/10**

---

**Report of the Acting Service Director of Property**

**1. Purpose of Report**

- 1.1 This report seeks approval for the works recommended for funding from the Disability and Discrimination Act Initiatives budget for 2008/09 and 2009/10.
- 1.2 The report also updates Members on the progress that has been made in providing greater opportunities for disabled people and others with limited mobility to play a fuller part in community life by increasing access to City Council buildings.

**2. Summary**

- 2.1 A sum of £125,000 in 2008/09 and 2009/10 has been approved for the Disability Discrimination Act Initiatives (DDAI) budget. This was approved prior to the latest economic downturn, which is impacting our ability to generate capital receipts. In view of the current level of available funding in the Capital Programme it is proposed to reduce this to £40,000 for each year. This is in recognition of the substantial progress made in making buildings DDA compliant, and our position in the top quartile of authorities. Reducing this funding enables resources to be maintained for other purposes; it is noted that the authority has a substantial aids and adaptations budget, which benefits disabled people. In addition, savings amounting to £47,000 have been identified from DDAI works in previous financial years that can be divided between the two financial years.
- 2.2 Proposals for spending the 2008/09 and 2009/10 budgets are listed at 4.5 for works identified through audits and user requests and, in 4.6 a contribution to the Access to Work Scheme.
- 2.3 All buildings have been prioritised based on audits and service need, using the

prioritisation model agreed with the Disability Equality Scheme Working Group, which includes external representation from the Leicestershire Centre for Integrated Living (LCIL) and the City Council's Disabled Employees Group.

### **3. Recommendations**

Cabinet is recommended to:

- 3.1 Approve the works of £127,000 listed in 4.5 including a contribution to the Access to Work Scheme.
- 3.2 Authorise the use of £80,000 from the 2008/09 – 2009/10 corporate capital programme towards funding these works.
- 3.3 Authorise the Interim Corporate Director of Resources to order the works and seek all necessary consents.
- 3.4 Authorise the Head of Legal Services to sign any contracts as necessary to allow the work to proceed.

### **4. Report**

- 4.1 The Disability Discrimination Act Officer (DDA Officer) based in the Property Review Team, (Resources – Property Services) has the duty of inspecting all City Council buildings (excluding domestic and educational establishments) to ascertain their level of accessibility and usability by disabled people. Any shortfall in access standards is recorded on a database to produce a programme of outstanding works required. The list is constantly reviewed to ensure that any buildings that are or may be surplus to use are not being included when works are to be carried out. Audits of service delivery to disabled people are the responsibility of the department providing the service from the building. Currently the estimated cost for the outstanding works is £1,100,000 including fees, excluding the works listed in 4.5. Between 2003/04 and 2007/08, the City Council has spent £1,320,735 to improve access for disabled people to buildings normally open to the public.
- 4.2 Prioritisation of works is reached by a system of weighting each piece of work required in each building scored using a prioritisation methodology introduced in 2006/07. The model is similar to that used for the prioritisation of the Council's Central Maintenance Fund. It considers user needs, legislative requirements, service requirements, benefit to the greatest possible number of service users and staff and the Council's likely future intentions for the building. Works have only been included in the programme if they are significant. Minor works will fall to departments to fund, if critical.
- 4.3 The scoring is applied using the two audits mentioned above in 4.1 through workshops with each department. These workshops are chaired by the Property Review Manager (Property Services) and are made up of the DDA Officer, the Departmental Heads of Property Group representatives and Departmental Equality Officers. In order to address the City Council's duties under the Disability Equality Duty (introduced in December 2006), representatives of organisations of and for disabled people including the City

Council's Disabled Employees Group are also included. This year, the Leicestershire Centre for Integrated Living (LCIL) and the Chair of the Disabled Employees Group were invited to the meetings but unfortunately LCIL was unable to send a representative to all the meetings.

- 4.4 The standard used to assess the level of accessibility is that set out under the Audit Commission's Best Value Performance Indicator 156 (BVPI 156).

"The number of the Authorities buildings open to the public and the number that are accessible to and usable by disabled people".

As of 1<sup>st</sup> April 2008 the Audit Commission is no longer collecting information relating to BVPI's. As this is a reasonable standard to use to determine the level of access for disabled people to City Council buildings both for staff, elected members and the public, it will be retained for internal management and property review. Appendix 1 shows how levels of access have increased year on year from 2002/03 at 44% to 2007/08 at 81.5% through the use of BVPI 156 and the DDAI budget.

- 4.5 The proposals for spending the budget allocated for 2008/9 and 2009/10, together with the £47,000 savings identified in paragraph 2.1 above, are listed below.

	2008/09	
Jewry Wall Museum	Works up to and including Scheduled Ancient Monument and Planning application approvals for the provision of platform lift (fees only)	£7,000
New Parks Leisure Centre	Provide new platform lift	£55,000
Access to Work Scheme contribution		£5,000
TOTAL		£67,000

	2009/10	
Jewry Wall Museum	Provision of an enclosed platform lift	£55,000
Access to Work Scheme contribution		£5,000
TOTAL		£60,000

- 4.6 The above list is made up of works to buildings and fees. In the past the sum of £20,000 has been added in order for the Access to Work scheme to continue. This element is controlled by the Corporate Director of Resources, Pay and Workforce Strategy Unit. The Access to Work element is to fund the cost of equipment and accessories necessary to assist existing and new disabled members of staff in their work and is largely grant-aided by the Department of Employment on a sliding scale of up to 100% of the cost. However, in view of the overall reduction of the DDAI budget, the sum of £5,000 per year for 2008/09 and 2009/10 is recommended for the Access to Work Scheme.

- 4.7 The City Council has been in the top quartile of the Audit Commission's BVPI

156 for the past 5 years. Continuing to provide capital provision for access improvements to buildings should help to keep it in that position, and to give the Council a defence against any potential private prosecutions from disabled people.

- 4.8 Members should note that the DDA budget stands alone to carry out access improvements to buildings where works have been identified through audit and user comments. When departments are undertaking any refurbishment, alterations or improvement works to buildings they occupy, they are expected to include any access improvements needed at that time without calling on the DDA improvements budget.

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

### **5.1 Financial Implications – (Nick Booth, Extn. 297460)**

The proposed DDA initiatives works are estimated to cost £127,000 in total in the years 2008/09 and 2009/10. It is proposed to fund this expenditure from £47,000 of savings in the previous DDA budget plus £80,000 from the new corporate capital programme. This would result in net savings of £170,000 in the first two years of the corporate capital programme, which was approved prior to the latest economic downturn, which is impacting our ability to generate capital receipts. In view of the current level of available funding in the Capital Programme it is proposed to reduce this to £40,000 for each year. Reducing this funding enables resources to be maintained for other purposes.

### **5.2 Legal Implications – (Rebecca Jenkyn, Extn. 296378)**

The Head of Legal Services has been consulted on the report and considers there to be no specific legal implications other than to ensure compliance with the provisions of the Disability Discrimination Act 1995.

## **6. Other Implications**

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

## **7. Background Papers – Local Government Act 1972**

Capital Programme book 2008/2009.

## 8. Consultations

In 2002 consultation was undertaken with various voluntary bodies through Voluntary Action Leicester, results of which were reported to FREOPs on 19th September 2002 and to Cabinet on 23 September 2002. The results of this consultation were disappointing and therefore to meet its new duties under the Disability Equality Duties introduced in December 2006, Property Services are working with Leicestershire Centre for Integrated Living and others to allow for the full involvement of disabled people, which it is hoped will produce better results.

Consultation and involvement has been undertaken with Leicestershire Centre for Integrated Living and the Disabled Employees Group. Internal consultation has taken place with the Heads of Property Group, individual departmental Heads of Property Group Representatives and Equality Officers (including through them Service Heads and Managers).

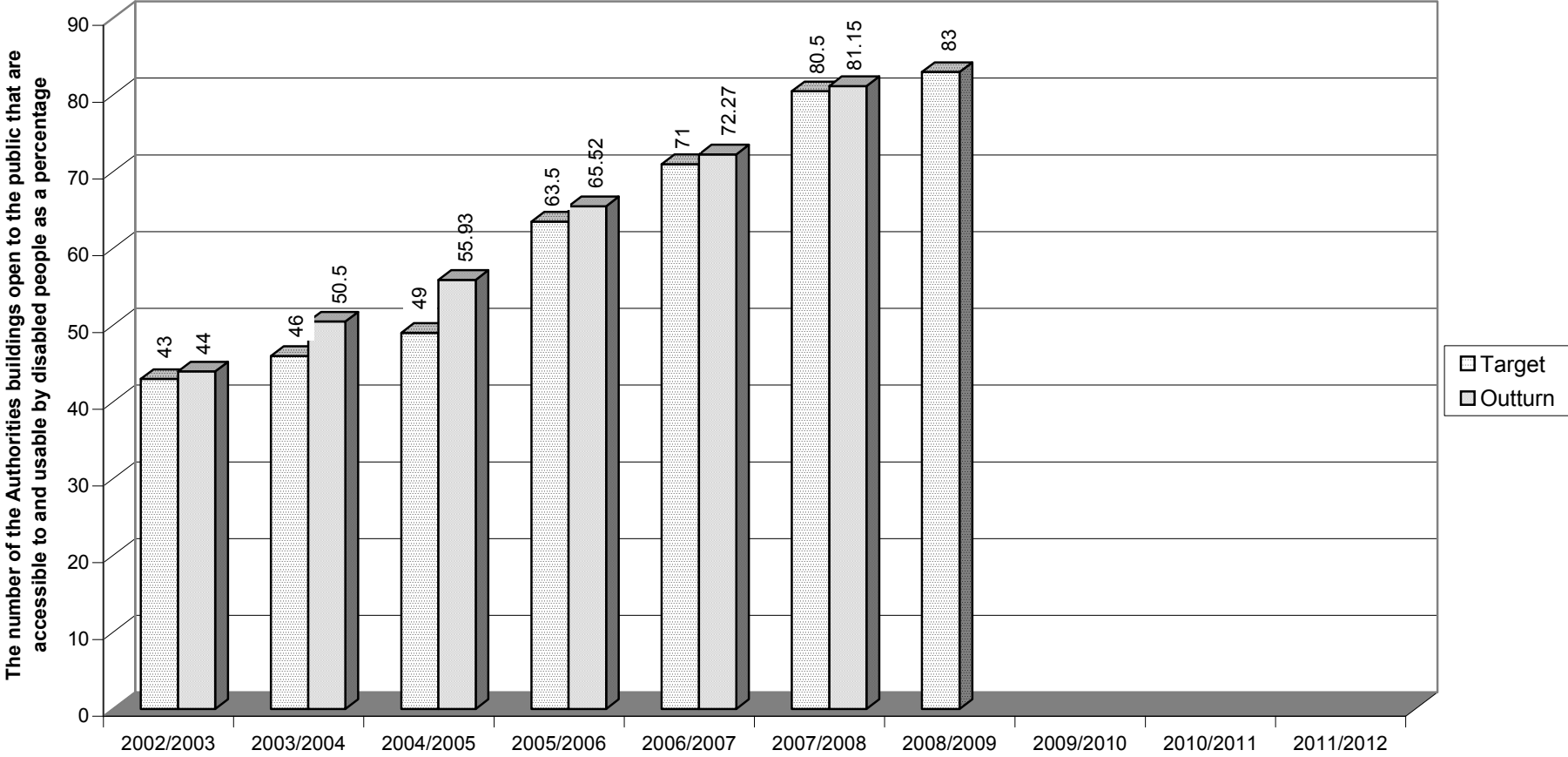
## 9. Officer to contact:

Patrick Midson  
Disability Discrimination Act Officer  
Property Review Team  
Resources  
Ext: 298181  
Email: [pat.midson@leicester.gov.uk](mailto:pat.midson@leicester.gov.uk)

**Neil Gamble**  
**Acting Service Director of Property**

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

BVKPI 156 BY YEAR







Leicester  
City Council

## WARDS AFFECTED

ALL

Cabinet

1<sup>st</sup> September 2008

---

### WARD COMMUNITY MEETINGS APPLICATIONS FOR FUNDING

---

#### Report of the Interim Corporate Director of Resources

#### 1. Purpose of Report

- 1.1 To seek Cabinet endorsement of the spending proposal from the Rushey Mead Ward Community Meeting.
- 1.2 To note the agreement under delegated powers to fund the proposal from the Eyres Monsell Community Meeting.
- 1.3 To agree that delegated powers will be used to approve future recommendations from Ward Community meetings.
- 1.4 To note the financial statement set out in Appendices A and B.

#### 2. Report

- 2.1 Cabinet on 18 February 2008 (Par 224) agreed that Ward Community budgets for 2008-2009 would be set at £10,000 for each ward and that funding available for community cohesion be increased by £100,000 to £200,000 for 2008-2009.
- 2.2 On 31 March 2008 Cabinet spelled out in greater detail the spending for each Ward (Par 259: section 9). Up to one third of the Ward Community budget set out in Par 2.1 above could be spent on community projects (the "Community Chest") while at least two-thirds would be spent on projects identified by the Ward Action Plan.
- 2.3 In addition, £44,000 has been allocated from the Community Cohesion fund to Ward Community meetings, with £2,000 available for each Ward. A total of £12,000 is therefore available for each Ward in 2008-2009.
- 2.4 Ward Community Meetings have no decision-making powers and therefore decisions on the allocation of funds are a matter for Cabinet decision.
- 2.5 The Eyres Monsell Community Meeting of 3 July 2008 recommended that £250 be made available to support a community event organised by the Eyres Monsell

Horticultural and Crafts Show and that the funding comes from the Ward Community Fund.

- 2.6 The Rushey Mead Ward Community Meeting of 15 July 2008 approved an award of £900 to the Highfield Rangers to put on a Summer soccer programme. The funding comes from the Ward Community Fund.
- 2.7 Cabinet, at its meeting on 23<sup>rd</sup> June 2008 (Par 29), agreed that individual Cabinet members would be given delegated authority to take decisions within their portfolios which would otherwise need to be made by Cabinet.
- 2.8 Because of the timing of the Eyres Monsell Community meeting and this Cabinet meeting, delegated powers have been sought to release the funds for the Eyres Monsell project, which would otherwise face difficulties because the funding is needed to put on the event.
- 2.9 Cabinet is asked to note the approval of this project under delegated powers, and to approve the proposal from the Rushey Mead Ward Committee.
- 2.10 Cabinet is asked to note that future decisions on Ward Community Meeting spending on Community Projects and Ward Action Plan schemes will be approved by the Cabinet lead for Front Line Service Improvement and Neighbourhoods. This will be subject to the Leader of the Council indicating written support for each decision.
- 2.11 Requests from Ward Community Meetings for spending of the Community Cohesion budget will be delegated to the Cabinet lead for Community Cohesion and the Cabinet lead for Front Line Service Improvement and Neighbourhoods. This will also be subject to the Leader of the Council indicating written support for each decision.
- 2.12 All decisions taken under delegated powers will be reported to Cabinet on a quarterly basis. Regular updates on spending will be included in the weekly electronic Members' bulletin.

### **3. Recommendations**

It is RECOMMENDED that Members -

- 1 Note the approval under delegated powers of the proposal from the Eyres Monsell Ward Community Meeting to award £250 for the promotion and running of the Eyres Monsell Horticultural and Crafts Show.
- 2 Approve the proposal from the Rushey Mead Ward Community Meeting to award £900 for the promotion and running of a community soccer programme.
- 3 Approve that future recommendations from Ward Community meetings for spending from Ward Community Funds and Ward Action Plan funds be delegated to the Cabinet Lead for Front Line Service Improvement and Neighbourhoods and the Leader of the Council for approval under delegated powers.

- 4 Approve that future recommendations from Ward Community meetings for spending from the Community Cohesion budget which has been allocated to Ward meetings be delegated to the Cabinet Lead for Community Cohesion and the Cabinet lead for Front Line Service Improvement and Neighbourhoods for approval under delegated powers.
- 5 Note the financial statements set out in Appendices A and B.

**4. Financial implications**

The expenditure proposals are within the budget available and in accordance with the principles agreed by Cabinet on 18 February 2008 and 31 March 2008.

**5. Legal implications**

There are no legal implications.

**6. Background Papers – Local Government Act 1972**

Minutes of Cabinet: 18 February 2008; 31 March 2008; 23 June 2008.  
 Minutes of Eyres Monsell Ward Community meeting: 3 July 2008.  
 Minutes of Rushey Mead Ward Community meeting: 15 July 2008.

**7. Other implications**

OTHER IMPLICATIONS	YES/NO	Paragraph references within supporting information
Equal opportunities	No	
Policy	No	Within agreed criteria
Sustainable and environmental	No	
Crime and disorder	No	
Human Rights Act	No	
Elderly/people on low income	No	

**8. Report Author/Officer to contact**

Jerry Connolly, Member Support Officer: ext. 39 8823  
 jerry.connolly@leicester.gov.uk  
 13 August 2008

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

**APPENDIX A**

**WARD COMMUNITY PROPOSALS FOR EXPENDITURE**

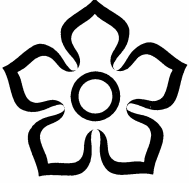
WARD	PROPOSAL	BUDGET HEAD AND COST (£)		
		Ward Action Plan	Community Projects	Community cohesion
<b>Eyres Monsell</b>	<b>Community horticultural show</b>		<b>250</b>	
<b>Rushey Mead</b>	<b>Community soccer event</b>		<b>900</b>	

**APPENDIX B**

**WARD COMMUNITY EXPENDITURE 2008-2009**

WARD	FUNDS COMMITTED (£)			BALANCES REMAINING (£)		
	Ward action plan	Community projects	Community Cohesion	Ward action plan	Community projects	Community Cohesion
<b>Eyres Monsell</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>6,667</b>	<b>3,083</b>	<b>2,000</b>
<b>Rushey Mead</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>6,667</b>	<b>2,433</b>	<b>2,000</b>

Note 1: Items included in Appendix B include proposals contained in Appendix A.



Leicester  
City Council

**WARDS AFFECTED  
ALL**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Cabinet**

**01.09.2008**

---

**SUPPORTING PEOPLE CONTRACTS**

---

**Report of the Interim corporate Director of Resources and the Acting Corporate Director of Adults and Housing**

**1. Summary**

- 1.1 This report is about the arrangements for extending the “grant aid contracts” steady state contracts due to expire on 31 March, to enable reprovision to take place in accordance with the decisions of the Commissioning Body.

**2. Recommendations (or OPTIONS)**

- 2.1 That Contract Procedure Rules as to competition be waived and that the relevant Corporate Director be authorised to offer extended contracts to the providers concerned in the case of the contracts identified in the table in this report.
- 2.2 That extensions be for up to 6 months from 1 April 2009.

**3. Report**

- 3.1 A large number of “Supporting People” contracts are due to expire on 31 March 2009.
- 3.2 The contracts cover the provision of housing accommodation related support services. The commissioning of these services is, under the rules relating to Supporting People funding, subject to the strategic decisions of a Commissioning Body made up of representatives from the City Council, the PCT and the Probation Service.
- 3.3 The contracts described in the table of this report are to be the subject of a strategic review which will then need to be considered by the Commissioning Board. This will not be possible before January/February of next year.
- 3.4 Realistic procurement processes cannot therefore be materially undertaken until that time.

- 3.5 Although it is inevitable that there will be changes in the scope and quality of services to be procured following the strategic review, it is essential that this is managed and that those services which will not be changed (or will not be significantly changed) should be continuous.
- 3.6 It is therefore proposed to extend these contracts by negotiation direct with the current provider for a period of 6 months from 1 April 2009.
- 3.7 It is proposed that there be a block “waiver” of contract procedure rules to extend these contracts for up to 6 months where necessary. The procurement process will run alongside this extension so that reprovision is in place where necessary when the extension expires.
- 3.8 The proposal is on the basis that an invitation to potential providers to express an interest in the contracts resulting from the strategic review will be issued in January 2009 as the types of service required will be known by then.
- 3.9 This mitigates the risk of challenge in that potential providers will not suffer a loss of a chance to compete, the extension is short enough to render any legal challenge not only very expensive relative to the value but also of no practical point.
- 3.10 The Supporting People Contracts concerned are summarised below:

<b>Type of Service</b>	<b>Commissioning Section</b>	<b>2008/09 Value</b>
Supported Housing	Planning and Commissioning (Housing Related)	£932,376
Hostel	Planning and Commissioning (Housing Related)	£2,587,506
Floating Support	Planning and Commissioning (Housing Related)	£167,852

A detailed breakdown of these contracts is attached as Appendix 1 to this report.

## **4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **4.1. Financial Implications**

The Supporting People Programme Grant is being reduced over three years, so long term savings must be realised on these contracts. Delays in contracting will delay in making these savings however the Service has reserves, which can accommodate the proposed short-term delay in contracting these services.

Danny McGrath, Principal Accountant, 29 6822

## 4.2 Legal Implications

These are contained in the report.

## 5. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within the report
Equal Opportunities	Yes	3
Policy	Yes	3
Sustainable and Environmental	No	
Crime and Disorder	Yes	3
Human Rights Act	No	
Elderly/People on Low Income	Yes	3

## 6. Risk Assessment Matrix

Risk		Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/ appropriate)
1	Contracts not being in place if extensions not offered	H	H	Action extensions
2	Legal Challenge on procurement grounds	L	M	Follow procurement strategy

## 7. Consultations

Relevant officers in Adult and Housing

## 8. Not for Publication

- 8.1 This report is not for publication as it contains exempt information under Schedule 12A Local Government Act 1972 (as amended) – information relating to the business affairs of a person and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## 9. Report Author

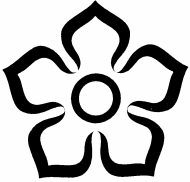
Joanna Bunting, Head of commercial & Property Law  
Legal Services  
Tel: 29 6450

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



Provider Name & Contract No.	Service Name	Service Type	Primary Client Group Name	Accommodation Type Name	Number of Units	Purchase Type	Service Cost	Support Duration
Action Homeless (Leicester) Limited 355	Avondale	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	8	Nationally Exempt	36,874,8568	Short
Action Homeless (Leicester) Limited 355	Daneshill House	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	5	Nationally Exempt	45,986,7378	Short
Action Homeless (Leicester) Limited 355	Jarvis House	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	6	Nationally Exempt	42,249,5673	Short
Action Homeless (Leicester) Limited 355	Oakfield House	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	8	Nationally Exempt	30,674,9803	Short
Action Homeless (Leicester) Limited 355	The Haven	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	7	Nationally Exempt	45,613,0228	Short
Action Homeless (Leicester) Limited 355	The Hollies	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	11	Nationally Exempt	64,079,8738	Short
Action Homeless (Leicester) Limited 355	Titchborne House	Accommodation Based Service	Single Homeless with Support Needs	Supported Housing (shared or self contained)	5	Nationally Exempt	46,066,8313	Short
<b>Action Homeless (Leicester) Limited 355 Total</b>							<b>311,545,8698</b>	
Action Homeless (Leicester) Limited 356	Mayfield House	Accommodation Based Service	Single Homeless with Support Needs	Homeless Hostel, B & B or other temporary accommodation	28	Nationally Exempt	24,174,02333	Short
<b>Action Homeless (Leicester) Limited 356 Total</b>							<b>241,740,2333</b>	
Adulam Homes Housing Association Ltd 359	Bethany	Accommodation Based Service	Homeless Families with Support Needs	Supported Housing (shared or self contained)	25	Nationally Exempt	328,559,1400	Short
<b>Adulam Homes Housing Association Ltd 359 Total</b>							<b>328,559,1400</b>	
Adulam Homes Housing Association Ltd 360	Norman House Project	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	14	Nationally Exempt	249,285,7298	Short
<b>Adulam Homes Housing Association Ltd 360 Total</b>							<b>249,285,7298</b>	
Foundation Housing Association Limited 385	Foundation's Mens Hostels	Accommodation Based Service	Single Homeless with Support Needs	Homeless Hostel, B & B or other temporary accommodation	15	Nationally Exempt	170,153,0443	Short
Foundation Housing Association Limited 385	Foundation's Womens Hostel	Accommodation Based Service	Homeless Families with Support Needs	Homeless Hostel, B & B or other temporary accommodation	7	Nationally Exempt	117,037,0933	Short
<b>Foundation Housing Association Limited 385 Total</b>							<b>287,190,1375</b>	
Hits Homes Trust Limited 391	Hits Homes Trust - Evington Road	Accommodation Based Service	Young People at Risk	Supported Housing (shared or self contained)	15	Nationally Exempt	69,000,6323	Short
Hits Homes Trust Limited 391	Hits Homes Trust - Maidstone Road	Accommodation Based Service	Young People at Risk	Supported Housing (shared or self contained)	8	Nationally Exempt	25,709,9315	Short
<b>Hits Homes Trust Limited 391 Total</b>							<b>94,710,5638</b>	
Home Group Ltd (Stonham) 437	Beacon Hill House	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	8	Nationally Exempt	84,547,8425	Short
Home Group Ltd (Stonham) 437	Bradgate House	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	10	Nationally Exempt	273,674,7233	Short
Home Group Ltd (Stonham) 437	Move on Service	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	8	Nationally Exempt	56,725,4885	Short
Home Group Ltd (Stonham) 437	Swithland House	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	6	Nationally Exempt	48,341,5625	Short
<b>Home Group Ltd (Stonham) 437 Total</b>							<b>463,289,6168</b>	
Leicester Holme Project 411	Jason Court Hostel	Accommodation Based Service	Young People at Risk	Homeless Hostel, B & B or other temporary accommodation	11	Nationally Exempt	126,888,0505	Short
<b>Leicester Holme Project 411 Total</b>							<b>126,888,0505</b>	
Leicester Holme Project 412	Wordsworth Road Supported Housing	Accommodation Based Service	Single Homeless with Support Needs	Homeless Hostel, B & B or other temporary accommodation	14	Nationally Exempt	50,695,2495	Short
<b>Leicester Holme Project 412 Total</b>							<b>50,695,2495</b>	
Leicester YMCA 397	East Street	Accommodation Based Service	Young People at Risk	Supported Housing (shared or self contained)	53	Nationally Exempt	440,968,7658	Short
<b>Leicester YMCA 397 Total</b>							<b>440,968,7658</b>	
Leicester YMCA 398	Aylestone Project	Accommodation Based Service	Young People at Risk	Supported Housing (shared or self contained)	32	Nationally Exempt	425,114,3323	Short
<b>Leicester YMCA 398 Total</b>							<b>425,114,3323</b>	
LHA Support Services Limited 416	Kirton Lodge	Accommodation Based Service	Homeless Families with Support Needs	Supported Housing (shared or self contained)	19	Nationally Exempt	219,002,1253	Short
<b>LHA Support Services Limited 416 Total</b>							<b>219,002,1253</b>	
Metropolitan Support Trust 600	Severn St. Supported Housing	Accommodation Based Service	Young People at Risk	Supported Housing (shared or self contained)	6	Nationally Exempt	55,029,2673	Short
<b>Metropolitan Support Trust 600 Total</b>							<b>55,029,2673</b>	
NCH 619	Leicester New Start Families Project	Accommodation Based Service	Homeless Families with Support Needs	Homeless Hostel, B & B or other temporary accommodation	3	Nationally Exempt	47,381,2810	Short
<b>NCH 619 Total</b>							<b>47,381,2810</b>	
Park Lodge Project 422	Park Lodge and St Michaels	Accommodation Based Service	Single Homeless with Support Needs	Homeless Hostel, B & B or other temporary accommodation	24	Nationally Exempt	178,481,2308	Short
<b>Park Lodge Project 422 Total</b>							<b>178,481,2308</b>	
Shelter Housing Aid & Research Project (SHARP) 435	Housing Support and Resettlement (SHAR) Floating Support Service	Accommodation Based Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	19	Nationally Exempt	47,195,5843	Short
<b>Shelter Housing Aid &amp; Research Project (SHARP) 435 Total</b>							<b>47,195,5843</b>	
Leicestershire & Rutland Probation Board 400	OASYS (LCC & Probation)	Floating Support Service	Offenders or People at risk of Offending	Supported Housing (shared or self contained)	23	Nationally Exempt	120,656,4913	Short
<b>Leicestershire &amp; Rutland Probation Board 400 Total</b>							<b>120,656,4913</b>	





Leicester  
City Council

**WARDS AFFECTED**  
All Wards

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**  
**AUDIT COMMITTEE**  
**CABINET**

**25<sup>th</sup> June, 2008**  
**1<sup>st</sup> September, 2008**

---

**CORPORATE CONTRACT MANAGEMENT AND PROCUREMENT IMPROVEMENT PLAN**

---

**REPORT OF THE DIRECTOR OF RESOURCES**

**1. PURPOSE AND SUMMARY**

To enable Corporate Directors' Board, Audit Committee and Cabinet to monitor implementation of the Improvement Plan shown attached as **Appendix 1**.

**2. RECOMMENDATIONS**

**Corporate Directors' Board, Audit Committee and Cabinet** are recommended to review implementation of the attached Improvement Plan;

**3. REPORT**

Attached, shown as **Appendix 1**, is the Corporate Management and Procurement Improvement Plan which was initiated by Corporate Directors' Board in June, 2007, designed to address the concerns identified during the course of the District Auditor's audit of major housing repairs and improvement contracts. Subsequently the District Auditor published a Public Interest Report further to Section 8 of the Audit Commission Act, 1998 and the attached Improvement Plan has been developed with a view to ensuring that all the District Auditor's recommendations are addressed. The Plan was approved by Cabinet in July, 2007 and finally by Council on 24<sup>th</sup> January, 2008, following a review by Audit Committee on 17<sup>th</sup> January.

Implementation of the Improvement Plan is being monitored by Audit Committee as well as Corporate Directors' Board and Cabinet. At its meeting on 25<sup>th</sup> June, Audit Committee noted the progress being made but members expressed concern about the high number of authorised Procuring Officers and welcomed Corporate Directors' decision to further reduce the list to a manageable number of authorised practitioners, at the same time as simplifying the rules. The Committee also noted that the introduction of a Resource Management System would greatly benefit the effective management of procurement.

There will be a further progress report to Audit Committee in December.

## **Progress and implementation**

A corporate inter-departmental group of officers has been established and is overseeing implementation. Group members are listed in the consultation section below. The attached Improvement Plan reflects the position following a review by the Corporate Contract Management & Improvement Group on the 12<sup>th</sup> August, 2008.

The improvement strategy has the following themes:

- Tightening control
- Training and accreditation
- Improving guidance and rules
- Improving management systems
- Improving the contracts register system
- Audit

## **4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **5.1. Financial Implications**

The report is concerned with the strengthening of contract management and procurement controls. This needs to be reflected in the rules of procedure within the Council's constitution and, in particular, the Council's Finance Procedure Rules. These rules are reviewed on a regular basis, and the recommendations within the report and the improvement plan will be incorporated as part of the next such review. This will take place as soon as is practicable.

### **5.2 Legal Implications**

These are covered in the report.

## **5. OTHER IMPLICATIONS**

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

## **6. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

The District Auditor's Public Interest Report under Section 8 of the Audit Commission Act, 1998, issued in December, 2007.

## **7. CONSULTATIONS**

Geoff Organ, Head of Corporate Procurement, Support and Income Services, Resources  
Adam Archer, Special Projects Manager, Chief Executives  
Colin Sharpe, Head of Finance, Children and Young People Services  
Martin Judson, Head of Resources, R&C  
Mukund Kumar, Assistant Audit Manager, Resources  
Pradeep Gadhok, Service Manager, Contracting and Procurement Unit, Adults and Housing  
Ian Cooper, Contracts Officer, Adults and Housing  
Rebecca Jenkyn, Team Leader / Senior Solicitor, Legal Services  
Trevor Croote, DA representative  
Corporate Directors  
Chief Executive  
Strategic Resources Group  
Martin Male, Acting Director of Resources

**8. REPORT AUTHOR**

Peter Nicholls, Service Director – Legal Services, x6302

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

## CONTRACT MANAGEMENT AND PROCUREMENT IMPROVEMENT PLAN

(Updated by the Corporate Improvement Group on the 12<sup>th</sup> August, 2008)

	ACTION	RESPONSIBILITY	ORIGINAL TARGET DATE	CURRENT POSITION AND PROJECTION
<b>TIGHTENING CONTROL</b>				
1	Review the number of officers who are authorised to purchase on behalf of the Authority, to reduce this to a manageable number which can be easily audited. Authorised officers are to be limited to those people who must purchase to enable them to perform their job. They must be adequately trained and the scope of their authorisation needs to be clear.	Service Directors Co-ordinated by Service Director – Legal Services	1 June, 2007	<p>All Departments have created an authorised Procuring Officer List.</p> <p>The completed lists have been loaded onto Insite to enable Corporate-wide access and monitoring.</p> <p><b>Complete.</b></p> <p>However, Audit Committee has expressed concern that there are too many authorised officers and has welcomed a Corporate Directors' Board decision to further reduce the numbers. All departments have now produced revised lists which are to be reviewed by the Finance Managers Group on the 14<sup>th</sup> August, with the aim of reducing the number to essential practitioners who will undergo mandatory training.</p>

	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
2	Assurance must be given that the current list of authorised officers is complete and up to date.	Service Directors. Co-ordinated by Service Director – Legal Services	1 August, 2007	<b>Complete.</b> (Subject to clarifying assurances received from some Service Directors).
3	The list of authorised officers must be kept up to date and monitored annually.	Corporate Directors, Co-ordinated by Geoff Organ	Ongoing	<p><b>Complete.</b> Nominated Officers in each Department will ensure that the information is kept up to date.</p> <p>The term “Procuring Officers” is to be used instead of “Authorised Officer” to avoid confusion.</p> <p>There are capacity issues within Corporate Support, Procurement &amp; Income Services and within service departments. Some departments such as Adults and Housing have a dedicated procurement team whereas R&amp;C, to date has decided not to create one. CDB has agreed, as part of the current procurement strategy, to introduce category management of procurement, to be implemented as part of phase 2 of the Corporate Review, and has also agreed to create two more posts within the Corporate Procurement Team.</p>

	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
4	Ensure compliance with Contract Procedure Rules in respect of notification and safekeeping of contracts handled within departments (i.e. contracts in a standard form approved by Legal Services, up to the upper threshold value for a small contract (currently £35,000).	Service Directors. Co-ordinated by Geoff Organ	1 June, 2007	<b>Complete.</b> (Assurances received from some Service Directors need clarification). To be repeated in September.
5	An annual assurance to be given that Procuring Officer lists are up to date and that adequate systems are in place to ensure Service Directors are complying with procedures for entering into contracts up to £35,000.	Corporate Directors. Co-ordinated by Geoff Organ.	Annually,	<b>Complete.</b>
6	This assurance must also confirm that adequate insurance arrangements are in place throughout contract terms	Corporate Directors	December	<b>Complete.</b>
<b>TRAINING AND ACCREDITATION</b>				
7	Ensure that an appropriate corporate training programme for Procuring Officers is available.	Head of Corporate Support, Procurement and Income Services	30 June, 2007	The programme is written, is available and is now being delivered.
8	Make available a corporate training programme leading to accreditation that Procuring Officers authorised to procure have been trained to sufficient standards.	Director of Resources	September, 2007	Accreditation not yet available, see (7), (9) and (10) but the revised target date i.e. December, 2008 is achievable.
9	Make available an on-line corporate training programme.	Head of Corporate Support, Procurement and Income Services	December, 2007	Now that the new Toolkit is finalised, on-line training will be introduced by December, 2008.



	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
10	Comply with the requirement that all <b>new</b> Procuring Officers must be accredited.	Service Directors.	March 2008	This will require a new training contract which has now been awarded to a training company called Cordie.
11	Ensure that <b>all</b> Procuring Officers are accredited (accredited training or equivalent)	Service Directors	December 2008	Achievable.
12	Support for elected members is also being proposed and each political group is being asked to nominate a lead member who can develop a special interest in this field.	Town Clerk in consultation with Group Whips.	January 2008	Awareness sessions will be delivered via the Member Development Programme, being worked up by the Member Development Forum. There is also consultation with groups and individual members to ensure the programme suits members' needs and interests. This is relevant to Scrutiny Members as well as Cabinet Members
<b>IMPROVING GUIDANCE AND RULES</b>				
13	Review and improve the Council's Procurement Toolkit to clarify responsibilities and mandatory requirements, also to ensure the Toolkit is user friendly and easy to access e.g. by use of hyperlinks to Contract Procedure Rules etc.	Head of Corporate Support, Procurement and Income Services	September 2007	The revised Toolkit is now available, being promoted and used.  To be repeated in December following approval of revised Contract Procedure Rules by Council in November.

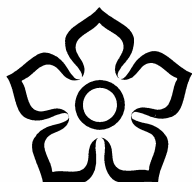
	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
14	Production of consolidated guidance on procurement processes which makes responsibilities clear, also includes adequate checks and challenges at each stage. Guidance / procedures will provide for officer intervention to ensure any non-compliance is regulated and resolved.	Head of Corporate Support, Procurement and Income Services and Service Director – Legal Services.	September, 2007	<p>A new web-based toolkit has been introduced.</p> <p>Contract Procedure Rules (CPRs) are undergoing a complete, radical review, also to incorporate important changes to EU law; to be reported to Council in November.</p> <p>Rules are being simplified wherever possible to make them more accessible assuming that Procuring Officers are trained to a corporate standard; also to make the rules more user friendly from a contractor point of view e.g. to provide that small companies be invited to sign up to the Council's principles regarding policies such as equal opportunities so as to facilitate compliance.</p>
15	When Service Directors authorise Legal Services to process and enter into tendered contracts they must also attach a financial evaluation. There must be justification for any proposal to enter into a contract in excess of the evaluated limit and there must be a statement that the authorised officer has considered the impact of the contract on total exposure to the same contractor.	Service Directors	January, 2008	<p>The revised Contract Procedure Rules will make this a mandatory requirement for contracts over the EU threshold.</p> <p>An audit is to be completed by Internal Audit in January, 2009.</p>

	ACTION	RESPONSIBILITY	ORIGINAL TARGET DATE	CURRENT POSITION AND PROJECTION
16	Systems will also be established to enable regular review of revenue contracts over a specified threshold (currently £100,000) by Cabinet and the Procurement and Value for Money Select Committee.	Director of Resources	December, 2007	<p><b>Complete.</b></p> <p>At its meeting on 21<sup>st</sup> April Cabinet monitored progress in implementing this Improvement Plan and also agreed that all contracts over the EU financial threshold be reserved to Cabinet for authorisation. The current EU thresholds are £139,893 for supplies and services and £3,497,313 for works. This provides Cabinet with sufficient control but avoids cluttering up its agenda and also provides the added benefit of enhancing corporate management, oversight and control of compliance with EU procurement requirements.</p> <p>To provide flexibility, Cabinet (23<sup>rd</sup> June) revised its Scheme of Delegation to enable individual Cabinet members to authorise contracts over the EU threshold within the approved Procurement Plan.</p> <p>So as to reduce duplication Cabinet has dispensed with the need for consultation with Cabinet Leads before entering into any revenue contract where the value is £100,000 or more.</p>

	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
17	Departments must produce an annual procurement plan to be reviewed by Scrutiny and approved by Cabinet.	Corporate Directors with support from Geoff Organ who has agreed to produce initial draft plans based on the corporate information available.	April 2008 for 08/09	Head of Corporate Procurement, Support and Income Services produced a plan in consultation with all departments, approved by Cabinet on 14 <sup>th</sup> July.
18	Further review Contract Procedure Rules to meet current corporate and legal requirements, to clarify responsibilities and mandatory requirements and to ensure that the rules are easily accessed and understood by authorised purchasers.	Head of Corporate Support, Procurement and Income Services and Service Director – Legal Services	December 2007	A revised version has been produced and is currently subject to consultation.  Full Council approval is required, programmed for November, 2008.
<b>IMPROVING MANAGEMENT SYSTEMS</b>				
19	Introduce an effective Council wide procurement system as part of a new Resource Management System (RMS).	Chief Finance Officer	April 2008	Project has slipped to April, 2009 following which there will be a phased implementation.
<b>IMPROVING THE CONTRACTS REGISTER SYSTEM</b>				
20	Enhance the existing contracts register system in order to: <ul style="list-style-type: none"> <li>- Minimise scope for contracts to be omitted.</li> <li>- Provide a long stop control over potential overruns.</li> </ul>	Chief Finance Officer	August 2007	<b>Complete.</b>

	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ORIGINAL TARGET DATE</b>	<b>CURRENT POSITION AND PROJECTION</b>
<b>AUDIT</b>				
21	Review authorised officer database to ensure that it is up to date.	Head of Audit and Governance	October 2007	<b>Complete.</b> The original brief was to create a list of officers authorised to purchase on behalf of the Authority: this has been produced. The Audit report includes observations about some of the departments' returns; there is a recommendation that this list be expanded to include officers authorised to make payments. Further action is being planned.
22	Review the adequacy of contracts' insurance.	Head of Audit and Governance	June, 2008	This has been included in the Audit Plan for September 2008.
23	Audit of housing related contracts to ensure compliance with the District Auditor's detailed recommendations.	Head of Audit and Governance.	June – September, 2008	This has been included in the Audit Plan.
24	Audit compliance with new Toolkit and new Contract Procedure rules.	Head of Audit and Governance	April 2008	To enable new rules and toolkit to be embedded before testing this has now been included in the Audit Plan for January-February, 2009.





Leicester  
City Council

**WARDS AFFECTED**  
All Wards

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**  
**PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE** 4<sup>th</sup> September, 2008  
**CABINET** 1<sup>st</sup> September 2008

---

**SCHEME OF DELEGATION: REVIEW OF DECISIONS MADE AT CORPORATE DIRECTOR LEVEL**

---

**REPORT OF THE DIRECTOR OF RESOURCES**

**1. PURPOSE OF REPORT**

This is a regular report to provide Cabinet with a summary of decisions made at Corporate Director level in consultation with Cabinet Leads.

**2. REPORT**

A summary of the decisions made by the Chief Executive / Corporate Directors in consultation with the relevant Cabinet Lead members during the period 1<sup>st</sup> March, 2008 to 31<sup>st</sup> May, 2008 is shown attached as **Appendix A**.

Attached shown as **Appendix B** is a summary of the Town Clerk's decisions to waive Contract Procedure Rules during the period 1<sup>st</sup> March, 2008 to 31<sup>st</sup> May, 2008.

**3. RECOMMENDATIONS**

Cabinet is recommended to:

Note the summary of decisions made at Corporate Director level as summarised in **Appendices A and B**;

**4. HEADLINE FINANCIAL AND LEGAL IMPLICATIONS**

**Financial Implications**

There are none arising from this report.

**Legal implications**

- i) It is within Cabinet's remit to keep under review and change its Scheme of Delegation as necessary.

- ii) Contract Procedure Rules may be waived by Cabinet or by the Town Clerk where a business case can be shown for doing so, subject to there first being prior consultation with the relevant Cabinet Lead where the circumstances are particularly sensitive or if the decision in question involves significant changes in policy or strategy.

If consultation with the Cabinet Lead is necessary then the Town Clerk must report any such decision to Cabinet for information.

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>Paragraph references within supporting information</b>
Equal Opportunities	<b>No</b>	
Policy	<b>No</b>	
Sustainable and Environmental	<b>No</b>	
Crime and Disorder	<b>No</b>	
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

**5. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**

The Council's Constitution, including Cabinet's Scheme of Delegation; and records received by the Town Clerk from Corporate Directors which have been used to compile this report.

**6. CONSULTATIONS**

Chief Executive and all Corporate Directors  
 Charles Poole, Service Director – Democratic Services  
 Geoff Organ, Head of Corporate Procurement, Support and Income

**7. REPORT AUTHOR**

Peter Nicholls, Service Director – Legal Services, x6302

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



**APPENDIX A**

**DECISIONS MADE BY CORPORATE DIRECTORS / CHIEF EXECUTIVE IN CONSULTATION WITH CABINET LEADS DURING THE PERIOD 1<sup>ST</sup> MARCH, 2008 TO 31<sup>ST</sup> MAY, 2008**

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
1.	4 <sup>th</sup> March, 2008	New Home Improvement Area Martin Bromley to declare the 2 home improvement areas	Alistair Reid	Cllr. Bhatti	Agreed	4 <sup>th</sup> March 2008
2.	5 <sup>th</sup> March, 2008	New out of hours stray dog service.	R&C A. Russell	Cllr. Wann	No objection to new service arrangements	5 <sup>th</sup> March, 2008
3.	5 <sup>th</sup> March, 2008	Aylestone Village Conservation Area character appraisal	R&C A. L. Smith	Cllr. Kitterick	Approved and signed.	5 <sup>th</sup> March, 2008
4.	10 <sup>th</sup> March, 2008	3 year service agreement – Connexions	A. Bunyan	Cllr. Dempster	Agreed	10 <sup>th</sup> March, 2008
5.	11 <sup>th</sup> March, 2008	Area based grant – Children's fund	A. Bunyan	Cllr. Dempster	Agreed	11 <sup>th</sup> March, 2008
6.	13 <sup>th</sup> March, 2008	Support People Programme Grant – Heathfield House 7 Rainer Midlands & North	Alistair Reid	Cllr. Corral	Approved	13 <sup>th</sup> March, 2008
7.	13 <sup>th</sup> March, 2008	Advice & Information Contract Contract regularised & extended for 2 years	Alistair Reid	Cllr. Corral	Approved	13 <sup>th</sup> March, 2008
8.	19 <sup>th</sup> March, 2008	Free mice treatments pilot in a defined area within Spinney Hills ward.	R&C A. Russell	Cllr. Wann	Agreed.	19 <sup>th</sup> March, 2008
9.	19 <sup>th</sup> March, 2008	Environmental health fees and charges for 2008/9.	R&C. A. Russell	Cllr. Wann	No objections to proposed charges	19 <sup>th</sup> March, 2008
10.	19 <sup>th</sup> March, 2008	Speakeasy theatre partnership grant of £500 to move the theatre company	R&C R. Watson	Cllr. Connelly	Agreed in consultation with Service Director	19 <sup>th</sup> March, 2008

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
11.	19 <sup>th</sup> March, 2008	A grant of £1750 – the Nupur Arts project	R&C R. Watson	Cllr. Connelly	Agreed in consultation with Service Director	19 <sup>th</sup> March, 2008.
12.	20 <sup>th</sup> March, 2008	African Caribbean Meals Going out to Tender	Alistair Reid	Cllr. Corrall	Approved	20 <sup>th</sup> March, 2008
13.	20 <sup>th</sup> March	Community Legal Advice Centre (CLAC) Update	Alistair Reid	Cllr. Corrall	Approval of contract to be signed	20 <sup>th</sup> March. 2008
14.	2 <sup>nd</sup> April, 2008	Funding extension of identified NRF projects.	Andrew Bunyan	Cllr. Dempster	Agreed	2 <sup>nd</sup> April, 2008
15.	2 <sup>nd</sup> April, 2008	Voluntary projects funded by Young People's Support Services	Andrew Bunyan	Cllr. Dempster	Agreed	2 <sup>nd</sup> April, 2008
16.	8 <sup>th</sup> April, 2008	Local Area Agreement (LAA) Matrix – How it fits together	Alistair Reid	Cllr. Bhatti	Agreed to be progressed	8 <sup>th</sup> April, 2008
17.	8 <sup>th</sup> April, 2008	99 Melbourne Road	Alistair Reid	Cllr. Bhatti	Agreed to make available through appropriate lease.	8 <sup>th</sup> April, 2008
18.	9 <sup>th</sup> April, 2008	Braunstone Frith Junior School – replacement mobile classroom	A. Bunyan	Cllr. Dempster	Agreed	9 <sup>th</sup> April, 2008
19.	9 <sup>th</sup> April, 2008	Include pedestrian crossing on Lutterworth Road in the Aylestone Road quality bus corridor scheme, subject to the scheme being approved as part of the capital programme later this year.	R&C J. Miller	Cllr. Kitterick	Supported	9 <sup>th</sup> April, 2008

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
20.	9 <sup>th</sup> April, 2008	CCDP project board pay the contractor a further £72,262 to speed up the concrete works on High Street and reduce the potential for delay. This would ensure a completion date of 1 <sup>st</sup> September.	R&C J. Miller	Cllr. Kitterick	Supported	9 <sup>th</sup> April, 2008
21.	10 <sup>th</sup> April, 2008	School improvement – contractor Capita Navigate	A. Bunyan	Cllr. Dempster	Agreed	10 <sup>th</sup> April, 2008
22.	11 <sup>th</sup> April, 2008	Voluntary projects funded by early prevention.	A. Bunyan	Cllr. Dempster	Agreed	11 <sup>th</sup> April, 2008
23.	14 <sup>th</sup> April, 2008	4 projects – red cross, domestic violence, panahghar, women's aid	A. Bunyan	Cllr. Dempster	Agreed	14 <sup>th</sup> April, 2008
24.	16 <sup>th</sup> April, 2008	Delegated powers used to agree a grant of £400 for the Vasakhi sports festival due to the proximity of the event.	R&C R. Watson	Cllr. Connelly	supported	16 <sup>th</sup> April, 2008
25.	17 <sup>th</sup> April, 2008	Saffron surestart deed of indemnity	A. Bunyan	Cllr. Dempster	Agreed	17 <sup>th</sup> April, 2008
26.	22 <sup>nd</sup> April, 2008	Scout Hut – proposal to transfer the site to C&YP.	Alistair Reid	Cllr. Bhatti	Agreed – Decision delegated	22 <sup>nd</sup> April, 2008
27.	23 <sup>rd</sup> April, 2008	The following grants were agreed by the Service Director: * Khidmah annual sports day £1000 * Community football academy for a multi faith event £600 * Refugee action international football tournament £450 * Brite Sparks – arts and mental health £690	R&C R. Watson	Cllr. Connelly	Agreed after consultation	23 <sup>rd</sup> April, 2008

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
28.	24 <sup>th</sup> April, 2008	Consumer Direct contracts for telephone advice expire in March, 2010. The Office of Fair Trading intended to procure new supplier/s through an open tender. LCC's immediate position is to continue to work with any new supplier and that we would want safeguards built into the governance system to protect local authority interests in service scope, management and delivery	R&C A. Russell	Cllr. Wann	Agreed	24 <sup>th</sup> April, 2008
29.	30 <sup>th</sup> April, 2008	Leicester's involvement in the nationwide proposal to offer free admission to sports and leisure centres to celebrate the handover of the Olympic flame to London for the 2012 games.	R&C R. Watson	Cllr. Connelly	Supported	30 <sup>th</sup> April, 2008
30.	7 <sup>th</sup> May, 2008	A one person team will be established on a one year basis to deal with graffiti on Virgin cable boxes	R&C A. Russell	Cllr. Wann	Agreed	7 <sup>th</sup> May, 2008
31.	7 <sup>th</sup> May, 2008	Belvoir Street and Horsefair Street schemes outlined could be delivered by the 1 <sup>st</sup> September, 2008	R&C J. Miller	Cllr. Kitterick	Supported the approach and agreed that works could begin in June, 2008	7 <sup>th</sup> May, 2008

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
32.	7 <sup>th</sup> May, 2008	Seek prudential borrowing for the cosmetic works between Hotel Street and Loseby Land and for the additional costs arising from the High Street works.	R&C J. Miller	Cllr. Kitterick	Supported	7 <sup>th</sup> May, 2008
33.	13 <sup>th</sup> May, 2008	Fulhurst Community College – temporary car park	A. Bunyan	Cllr. Dempster	Agreed	13 <sup>th</sup> May, 2008
34.	14 <sup>th</sup> May, 2008	Low emissions project	R&C J. Miller	Cllr. Kitterick	Approved on a “no cost” basis	14 <sup>th</sup> May, 2008
35.	14 <sup>th</sup> May, 2008	Option for the future management of parking exemptions for health staff.	R&C. J. Miller	Cllr. Kitterick	Agreed	14 <sup>th</sup> May, 2008
36.	21 <sup>st</sup> May, 2008	Spinney Hills one way streets	R&C J. Miller	Cllr. Kitterick	Supported the proposed way forward and agreed that there should be a three year programme	21 <sup>st</sup> May, 2008
37.	21 <sup>st</sup> May, 2008	Fares on supported school bus services	R&C J. Miller	Cllr. Kitterick	Supported	21 <sup>st</sup> May, 2008
38.	21 <sup>st</sup> May, 2008	City Council to sign the Durban Commitment for local governments and bio-diversity.	R&C A. Russell	Cllr. Wann	Agreed	21 <sup>st</sup> May, 2008
39.	21 <sup>st</sup> May, 2008	The following grants were agreed under the cultural activity partnership scheme: £180 to Faces Theatre Company £500 to Music Commission. £2500 to Thurnby Lodge Community Centre 50 years celebration	R&C R. Watson	Cllr. Connelly	Agreed	21 <sup>st</sup> May, 2008

	<b>Date of decision</b>	<b>Nature of decision</b>	<b>Corporate Director</b>	<b>Member(s) consulted</b>	<b>Nature of Members' comments</b>	<b>Date of Member consultation</b>
40.	28 <sup>th</sup> May, 2008	The following grants were agreed by the Service Director: Partnership grants to Leicester Cycle Speedway £1000 towards British senior club championship. £5000 towards site improvements.	R&C R. Watson	Cllr. Connelly	Agreed after consultation	28 <sup>th</sup> May, 2008
41.	28 <sup>th</sup> May, 2008	Proposed Narborough road bollards need to be installed when the footway improvements go ahead.	R&C J. Miller	Cllr. Kitterick	Agreed	28 <sup>th</sup> May, 2008
42.	28 <sup>th</sup> May, 2008	Generic replacement of Star Trak sign faces and funding for the work should come from external revenue funding streams. Star text plates work well and should be retained.	R&C J. Miller	Cllr. Kitterick	Supported and agreed.	28 <sup>th</sup> May, 2008

**APPENDIX B**

**WAIVERS OF CONTRACT PROCEDURE RULES APPROVED BY THE TOWN CLERK DURING THE PERIOD  
1<sup>ST</sup> MARCH TO 31<sup>ST</sup> MAY, 2008**

<b>no.</b>	<b>Date</b>	<b>Scheme</b>	<b>Contract Procedure Rule affected</b>	<b>Reason for waiver</b>	<b>Member who was consulted and gave support</b>
1	4/3/08	Vision for Leicester	Section 3, Rule 11.1	External support to enhance capacity and provide challenge.	Cllr. Willmott
2	7/3/08	Supply and installation of sound recording equipment at Highfields Centre	Section 2, Rule 10.2	Given the integral link with the related provision of such facilities that exist in the music and sound recording studio, it was appropriate to use the existing provider. Also, there would be a significant delay if engaging a different supplier and would more than likely result in equipment and facilities which are incompatible resulting in a significant adverse impact on service provision.	
3	17/3/08	Information and advice on welfare benefits, housing and other matters for disabled and elderly people. Also, provision of advice for beneficiaries of the service to ex-forces personnel and their dependents.	Section 3, Rule 19	SCPU (Social Care & Procuring Unit) inherited these contracts from R&C Department. Initially, a waiver was authorised and approved for 2007/2008 but Legal Services advised that in order to regularise the remaining life of the contract (2008/2010), new short form agreement contracts from April 2008 would need to be in place for proper completion. This waiver formalised this approach.	S Corrall
4	25/3/08	Support for school improvements for: Early Years	Section 3, Rule 11	Consultancy support was needed at very short notice to enable pressing timescales and targets within the TLL plan to be progressed.	Councillor Dempster

<b>no.</b>	<b>Date</b>	<b>Scheme</b>	<b>Contract Procedure Rule affected</b>	<b>Reason for waiver</b>	<b>Member who was consulted and gave support</b>
		Leadership, Primary strategy Leadership, SEN/Inclusion, School Improvement Adviser work, HR support for school improvement and Management of the project team in school improvement and support for leadership of school improvement and implementation of the DCSF plan.		Two potential suppliers were identified. It was felt that Navigate could offer the most appropriate solution, particularly being able to supply a range of consultants who could target specific areas of work.	
5	25/3/08	Teenage pregnancy support team consultancy.	Section 3, Rule 7.3	Use of the specific consultant as directed by the NST.	
6	25/3/08	Provision of project assurance and commercial negotiation advice with programmed and project management support to the BSF project.	Section 3, Rule 15	Initial contract cover only project assurance and commercial review to an anticipated financial close date of March 2007. The waiver takes the assurance to final close.	
7	01/04/2008	Installation of big screen for Beijing Games	Section 3, Rule 1	Research carried out on various companies offering big screens, due to limited availability – summer dates and duration caused problems.	
8	02/4/08	Scheme to manufacture metal	Section 2, Rule 11	This is part of the Council's commitment, under the crime reduction partnership to engage in	

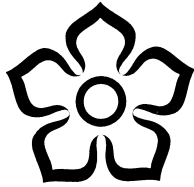


<b>no.</b>	<b>Date</b>	<b>Scheme</b>	<b>Contract Procedure Rule affected</b>	<b>Reason for waiver</b>	<b>Member who was consulted and gave support</b>
		gates by ex-offenders		work with offenders. This helps address targets in relation to getting offenders back into employment by offering constructive training opportunities. As a result of this scheme, LCC has gained beacon status.	
9	07/4/08	Extension of voluntary sector contracts	Section 7, Rule 11	Contracts for Complementary Schools Grants, Young People First, Safer and Stronger Communities, ISSP Delivery, Arts Programme and YISP were accidentally omitted from a report to Cabinet on 3 March.	
10	07/4/08	Soar Valley Netball project.	Section 3, Rule 7.3.1	This was originally part of BSF but Miller's cost exceeded the available funding. Bid was secured with Sport England by two stage tender. Successful company provided best value.	
11	07/5/08	Summer Sundae and Big Session suppliers.	Section 3, Rule 15	There is no time to complete a full tendering exercise if the events are to take place. A full tendering exercise will take place later this year for future year's event, which will be EU compliant.	
12	08/5/08	Capital programme for Educational and Environmental programme.	Section 6, Rule 3.11 and Section 11, Rule 3 to 6.12	In order to secure the funding, accredited products and accredited suppliers on the Low Carbon Building Programme had to be used. This is EU compliant.	
13	14/5/08	Provision of temporary care and support at Frederick Thorpe House.	Section 3, Rules 11 and 19	This is a temporary measure until April 2009 whilst a tendering process takes place for Mental Health Supported Living Services contracts.	
14	15/5/08	Expert Guidance and Advice for Short and longer term transport modelling.	Section 3, Rule 7.3	This is a specialist area where knowledge of Leicester and the models in the sub-regions is essential to advise in a most cost effective way. Only a handful of consultants meet this criteria.	

<b>no.</b>	<b>Date</b>	<b>Scheme</b>	<b>Contract Procedure Rule affected</b>	<b>Reason for waiver</b>	<b>Member who was consulted and gave support</b>
15	23/5/08	10,000 Tree Project	Section 2, Rule 11 and Section 3, Rule 11	The nominated organisation will undertake part of the project delivery of the Tree Project, specifically working with schools through their existing EMAS officers and in partnership with LCC in developing a Tree Warden Scheme once planting works starts.	
16	23/5/08	Single Status Project Assurance	Section 5, Rule 7	Because of immediate need to undertake project assurance regarding Single Status and to negotiate on behalf of the Council re the early retirement of a Corporate Director, a Waiver was requested.	







Leicester  
City Council

**WARDS AFFECTED: All**

**Cabinet**

**1<sup>st</sup> September 2008**

---

**One Leicester –Delivering Excellence**

---

**Report of the Corporate Director for Regeneration and Culture**

**1 Purpose of Report**

- 1.1 This report seeks the release of a further £300,000 from the Service Transformation Programme allocation identified in the Budget Strategy 2008/2011. This will enable work to continue to develop the programme that will enable the council to play its role in delivering 'One Leicester'.

**2 Summary**

- 2.1 The Budget Strategy 2008/2011 identified £2,000,000 to deliver a Service Transformation Programme to enable the Council to become the type of organisation envisaged as the model for public services in 'One Leicester'. In June Cabinet agreed to release £200, 000 of this budget. Agreement to the recommendations in this report will increase that to £500,000 in total. It will also ensure that the Council can play its role in leading on the delivery of the vision for the city set out in 'One Leicester'.

- 2.2 An initial framework for this programme is based upon five elements:-

- Clarify the vision for Leicester City Council in delivering 'One Leicester'.
- Develop elected member and management capacity to drive performance management and change.
- Align service planning with the vision.
- Drive customer focused individual service improvement initiatives.
- Align key internal processes with the vision for the Council.

- 2.3 To be able to finalise this framework and to continue the initial programme of activity a block sum of £300,000 is required.

**3 Recommendations**

Cabinet are recommended to:-

- 3.1 Release £300,000 from the Service Transformation Programme allocation in the Budget Strategy 2008/2011 to resource this work.

#### **4 Financial & Legal Implications**

##### ***Financial Implications***

#### 4.1 Financial Implications

The 2008/09 budget includes the sum of £2M for the Service Transformation Programme. This sum is held corporately pending the submission of spending proposals.

The present report proposes viring the sum of £300K from corporate budgets to the Chief Executive. A further report on the full programme will be brought to Cabinet on the 29 September 2008.

Martin Judson, Head of Finance R&C

#### 4.2 ***Legal Implications***

No legal implications

#### **5 Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	<b>Yes</b>	Yes The entire report addresses change within the Council to enable it to deliver on the vision set out in 'One Leicester', Leicester's
Policy	<b>Yes</b>	Yes See above
Sustainable and Environmental	<b>Yes</b>	Yes See above
Crime and Disorder	<b>Yes</b>	Yes See above
Human Rights Act	<b>Yes</b>	Yes See above
Elderly/People on Low Income	<b>Yes</b>	Yes See above

#### **6 Background Papers – Local Government Act 1972**

#### 6.1 One Leicester, Council 27th March 2008

Transforming Leicester City Council, Cabinet, 23 June 2008

#### **7 Report Author**

Andy Keeling, Corporate Director and Deputy Chief Executive, ext 29 7380

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