



Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 11 MAY 2009

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.**

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Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. LEADER'S ANNOUNCEMENTS

4. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 20 April 2009, have been circulated to Members and the Cabinet is asked to approve them as a correct record.

5. MATTERS REFERRED FROM COMMITTEES

6. SURE START CAPITAL STRATEGY 2008-2011

Appendix A

Councillor Dempster submits a report that informs Cabinet of the work undertaken to date on the Sure Start Capital Strategy 2008-2011 and proposes how these funds might best be deployed to meet the government requirements and contribute to the 'one Leicester' Vision. Cabinet is asked 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, to be held on 7 May 2009, will be circulated as soon as it is available.

7. DEVELOPMENT OF BURIAL LAND AT GILROES CEMETERY

Appendix B

Councillor Connelly submits a report which enables Cabinet to approve the burial extension scheme of £420,000 included in the 2009/10 Capital programme approved in March 2009. Cabinet is recommended to approve the burial land extension scheme and request a further report setting out the longer term strategic requirements for the provision of land for burials and cremations in the future.

8. CAPITAL PROGRAMME 09/10: IN-HOUSE ELDERLY PERSONS HOMES (EPH'S)

Appendix C

Councillor Cooke submits a report that describes the proposed use of the provisional capital allocation to Elderly Persons Homes in the 2009/10 budgets. Cabinet is recommended to agree the capital allocation as detailed in the report, note the required standards of regulated provision and note the

importance of maintaining these for the benefit of residents.

A minute extract from the meeting of the Overview and Scrutiny Management Board, to be held on 7 May 2009, will be circulated as soon as it is available.

**9. TENANTS' AND LEASEHOLDERS' INVOLVEMENT & [Appendix D](#)
CONSULTATIVE ACTIVITIES - UPDATE**

Councillor Aqbany submits a report which provides an update on the tenants' and leaseholders' involvement and consultation activities and the resulting outcomes in terms of service improvements. Cabinet is asked 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, to be held on 7 May 2009, will be circulated as soon as it is available.

**10. PROGRESS ON BLACK WORKERS GROUP REPORT [Appendix E](#)
ON WORKFORCE REPRESENTATION**

Councillor Osman submits a report which updates Cabinet on the work that has been undertaken across the organisation following the 1st October 2008 Black Workers Group Report on Workforce Representation and presents the Reach Higher Programme. Cabinet is recommended to note the work that has taken place to progress BME workforce representation and endorse the Reach Higher Programme and the proposals for its implementation.

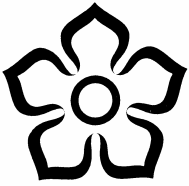
**11. RIVERSIDE BUSINESS AND ENTERPRISE COLLEGE: [Appendix F](#)
BUSINESS CASE FOR CLOSURE**

Councillor Dempster submits a report which summarises conclusions drawn from the options review process of Riverside Business and Enterprise College and recommends an immediate course of action to address this situation. Cabinet is asked to agree the recommendations set out in paragraph 3.2 of the report.

A minute extract from the meeting of the Overview and Scrutiny Management Board, to be held on 7 May 2009, will be circulated as soon as it is available.

12. ANY OTHER URGENT BUSINESS

Appendix A



Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

O.S.M.B.

Cabinet Meeting

7th May 2009
11th May 2009

Sure Start Capital Strategy 2008-2011

Report of the Interim Corporate Director, Children & Young People's Services

1. Purpose of Report

1.1 The Children and Young Peoples Service capital programme received approval by cabinet on the 9th March 2009. A number of schemes were given permission to proceed subject to a further cabinet report approving the detailed implementation of the scheme, this included the Sure Start Grant funded programmes. This report informs of the work undertaken to date and proposes how these funds might best be deployed to meet the government requirements and contribute to the 'one Leicester' Vision.

2. Summary

2.1 The Sure Start Capital Grant 2008-2011 is provided to the Local Authority from the Department for Children, Schools and families and ring-fenced for 2 purposes:

- To deliver 5 Phase 3 Main Children's Centres
- To improve the early years quality and access for all young children.

2.2 The Capital Programme will make a significant contribution to the One Leicester Vision particularly the 'Invest in our Children' strand. The Capital Programme will complete the Children's Centre programme, moving it from a targeted service for our most disadvantaged children to a universal service for all children.

2.3 The capital allocation for the Childcare and early learning sector will support the raising of learning standards in settings across the Private, Voluntary, Independent and maintained sector. The provision of these grants will also support the childcare sector in terms of sustainability. This is particularly important in the current economic climate. Childcare is an important component of any economic development strategy, as a significant proportion of our workforce will rely on good quality childcare to enable them to enter or return to the workforce. The childcare strategy team are currently working with the Working Neighbourhood funds Innovation sub- group to explore ways of supporting the sustainability of this sector. This work includes ensuring good links with the Multi – Access Centre programme. A further report on the Childcare sufficiency and sustainability Strategy will be brought to cabinet later in the year. The report will

address how we are working to support existing and develop new provision in areas, which require it.

The Phase Three Children Centre development is the final capital programme ring fenced for the development of Main children Centres sites.

The Phase 3 Programme presents the greatest challenge, with a reduced capital allocation, it requires we deliver 5 further main Centres (23 centres in total) and move from a targeted offer of services for those families in the greatest need to a universal offer of services for all children under 5 years by March 2010

This is within a context of an increase in the population of children under five taking the city above the government's estimation and that most of our young children live in our most disadvantaged areas. The government requires that we address those children's needs ahead of those who live in our more affluent areas. The rationale for this remains as in previous phases, that our children who grow up experiencing economic disadvantage need more to achieve the same outcomes as their peers who grow up in more affluent areas. This approach goes some way to ensuring equality in outcomes.

It is important to see the final phase of this programme in the context of the wider long term C.Y.P.S. capital strategy, where there are significant opportunities to continue to develop the facilities to deliver children centre services in each local community particularly through the primary school programme and other relevant capital developments such as Multi-access centres.

23 Children centres will not translate to a main children centre for every community but it will mean access to children centre core services for all children and families in Leicester through using a range of local community venues. Therefore the placing of a main children centre site will not preclude all parents and children receiving children centre core services.

2.5.1 A capital planning group have gone through a process of prioritising areas of the city (see main report) and have concluded that the following areas should be put forward for consideration for a main Children centre.

- **Charnwood/Green Lane Road area**
- **Spinney Hill including Evington Road**
- **Aylestone including Knighton Fields**
- **Anstey Lane**
- **Hamilton**

2.5.2 All other areas of the city would receive a Children Centre service from a linked site location as indicated in point 4.13.3 in the main report.

2.5.3

The rationale for proposing these areas in short is as follows :

i) **Central Neighbourhood** falls completely into the bottom 30% and the government would require 2 further centres here due to the number of children and level of disadvantage, one to serve the Spinney Hill and Evington Rd Community and the second to serve the Charnwood and Green Lane Road community.

- ii) The following communities have a significant proportion of it's families living in the bottom 30% and also more significantly have high numbers of children who are not within reach of a main or linked site.
- iii) **South Neighbourhood** would require a centre to serve the Aylestone and Knighton Fields Communities.
- iv) **North West Neighbourhood** would require a centre to serve the abbey lane Anstey lane communities.

2.5.4 Given that we cannot provide a main centre for every community in the City. The group then considered all other areas of the city against further criteria :

2.5.5 Hidden Disadvantage

2.5.6 Increase in population

2.5.7 Potential for further housing

2.5.8 The team consulted with local health visitors regarding their perceptions of hidden disadvantage in different areas and with the school place planning team with regard population increases. They finally considered each area's potential for future housing development and based on this additional data would suggest consideration of the **Hamilton community in the North East Neighbourhood** for the location of final centre.

2.5.9 The rationale for this is geography of the area makes it difficult to access provision on an outreach basis. The local schools report increasing numbers of children and Health Visitors report this area as having the greatest level of hidden deprivation, in that there is significant numbers of private and housing association rented property increasing the number of families in the area living on a low income, The analyse showed that these issues were more significant in this area of the city than other areas without a main children centre.

2.4 C.Y.P.S. would suggest that because this is the last phase of the programme that another report should be provided to cabinet to approve the site of the centres.

2.5 **The Early Years Quality and Access** element of the capital grant is provided to the local authority for three purposes to:

- i) Improve the quality of the learning environment in early years settings with a particular emphasis on improving play and physical activities; and ICT resources.
- ii) Ensure all children, including disabled children, are able to access provision.
- iii) Enable Private, Voluntary and Independent Providers to deliver the increase in the free nursery education offer for 3 and 4 year olds and to do so flexibly.
- iv) Locally we have taken the national guidance and aligned our expenditure with other areas of work so that the capital improvements support our overall approach to

improving learning targeted at those children experiencing the greatest disadvantage. This year we invited applications from providers across the private, voluntary, and maintained sectors and prioritised awards that would support an improvement in the outdoor learning environment for our most disadvantaged children. We also piloted an approach to address Inclusion issues in one of our neighbourhoods. The full report suggests priorities for the next two years of investment, which we believe will have the greatest impact on learning outcomes and childcare sufficiency.

3 Recommendations (or OPTIONS)

- 3.5 Approve the Sure Start Early years Quality and Access Grant Priorities as detailed in the main report and approve the application of the £2.927m early years and sustainability grant funding in block C of the CYPS capital programme.**
- 3.6 Approve the process for assessing the grant applications by the Sure Start Grants panel and provide delegated authority to the Corporate/strategic Director in consultation with the lead member and Service Director A.I.P. for individual awards.**
- 3.7 Approve the location of the Phase Three Children Centres and approve the application of the £1.738m Children centres phase three funding in block C of the CYPS capital programme.**
- 3.8 Receive a further report to agree the sites for the phase three centres.**
- 3.9 Delegate authority to the Corporate/Strategic Director in consultation with the Lead Member and Service Director A.I.P. for virement between the Early Years Quality Improvement strand and Children Centre strand if required.**

4 Report

- 4.1 The Sure Start Capital Grant 2008-2011 is provided to the Local Authority and ring-fenced for 2 purposes:**

- v) **Deliver Phase 3 Children's Centres.**
- vi) **Improve the quality and access for all young children in early years and childcare.**

4.2 This Report will detail the progress made to achieving the outcomes required by the Government and seeks approval for further progression.

4.3 The total capital allocation provided to the Local Authority is £6.260m of which an indicative amount of £1,870m is available for Phase 3 Children's Centres and £1.464m annually (from 2008/09 to 2010/11) is available to childcare and early learning settings.

4.4 Both funding streams have been subject to previous Cabinet Reports and are managed as part of the wider CYPS Capital Programme.

4.5 The Capital Programme will make a significant contribution to the One Leicester Vision particularly the 'Invest in our Children' strand. The Capital Programme will complete the Children's Centre programme, moving it from a targeted to universal service and will support the raising of learning standards in childcare settings.

4.6 Early Years Capital Allocation

4.6.1 The Department for Children, Schools and Families (DCSF) allocated Leicester City Council £1,463,573 annually for three years from April 2008 - March 2011 to improve quality and access for all young children in early years and childcare. The Grant has three aims:

- i) To improve the quality of the learning environment in early years settings to support delivery of the EYFS, with a particular emphasis on improving play and physical activities; and ICT resources.
- ii) To ensure all children, including disabled children, are able to access provision.
- iii) To enable PVI providers to deliver the extension to the free offer for 3 and 4 year olds and to do so flexibly.
- iv) CYPS Sure Start Grants Panel oversees the allocation of this element of the Grant as approved in previous Capital Strategy Report. Any individual allocation is given final approval by Lead Member in consultation with the Service Director, AIP.
- v) The Grant Panel have aligned the spend to the departmental priority of improving learning outcomes and have ensured that the award process reflected this.
- vi) The Government has given Local Authorities clear guidance on how they expect the Grant to be allocated in their letter of 30th November 2007 from Sheila Scales. "Our expectation is that the majority of this capital grant is used to improve the quality of the environment in private, voluntary and independent (PVI) early years and childcare settings both to support higher quality experiences for young children and to ensure that all children can access services and benefit from them, although spending on the maintained sector is not precluded."
- vii) We currently have more than 300 providers who are entitled to apply for funding.

- viii) Locally we have taken the national guidance and aligned our expenditure with other areas of work so that the capital improvements support our overall approach to improving learning targeted at those children experiencing the greatest disadvantage.
- ix) The Grants Panel has invited applications from providers across the private, voluntary, and maintained sectors and prioritised awards in 2008/09 using the following criteria:

4.6.2 **Priority One**

- i) Improvements to the quality of the outdoor learning environments for nursery education funded settings. (Those in the 30% most disadvantaged SOA would be given further priority).
- ii) This recognises the focus on learning and particularly the Foundation Stage. The outdoor environment is just as crucial to learning as the indoor environment and is often a more effective place to learn for some children. We have found that boys can make more progress when offered an outdoor learning environment.
- iii) The Government has asked us to invest in improving play and physical activities and this money enhances the City's Play Strategy, which focuses on unsupervised play environments.
- iv) This block is the largest, reflecting the commitment to learning and has allocated an indicative £1,080,000 in 2008/09 to this area.

4.6.3 **Priority Two**

- i) To improve access and inclusion for disabled children to nursery education settings in one pilot area.
- ii) This priority clearly aligns to our statutory obligation to close the outcome gap for young children by ensuring our most vulnerable to poor outcomes are able to access nursery education provision within the mainstream sector resulting in accelerated learning opportunities.
- iii) The Grant will allow providers to remove any physical and environmental barriers to inclusion.
- iv) The approach will be piloted in 2008/09 to assess demand in collaboration with the disabled children's inclusion service.
- v) The indicative allocation for this pilot will be £193,573.

4.6.4 **Priority 3**

- i) To secure childcare sufficiency through capital development and sustainability grants.
- ii) This priority supports our statutory duty under the Childcare Act 2006 to ensure sufficient childcare is available for those parents in work or training who require it.

- iii) Capital expenditure of this nature may support a provider to open or extend provision in an area of the City where additional childcare places are required in accordance with our Childcare Sufficiency Assessment.
- iv) The indicative allocation for this priority is £190,000.
- v) Providers were given a minimum application limit of £24,000 in areas of disadvantage and £12,000 in other areas recognising the significant issues providers face in delivering childcare and learning in some of our most disadvantaged areas.
- vi) The Grants Panel met in December 2008 and recommended for Lead Member approval of 64 applications worth £1,239,491, averaging £19,000 per applicant for detail. (See Appendix 1)

4.7 Evaluation of Impact

- 4.7.1 Our Terms and Conditions for accepting a grant offer will ensure that successful applicants complete a Quality Monitoring questionnaire. The questionnaires and associated evidence will be evaluated by the Childcare Sufficiency Team and the outcomes will be disseminated and used to inform future capital allocation processes. The population impact will be measured through an improvement in foundation stage profile scores and particularly the closing the gap curve.

4.8 Priorities for 2009-2010

- 4.8.1 The Grants Panel and Stakeholder Group will meet in March 2009 to review the progress with achieving the priorities for 2008/09.

- 4.8.2 It is proposed that the following priorities are adopted (subject to the outcome of the Review).

4.8.3 2009-2010 in priority order:

- i) Improve the quality of the outdoor learning environments for all nursery education providers in the private voluntary and non -schools maintained sector.
- ii) To support providers to meet the government target for 25% of children in most disadvantaged areas to meet the new extended flexible entitlement for nursery education.
- iii) To improve the outdoor learning environments in closed access out of school childcare providers (prioritising those in the 30% SOA).
- iv) To improve access and inclusion for disabled children to nursery education provision in a number of neighbourhoods to be determined.
- v) To secure childcare sufficiency in accordance with our childcare sufficiency assessment , particularly supporting the development of new provision in areas identified in the assessment using models such as social enterprise.

4.9 **Priorities for 2010-2011 in priority order:**

- i) To improve the outdoor learning environments in closed access out of school childcare provision in all areas.
- ii) To support all providers to deliver the extended and flexible nursery education entitlement.
- iii) To improve access and inclusion for disabled children to nursery education provision in remaining neighbourhoods.
- iv) To improve the ICT provision for children in nursery education settings (prioritising those in the 30% SOA).
- vi) To secure childcare sufficiency in accordance with our childcare sufficiency assessment particularly supporting the development of new provision in areas identified in the assessment using models such as social enterprise.

4.10 **Approval Process**

It is proposed that the existing arrangement to assess and sign off grants continues with the addition of an annual progress report to the Transforming the Learning Environment Board. This group could act as a sub-group of this Programme Board.

The process has two stages:

4.11 **Assessment of Grant Applications**

This is undertaken by a stakeholder panel chaired by an independent Chair who is a childcare expert but not a provider.

i) **Approval**

The grants panel make recommendations to the Lead Member for CYPS, who can approve the individual Grant award in consultation with the D.C.S..

- ii) **To conclude**, this capital allocation will enhance care and learning environments for young children in Leicester wherever they receive their provision and support us to ensure that there is sufficient childcare for parents who require it.

4.12 **Children's Centre Capital Allocation 2008-2010**

The Children's Centre Programme is well established in Leicester. The Children's Centre Strategy was agreed at Cabinet on 16th August 2004 in a report that described the overall strategy and the plans for the first phase of the programme. The Council's 25 year vision 'One Leicester' has strong links to government programmes which aim to ensure that all children and young people reach their full potential. The Children's

Centre programme will play a key role in the delivery of One Leicester's aim of 'Investing in Children' and in the Integrated Service Hubs which will integrate service provision for children 0 - 19 years within a neighbourhood model.

4.12.1 Phase 1 Centres

Phase 1 Children's Centres (2004-06) were developed to serve families living in the 20% most disadvantaged wards (based on the Index of Multiple Deprivation (IMD) 2000). The following Centres are now fully operational:

- Beaumont Leys
- St Matthews
- Saffron
- Braunstone
- Highfields
- New Parks
- Belgrave and Rushey Mead
- Northfields and West Humberstone
- Thurnby Lodge
- West End
- Eyres Monsell and Gilmorton

4.12.2 Phase 2 Centres

Phase 2 Children's Centres (2006-08) were developed to serve families living in the 30% most disadvantaged wards (based on the ODPM Super Output Areas).

- | | |
|------------------------------------|-------------------------|
| ▪ Rowlatts Hill | completed November 2008 |
| ▪ Mowmacre | completed December 2008 |
| ▪ Rowley Fields (South Braunstone) | completed January 2008 |
| ▪ North Evington (Crown Hills) | completed October 2008 |
| ▪ Rushey Mead (Loughborough Road) | completed July 2008 |
| ▪ Braunstone Frith | completed November 2007 |
| ▪ Netherhall | completed March 2008 |

4.12.3 Phase 3 Planning and Delivery Guidance and Government Expectations

i) The Government's intentions for the final phase of the Children's Centres Programme have been made clear in the Phase 3 Planning and Delivery Guidance (DCSF 2007).

4.12.4 "In Phase 3, as in previous Phases, it may not always be possible to deliver all services from one building, although this should always be the preferred option...and, local authorities should consider the opportunities for children's centres to co-locate with maintained nursery and primary schools in particular.

ii) Local Authorities are not expected to plan major new build centres in Phase 3. Government expects to see modifications/extensions of existing premises rather than large new builds.

iii) It is important that local authorities take into account levels of need and demand for services when allocating funding so that centres serving the most disadvantaged children receive the most resources."

4.12.5 Key Challenges

The Phase 3 Programme presents the greatest challenge, with a reduced capital allocation, it requires we deliver 5 further Centres and move from a targeted offer to a universal offer for all children under 5 years by March 2010.

The key challenges are:

- i) The Government ratio of 1 Centre for every 800-1000 children is not possible to achieve in Leicester within the Government funding level for 23 Centres. In Leicester we have 26,775 children under five (information supplied by the N.H.S. using children registered with GPs) which results in a ratio of 1 centre to every 1,164 children. This will mean that not every community will have a full main children's centre building and we will need to look to utilise the hub and spoke model so that even if a community does not have a main centre, each neighbourhood will ensure that the full range of services are available and delivered at local linked sites.
- ii) The low level of capital allocation for this round means that we in the main are only able to consider a refurbished programme of existing space which is significantly different to Phases 1 and 2 where we predominantly built new buildings on school sites. This will limit the choices available for development significantly.
- iii) The number of children under 5 living in the 30% most disadvantaged areas in Leicester is high and means that we will still need to reach those children as a priority in Phase 3.
- iv) The Government are clear that this is a requirement, however, given the number of centres we have been funded for, this means our smaller affluent areas of the City will not be able to have a main centre but will need to receive their services from linked delivery sites such as a school community space.
- v) We believe that this is achievable as no one centre could or should be the only site for services to be delivered from.
- vi) The timeline for Phase 3 is much shorter than other associated capital programmes such as the primary capital programme and whilst we can try to ensure we future-proof decisions, it gives little opportunity at this stage to combine resources.
- vii) The Capital Programme needs to consider potential housing development within the City and the impact any development may have on numbers of children under 5 years, given the present economic climate. Forecasting accurately is difficult.
- viii) Whilst the challenges with the Phase 3 Programme are great, so is the opportunity to ensure all children benefit from the core offer of services.

4.12.6 **Phase 3 Planning Process**

Leicester is expected to develop 5 further Children's Centres by March 2010 with a capital allocation of £1,869,923,000 .

- i) The revenue allocation is provided to the Local Authority through the Sure Start Grant, which increases in 2010-2011 to take account of the additional centres. It is important

to recognise that whilst the capital programme needs to consider numbers of children, deprivation and distance from nearest children's centre, the neighbourhood revenue allocation for each area will be provided on the basis a number of children and deprivation factors so **whether an individual community has a main centre does not impact on the revenue budget for neighbourhood level services.**

- ii) The Children's Centre Capital Planning Group was merged with the Integrated Services Capital Group to ensure a co-ordinated approach to developing our integrated sites .The group also includes representatives from corporate property, multi access centres, and community services to ensure we maximise the opportunities to join up capital approaches.
- iii) A small sub-group has used the capital strategy principles agreed by Cabinet on 24 April 2006 for Phase 2 provision and assessed how those principles could be sustained for the Phase 3 Programme.
- iv) The capital planning Group membership has sought to join up approaches and funding streams to maximise the impact of our resources, however, the differing timelines make this unlikely to achieve and real synergies at this point. Officers will consider how the longer-term primary capital programme could produce opportunities for integrated and extended service delivery space in our schools that could be utilised as linked site for Children's Centre service delivery in the future.
- v) This will enable us to achieve universal coverage within pram pushing distance particularly for those communities which do not fall into the lowest disadvantage super output areas.

4.12.7 Phase 3 Priority Areas for Location

The Planning Group have analysed the demographic information for areas of the City that young children live in and are not currently served by a Children's Centre. They are:

- Spinney Hill / Evington Road
- Hamilton/Humberstone
- Anstey Lane/Abbey Lane
- Stoneygate/Knighton/Evington
- Aylestone/Knighton Fields
- Heatherbrook
- City Centre
- Charnwood/Green Lane Road

- i) The Planning Group held a stakeholder conference in November 2008 and asked participants to define the criteria for placing a Children's Centre.
- ii) The outcome was in line with the Phase 2 criteria previously agreed by Cabinet.
 - Number of children
 - Greatest level of deprivation
 - No of Children's Centres within 5/8 of a mile (Government definition of pram pushing distance)

- iii) The Planning Group analysed the child population and deprivation data by neighbourhood and placed this alongside the areas of the city not within pram pushing distance of a main or linked children centre site. The group found that the following area of the city have sufficient numbers of children to require a main children centre (800-1000) and that they fall into areas who score within the lowest 30% super output areas.
- iv) **Central neighbourhood** falls completely into the bottom 30% and would require 2 further centres due to the number of children, one to serve the Spinney hill and Evington rd community and the second to serve the Charnwood and Green Lane Road community.
- v) The following communities have a significant proportion of it's families living in the bottom 30% and also more significantly have high numbers of children who are not within reach of a main or linked site.
 - **South Neighbourhood** would require a centre to serve the Aylestone and Knighton Fields communities.
 - **North West Neighbourhood** would require a centre to serve the abbey lane Anstey lane communities.
- vi) Given that we cannot provide a main centre for every community in the City, the group then considered all other areas in the city against the same three criteria but with a particular emphasis on the numbers of children and geography.
- vii) The planning group went on to consult with local health visitors regarding their perceptions of hidden disadvantage in different areas and with the school place planning team with regard population increases. They finally considered each area potential for future housing development and based on this additional data would suggest consideration of the Hamilton community for the location of final centre. This would be within the **North East Neighbourhood**. All other areas of the city would receive a Children Centre service from a linked site location.
- viii) Using that criteria the Planning Group suggests that the following geographical areas are considered for a main Children's Centre site.

4.12.8 **Phase 3 Children's Centre Proposed Locations**

- Charnwood/ Green Lane Road area
- Spinney Hill/Evington Road
- Aylestone/Knighton Fields
- Anstey Lane/Abbey Lane
- Hamilton

4.13 **Addressing the Needs of Areas without a Main Children's Centre**

- 4.13.1 The remaining communities not close to a main site will still receive the full range of Children's Centre services but through a linked site approach, which has the potential to

be further enhanced through future capital funding streams such as the primary school programme, MyPlace development, Childcare Strategy.

4.13.2 The Children’s Centre Managers for each area will be required to work with the Neighbourhood Advisory Boards to agree how this may occur. It is further proposed that the future capital needs of the 0-12 age group are planned for as part of the Integrated Services Programme Capital Strategy overseen by the Transforming the learning Environment Board post Phase 3 Children’s Centres.

4.13.3 The pattern of provision for the remaining areas would be served by the Children’s Centres listed in the table below. **It is important to note that families will not be expected to travel to these centres to access services but arrangements will be made by these centres to provide services in local venues on an outreach basis.**

| Community | Children Centre Neighbourhood Responsible |
|-------------------------|--------------------------------------------------------------------------------|
| Stoneygate | North Evington Children’s Centre |
| Rushey Mead | Woodgate Children’s Centre |
| Clarendon Park/Knighton | Saffron Lane Children’s Centre |
| Heatherbrook | Beaumont leys Children’s Centre (home farm) linked site at Heatherbrook School |
| City Centre | Highfields Children’s Centre, City Centre Hub |
| Evington | North Evington Children’s Centre |

4.13.4 This will ensure a universal offer of services to all children and families. It is likely that families will determine their own pattern of use which may depend on where they work or where their families live. This can already be seen in the use of some of our earlier developed areas.

4.13.5 Main Children’s Centres will not restrict the use of their open access provision to people who only live locally.

4.14 Identifying Appropriate Sites

The Planning Team proposed to use the same approach as in the previous phasing. That is to complete an Option Appraisal of all available sites against the agreed criteria. The team will then consult on those options with local communities starting with the relevant ward councillors.

- i) The option appraisal work has needed to commence in our proposed areas as the timetable has been condensed by a year (the original deadline was March 2011), however, this has not been taken to a public consultation stage.
- ii) The options are limited within Phase 3 as the capital available is smaller than previous rounds and the available building stock has also decreased. Some areas of the City pose (such as the Central Neighbourhood) a real challenge, as very often schools have no room for development.
- iii) However we are confident that there are viable options for all proposed areas.

4.15 **The Criteria for Selection in Rank Order**

- Primary school site within the community it serves
- Existing available Local Authority buildings
- Partner Agency buildings
- The Independent sector

4.16 **The Development Approach**

- i) As with previous phases, the Development Team proposed to utilise existing buildings through a refurbishment programme wherever possible, allocating the capital fund based on building needs rather than amount per building.

4.5 It is proposed that cabinet receive a further report to agree the sites for the phase three centres.

4.17 **To Conclude**

- i) The Phase 3 Children's Centre Programme presents the Local Authority with a significant challenge but will also support this targeted service to become one that is universally available to all parents and young children. The centres will further develop their role in 2010 by taking responsibility for delivering integrated services for children 0-12 yrs.
- ii) The proposals for the last five Centres have been difficult to develop but need to be seen within the wider context of a longer term capital programme for the Children and Young People's Service. That will ensure that services are provided across a range of neighbourhood venues.
- iii) The entitlement to a Children's Centre service in 2010 will not depend on where you live, but how that service is delivered will differ. The use of the hub and spoke model will achieve a universal offer that evidence suggests will improve a range of outcomes for all of our children.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

- 5.1.1 This report makes proposals for the use of the SureStart grant capital allocations of £2.927m for Early Years Sustainable Grant (£1.464m in each of 2009/10 and 2010/11, para. 4.6.1) and Children's Centres Phase 3 (£1.870m in 2010/11, para. 4.12.6). The allocations are included within Block C of the CYPS Capital Programme approved by Cabinet on 9 March and by Council on 26 March. It will be noted that the sum of £1.738m is shown in Block C for the Phase 3 Centres; this is because £132,000 of spending had been forecast in 2008/09, although this did not occur and will therefore be rolled forward to 2009/10 to make a total of £1.870m. The funding is therefore in the CYPS capital programme, however a

further Cabinet report seeking approval of the detailed implementation of the schemes is required before they can proceed. This report seeks to obtain such Cabinet approval.

Colin Sharpe, Head of Finance and Efficiency, CYPS, Ext. 29 7750
colin.sharpe@leicester.gov.uk

5.2 Legal Implications

5.2.1 Lawrence Mawson has advised me that there are no property implications at this stage.

5.2.2 I have read the proposed Report from a contractual perspective, so far you must ensure that the Contract Procedure Rules are complied with.

Nimisha Ruparelia, Solicitor, Resources, Ext 29 6745
nimisha.ruparelia@leicester.gov.uk

6. Other Implications

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

7. Risk Assessment Matrix

| Risk | Likelihood L/M/H | Severity Impact L/M/H | Control Actions (if necessary/appropriate) |
|--------------------------------------------------------|------------------|-----------------------|-------------------------------------------------------------------------|
| 1. Delay in agreeing the locations | M | H | Have alerted D.C.S.F. of approval process timeline |
| 2. Unable to find appropriate sites in agreed location | L | H | Have begun optional appraisal of potential sites in suggested locations |

8. Background Papers – Local Government Act 1972

9. Consultations

10.

Report Author

Penny Hajek, Service Director, AIP, Ext 29 7704, penny.hajek@leicester.gov.uk

| | |
|--------------------------------------|--------------------------------------------------------|
| Key Decision | Yes |
| Reason | Capital Expenditure is in excess of one million pounds |
| Appeared in Forward Plan | Yes |
| Executive or Council Decision | Executive (Cabinet) |

APPENDIX 1

| EARLY YEARS CAPITAL GRANT | |
|-----------------------------------------------------------------------|-----------------|
| Applications recommended to date by the Grants Panel for 08-09 | |
| ABBEY WARD | |
| Milky Way Day Nursery Ltd | £24,000 |
| Stocking Farm Pre-school | £22,370 |
| Tudor Centre Pre-School | £19,170 |
| ABBEY WARD TOTAL | £65,540 |
| AYLESTONE WARD | |
| Childcare Company Leicester, The | £10,063 |
| Little Stars Day Nursery | £10,525 |
| AYLESTONE WARD TOTAL | £20,588 |
| BEAUMONT LEYS WARD | |
| Babington Bear Nursery | £23,800 |
| Barley Croft Pre-school | £6,629 |
| Buttercups Day Nursery | £23,857 |
| First Steps Pre-school Ltd | £15,406 |
| Glebelands Pre-school and Out Of School Club Ltd | £19,609 |
| Heatherbrook Pre-school | £13,770 |
| Home Farm Playgroup | £23,750 |
| Smartstart Nursery | £11,558 |
| SureStart Beaumont Leys & Stocking Farm Centre | £24,000 |
| BEAUMONT LEYS WARD TOTAL | £162,379 |
| BELGRAVE WARD | |
| Leicester Montessori School (Loughborough Rd) Ltd | £19,696 |
| Windsor Private Day Nursery | £24,000 |
| BELGRAVE WARD TOTAL | £43,696 |
| BRAUNSTONE PARK & ROWLEY FIELDS | |
| Brite Early Years | £23,704 |
| Sunflowers Neighbourhood Nursery | £9,036 |
| Trinity Methodist Church Playgroup | £13,855 |
| BRAUNSTONE PARK & ROWLEY FIELDS TOTAL | £46,595 |
| CASTLE WARD | |
| Children & Parents Centre | £24,000 |
| City Nursery Ltd, The | £24,000 |
| Holly Bush | £24,000 |
| Leicester College Freemans Park Campus Nursery | £24,000 |
| Poppies Day Nursery | £24,000 |
| CASTLE WARD TOTAL | £120,000 |

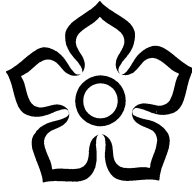
| EARLY YEARS CAPITAL GRANT | |
|-----------------------------------------------------------------------|----------------|
| Applications recommended to date by the Grants Panel for 08/09 | |
| CHARNWOOD WARD | |
| First Steps Day Nursery | £10,360 |
| Spice Pre-school | £23,520 |
| CHARNWOOD WARD TOTAL | £33,880 |
| EVINGTON WARD | |
| Bluebells Day Nursery | £9,768 |
| Tiny Gems Nursery 11 | £23,242 |
| EVINGTON WARD TOTAL | £33,010 |
| EYRES MONSELL WARD | |
| Play Days Nursery | £24,000 |
| EYRES MONSELL WARD TOTAL | £24,000 |
| FOSSE WARD | |
| Fosse Pre-school | £12,000 |
| Gingers Childcare Ltd | £23,334 |
| FOSSE WARD TOTAL | £35,334 |
| FREEMEN WARD | |
| Kingfisher Nursery | £24,000 |
| St Christopher's Children & Family Centre | £24,000 |
| FREEMEN WARD TOTAL | £48,000 |
| HUMBERSTONE & HAMILTON WARD | |
| Hamilton Playgroup | £11,950 |
| Humberstone Day Nursery | £11,991 |
| HUMBERSTONE & HAMILTON WARD TOTAL | £23,941 |
| KNIGHTON WARD | |
| Leicester Montessori Day Nursery (St Johns) | £10,694 |
| Little Acorn Nursery | £12,000 |
| St Mary's Pre-school Playgroup | £6,480 |
| Stoneygate Montessori Nursery School Ltd (279 London Road) | £19,696 |
| KNIGHTON WARD TOTAL | £48,870 |
| LATIMER WARD | |
| Belgrave & Rushey Mead Surestart Centre | £24,000 |
| LATIMER WARD TOTAL | £24,000 |

| - EARLY YEARS CAPITAL GRANT | |
|-----------------------------------------------------------------------|-----------------|
| Applications recommended to date by the Grants Panel for 08-09 | |
| NEW PARKS WARD | |
| Cherry Tree Day Nursery | £24,000 |
| Johnston Children & Family Centre (Apple Centre) | £16,516 |
| Leicester Montessori School (Liberty Road) | £21,545 |
| Little Fish Pre-school | £24,000 |
| New Parks Pre-school | £19,628 |
| NEW PARKS WARD TOTAL | £105,689 |
| RUSHEY MEAD WARD | |
| Herrick Playgroup | £12,000 |
| Rainbow Co-operative Pre-school | £11,799 |
| Sandfield Pre-school | £12,000 |
| Thurmaston Day Nursery | £12,000 |
| RUSHEY MEAD TOTAL | £47,799 |
| SPINNEY HILLS WARD | |
| Highfields Centre | £18,012 |
| Highfields Sure Start Nursery | £24,000 |
| Kiddisafe Pre-school Playgroup (Linden Street) | £14,060 |
| St George's Nursery | £22,706 |
| St Peter's Playgroup | £24,000 |
| SPINNEY HILLS WARD TOTAL | £102,778 |
| STONEYGATE WARD | |
| Hand In Hand Pre-school | £12,860 |
| Leicester Montessori School (194 London Road) | £21,545 |
| STONEYGATE WARD TOTAL | £34,405 |
| THURNCOURT WARD | |
| Playhouse Nursery School, The | £5,931 |
| THURNCOURT WARD TOTAL | £5,931 |
| WESTCOTES WARD | |
| Allexton Day Nursery | £23,494 |
| Hopscotch Playgroup | £15,450 |
| River View Day Nursery | £23,815 |
| Westleigh Nursery Ltd | £24,000 |
| WESTCOTES WARD TOTAL | £86,759 |
| WESTERN PARK WARD | |
| Daneshill Nursery Ltd | £12,000 |
| Westcotes Day Nursery | £21,151 |
| Wingfield Day Nursery | £12,000 |
| WESTERN PARK WARD TOTAL | £45,151 |

Applications recommended to date by the Grants Panel for 08-09

| Ward Summary | Amount |
|---------------------------------------------|-------------------|
| Abbey | £65,540 |
| Aylestone | £20,588 |
| Beaumont Leys | £162,379 |
| Belgrave | £43,696 |
| Braunstone Park & Rowley Fields | £46,595 |
| Castle | £120,000 |
| Charnwood | £33,880 |
| Coleman | £0 |
| Evington | £33,010 |
| Eyres Monsell | £24,000 |
| Fosse | £35,334 |
| Freemen | £48,000 |
| Humberstone & Hamilton | £23,941 |
| Knighton | £48,870 |
| Latimer | £24,000 |
| New Parks | £105,689 |
| Rushey Mead | £47,799 |
| Spinney Hills | £102,778 |
| Stoneygate | £34,405 |
| Thurncourt | £5,931 |
| Westcotes | £86,759 |
| Western Park | £45,151 |
| TOTAL OF ALL SUCCESSFUL APPLICATIONS | £1,158,345 |

Appendix B



Leicester
City Council

Cabinet

WARDS AFFECTED: All

11 May 2009

DEVELOPMENT OF BURIAL LAND AT GILROES CEMETERY

Report of the Corporate Director of Regeneration and Culture

1 Purpose of Report

- 1.1 To enable Cabinet to approve the burial land extension scheme of £420,000 included in the 2009/10 Capital programme approved in March 2009.

2 Summary

- 2.1 Existing developed burial land at Gilroes cemetery will run out within two years. To ensure service continuity a £420,000 scheme was approved by Council in the 2009/10 Capital programme to carry out the necessary infrastructure works to develop a further 10 acres of allocated burial land.
- 2.2 On completion the extension should provide the Cemetery with an additional 12-15 years of new burial space.

3. Recommendations

- 3.1 Cabinet are recommended to:
Approve the burial land extension scheme of £420,000 at Gilroes Cemetery which was included in the 2009/10 Capital programme as a scheme approved by the Council but requiring Cabinet approval prior to implementation.
- 3.2 Request a further report setting out the longer term strategic requirements for the provision of land for burials and cremations in the future.

4. Report

- 4.1 Gilroes cemetery is the largest operational cemetery in Leicester conducting approximately 3,400 cremations and 800 burials a year. While cremation remains the most popular method of disposal of the deceased burial continues to be a preferred choice for several faith communities. Gilroes cemetery offers a choice of burial plots including traditional graves where kerb sets are permitted requiring a higher level of grounds maintenance and lawned graves where kerb sets are not permitted allowing grass mowing to be undertaken more easily.
- 4.2 While alternative burial facilities are provided at Saffron Hill Cemetery, demand for new burial plots at Gilroes cemetery remains constant with approximately 800 burials being conducted annually. Factors determining choice of Cemetery

include geographical location and proximity to family members. At the current rate of burial it is estimated that available land at Gilroes cemetery will be fully utilised within the next two years. To ensure service continuity it is therefore essential to develop a further 10 acres of allocated burial land during 2009 /11.

The works proposed to start in 2009/10 include

- Land drainage and grading
- Road layout design including car parking
- Landscape planting
- Amenity services e.g. water points

4.3 An additional £420,000 has been allocated in the Capital Programme 2010/11 to enable the completion of development of the burial land extension.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

5.1.1 This scheme require Cabinet approval prior to implementation following its inclusion in the 2009/10 Capital programme.

5.1.2 The scheme cost is based on an estimated cost per acre plus professional fees.

5.1.3 The additional revenue costs including grounds maintenance of approximately £20k pa will be absorbed within the services existing budget.

Martin Judson, Head of Finance, ext 297390

5.2 Legal Implications

5.2.1 There are no legal implications. Although, provision of a burial ground is not a statutory requirement, the City Council has powers to provide and regulate cemeteries under the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977.

Jeremy Rainbow, Team Leader / Senior Litigation Officer, ext 296369

6. Other Implications

| OTHER IMPLICATIONS | YES/NO | PARAGRAPH REFERENCES WITHIN THE REPORT |
|-------------------------------|---------------|-----------------------------------------------|
| Equal Opportunities | No | |
| Policy | No | |
| Sustainable and Environmental | Yes | 4.2 |
| 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 Development of the additional reserved burial extension land at Gilroes cemetery does not proceed | L | H | If no funding is approved, we will be unable to develop future burial space and consequently continue to provide new burial facilities at Gilroes cemetery |
| 2 Budget overrun | M | H | Less burial land would be developed to ensure that costs remain within the allocated budget |

L - Low

M - Medium

H - High

L - Low

M - Medium

H - High

8. Background Papers

- Local Government Act 1972
- Local Authorities Cemeteries Order 1977

9. Consultations

Consultee

Property Services
Financial Services
Legal Services

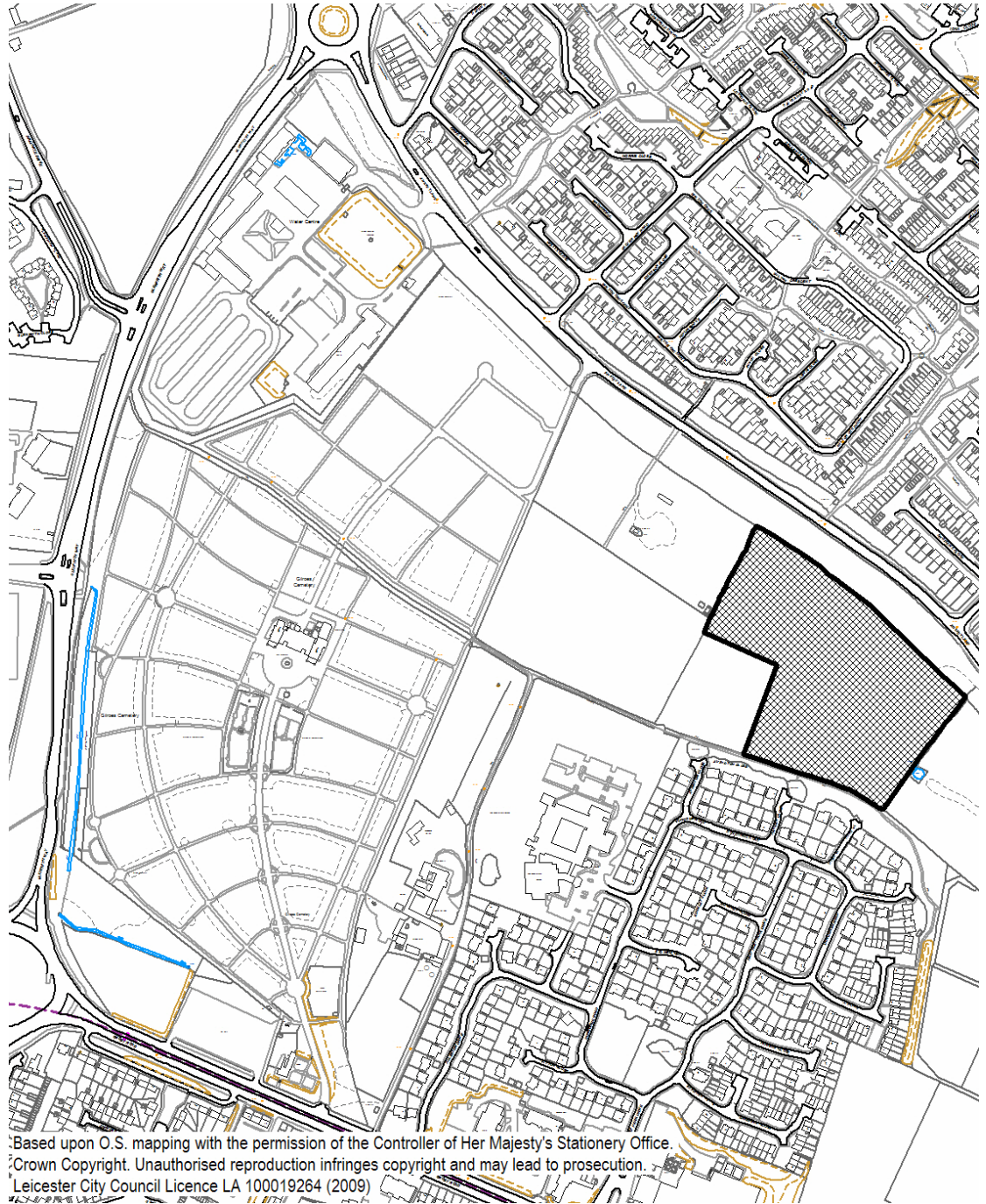
Date Consulted

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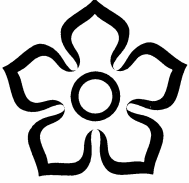
10. Report Author

Lisa Handy
Bereavement Services Manager
A13-25
New Walk Centre
Leicester
Tel 0116 252 6703

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



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Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

11th May 2009

Capital Programme 09/10: In-house Elderly Persons Homes (EPH's)

Report of the Director of Older Peoples Services

1. Purpose of Report

- 1.1 This report describes the proposed use of the provisional capital allocation to EPH's in 2009/10 budgets, earmarked at £250,000 for the year. It seeks Cabinet's approval to release an allocation for 2009/10.

2. Summary

- 2.1 Leicester City Council provides 288 residential beds in 8 in-house elderly persons homes (EPH's). The homes were fully refurbished in a programme between 1997 and 1999. Additional improvements have been made at homes when required.
- 2.2 The EPH's operate at around 90 – 95% occupancy levels and for those people accommodated, the EPH is their home. The maintenance and physical appearance is important in creating a comfortable and 'homely' environment, as well as meeting health and safety requirements.
- 2.3 In addition to the EPH's, the Council runs an intermediate care unit, which was developed from an EPH, at Brookside Court. This is included within the capital programme.
- 2.4 The previous Commission for Social Care Inspection (CSCI) and now the Care Quality Commission (CQC) assess the homes physical condition as part of the regulated service inspections using the Care Standards Act 2000 (standards 19-26 are applicable, as listed in paragraph 4.2).
- 2.5 The homes are generally in an acceptable condition. A series of recent inspections by CSCI has highlighted issues and an adequate rating has been listed for standards 19-26. The homes require an on-going upkeep in order to maintain and improve this level.

- 2.6 Requirements from the capital programme for 2009/10 were to be brought forward for consideration by Cabinet. A range of work has been identified as desirable to maintain the condition of the facilities; those felt to be essential are detailed in appendix 1
- 2.7 The transformation of adult social care is an emerging agenda, which may have implications for a variety of services in the future. The service recognises the impact of the current economic climate on the capital programme and has developed a programme that is mindful of these pressures. Therefore, this report only focuses on essential works during 2009/10.

3 Recommendations (or OPTIONS)

Cabinet is recommended to: -

- 3.1 Note the required standards of regulated provision and the importance of maintaining these for the benefit of residents
- 3.2 Agree the capital allocation for 2009/10 of **£58,000** as detailed in appendix 1.

4 Report

- 4.1 The EPH's have assessed, with support from property services in Adults and Housing Department, the works required during 2009/10 to maintain the homes to an acceptable standard. This is set out at appendix 1.
- 4.2 The location of the homes is set out in appendix 2.
- 4.3 The standards used by CSCI to assess the environment are: -
- (19) Service users live in a safe, well-maintained environment
 - (20) Service users have access to safe and comfortable indoor and outdoor communal facilities
 - (21) Service users have sufficient and suitable lavatories and washing facilities
 - (22) Service users have the specialist equipment they require to maximise their independence
 - (23) Service users own rooms suit their needs
 - (24) Service users live in safe, comfortable bedrooms with their own possessions around them
 - (25) Service users live in safe, comfortable surroundings
 - (26) The home is clean, pleasant and hygienic
- 4.4 Being registered prior to the Care Standards Act 2000, the EPH's are not currently required to meet the standards for space / facilities applied to newly registering facilities. However it is anticipated that standards will increase in the future. Given the rising expectations of clients also, the need for more extensive capital works is likely in future years, in order to keep the buildings fit for purpose and responds to consumer expectation.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications

This paper is mainly concerned with finance and asks for the release of **£58,000** from the provisional capital allocation of £250k for 2009/10.

Rod Pearson, Head of Finance
Ext. 8800

5.2 Legal Implications

There are no direct legal implications arising from the report.

Kamal Adatia, for the Head of Legal Services
Ext. 7044

6. Report Author

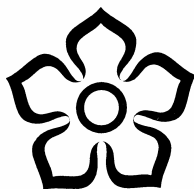
Ruth Lake
Service Director (Older People)
New Walk Centre
0116 252 8302
ruth.lake@leicester.gov.uk

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

| Essential works, within Elderly Persons Homes for the 2009/2010 financial year | Total |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Abbey House 4 Profile Beds, approximately £1500 per bed, total £6000 | £6000 |
| Arbor House French doors to internal patio area, approximate cost £4000 Redecorate Dinning room and lay new flooring, approximate cost £4000 | £8000 |
| Cooper House Redecorating, lighting and flooring in the foyer area, approx. cost £2000 Redecorating Staircase, approximate cost £1000 Redecorating corridors, approximate cost £2000 | £5000 |
| Elizabeth House Replace the obsolete CCTV system in the home, approximate cost £3500 Install new large commercial washing machine, approximate cost £4500 | £8000 |
| Herrick Lodge New carpet in bedroom no 12, approximate cost £500 New sink, cabinet and carpet in bedroom no 27, approximate cost £1000 New sink and redecoration in bedroom no 24, approximate cost £1000 Redecorating bedroom no 34, approximate cost £600 New sink in the main kitchen, approximate cost £800 | £3900 |
| Nuffield House Install automatic doors to residents smoking lounge, approximate cost £3000 | £3000 |
| Preston Lodge Refurbishment of 1 bathroom, approximate cost £5000 | £5000 |
| Thurn Court Install keypad locking system to front door, approximate cost £500 New divan beds for 30 bedrooms, approx. cost £120 per bed, total £3600 | £4100 |
| Brookside Court Intermediate Care Unit Create wet room to enable disabled users in each wing to shower (expressed preference) | £15, 000 |
| TOTAL | £58,000 |

Local Authority Homes

| Name of the Home | Area | Ward | Ward Councillors |
|------------------|-----------------------------|---------------|-----------------------------------|
| Abbey House | Groby Road/ Newfoundpool | Western Park | R Blackmore P Coley |
| Arbor House | Evington | Evington | D Bajaj M Johnson |
| Brookside Court | Knighton | Knighton | A Bayford R Grant G Hunt |
| Cooper House | Eyres Monsell | Eyres Monsell | K Blower R Palmer |
| Elizabeth House | New Parks | New Parks | S Blackmore S Corral J Hall |
| Herrick Lodge | St Marks | Latimer | V Patel M Sood |
| Nuffield House | Westcotes | Western Park | R Blackmore P Coley |
| Preston Lodge | Spinney Hill | Charnwood | P Newcombe A Osman |
| Thurn Court | Thurnby Lodge | Thurn Court | J Allen C Scuplak |



Leicester
City Council

WARDS AFFECTED
All Wards

Appendix D

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview & Scrutiny Management Board
Cabinet

7 May 2009
11 May 2009

Tenants' and Leaseholders' Involvement & Consultative Activities - Update

Report of Corporate Director of Adults and Housing

1. Purpose of Report

The purpose of this report is to provide an update to Members on the tenants' and leaseholders' involvement and consultation activities and the resulting outcomes in terms of service improvements.

Also, members are asked to agree the recommendations in section 3 of the report which relate to the new approach to funding Tenants' & Residents' Associations' (TARAs) activities and the Environmental Works and CRI funding streams in the Housing Capital Programme.

2. Summary

The new involvement and consultation structure was developed and introduced in January 2008, following Cabinet approval. This has led to a large increase in the number of tenants and leaseholders engaging in service improvements both locally and at a strategic level.

The exception to this is the Area Tenants' and Leaseholders' Forums that receive little support or attendance from tenants and leaseholders. It was hoped these Forums, by being open to the whole community, would be better attended than the old Community Associations, however this has proven not to be the case.

This report proposes that Area Tenants' & Leaseholders' Forums are merged into the existing Ward Community Meetings.

A new Tenant Compact, called Improving Housing Services, has been developed and agreed by tenants, leaseholders and the Lead Member for Housing. This is available in the Members area, for information.

Tenants' and Residents' Associations requested a review of the funding arrangements for TARA activities due to the difficulties they face over capacity to meet the Service Level Agreement. The existing Agreement offers an all or nothing approach. The new proposals offer a flexible alternative but still maintain the balance between supporting tenants and ensuring public money is being spent appropriately.

It is proposed that Housing Managers, in consultation with Ward Community Meetings and the Housing Management and Repairs Performance Panel, engage with local communities to identify priority improvements to be funded by the Housing Capital Programme Environmental Works CRI funding streams.

3. Recommendations

Members are recommended to agree the following.

- a) To note the outcomes achieved through the new involvement and consultation structure agreed by Cabinet in January 2008 (para 4).
- b) Agree the new flexible funding arrangements for TARA activities (para 6).
- c) To agree the proposed consultation mechanisms for the Environmental Works element and CRI funding of the Housing Capital Programme (para 8).

4. Report

4.1 Background

Tenants and leaseholders had previously expressed concerns over the effectiveness of the existing structure in 2006, in particular the Community Associations and the Housing Management Board. There were also concerns that the existing structure at that time:

- Involved only 62 TARA members, which equated to 1% of the tenant population
- Provided limited involvement opportunities for leaseholders
- The Tenant Compact had delivered no real outcomes for tenants
- There were no monitoring mechanisms in place
- There were no clear links between tenant involvement & service improvements
- Customer satisfaction levels were low
- Low BME involvement levels

Tenants and leaseholders were also concerned about the role of housing in the new Community Meetings and wanted to ensure that the new structure included a forum to discuss housing issues.

In response to these concerns, during 2007, a series of away days were held with TARA members, and other active tenants and leaseholders, with the purpose of reviewing the involvement and consultation structure, at that time, and to make suggestions for a new approach.

The new involvement and consultation structure was developed and introduced in January 2008, following Cabinet approval. This has led to service improvements both locally and at a strategic level.

4.2 Tenants' and Leaseholders' Informal Involvement and Consultation Structure

A range of 'Stay at Home' groups was developed in 2007, in response to the 2006 Status Survey results, which clearly showed that the majority of tenants, surveyed, preferred more informal and local involvement and consultation activities. The table below shows how tenants stated they wanted to be involved.

| Groups & Activities | % of responses | Groups & Activities | % of responses |
|----------------------------------------|-----------------------|--------------------------------|-----------------------|
| Reading Newsletters | 57 | Attend citywide meetings | 14.6 |
| Postal Surveys | 42.2 | Tenant Inspector | 12.7 |
| Attend local meetings | 38.6 | Estate Walkabouts | 12.2 |
| Identifying environmental improvements | 34.9 | Telephone surveys | 11.6 |
| Attend conferences | 19.2 | Joining a TARA | 6 |
| Use website | 18.6 | | |

The 'Stay at Home' Groups help to review draft documents and to ensure they are fit for purpose and user friendly. They also review the way we communicate with tenants and leaseholders. At present, these groups have approximately 300 members and have commented on a range of policies, proposals, letters, newsletters and awareness campaigns.

4.3 Outcomes from the Tenant Involvement Service Improvement Panel

A Service Improvement Panel (SIP) was established in 2007 to oversee the review of tenant involvement and consultation structures, this consisted of tenants, leaseholders and staff members. The aim was to develop more inclusive involvement and consultation opportunities, which were open to all tenants and leaseholders, irrespective of their personal circumstances and commitments.

The outcomes of the SIP included the development of the following:

- A new formal involvement and consultation structure
- Tenants' & Leaseholders' Expenses Policy
- Tenants' & Leaseholders' Learning & Development Policy
- New Tenant Compact now called 'Improving Housing Services'
- Performance monitoring targets and mechanisms
- TARA Computer Policy
- Code of Conduct for meetings
- Generic TARA Constitution
- Tenants' & Leaseholders' Performance Panel Constitution
- A new approach to funding TARA premises and funding TARA activities

4.4 Tenants' and Leaseholder' Formal Involvement and Consultation Structure

The table below provides details of Leicester's formal involvement and consultation structure, post January 2008, when the new approach was adopted.

| Formal Groups | Role | No of Reps |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Tenants' & Leaseholders' Performance Panel | Monitors performance of the service Scrutiny role Constituted Meets quarterly and upon request Can commission SIP to look at issues in more detail Replaced Housing Management Board. | 16 Local reps 2 Leaseholders 1 Sheltered rep 6 Elected Members |
| Service Improvement Panels | Commissioned by the Performance Panel Focus on one area of the service and make recommendations for improvement Task and finish group | Approx 12 – open to everyone |
| 6 x Area Tenants' and Leaseholders' Forums | To discuss local housing issues To act as a consultative group Replaced Community Associations | Open to anyone |
| 6 x Grants Panel | Linked to each Area Forum Decide local delegated HRA spends At least three TARA members per Panel | At least 1 member per TARA for the area also open to all tenants |
| Citywide Tenants' & Leaseholders' Conference | A combined citywide conference will be held for tenants and leaseholders with the purpose of reviewing past activities and planning future activities | Open to all tenants and leaseholders |

4.5 Effectiveness of the new involvement and consultation structure

4.5.1 An Impact Assessment framework was developed and introduced in January 2007, with the aim of evidencing how our involvement and consultation activities have contributed to improving services for local people. It also shows the costs involved in achieving these outcomes and makes value for money judgements on this cost.

The table below provides a summary of costs, including staff time, the number of people involved, diversity statistics, and cost per hour for the activity during 2007-08.

| Involvement Activity | Number Involved | % BME | % Disabled | Total cost (Includes staff time) | Hourly rate |
|-----------------------------|------------------------|--------------|-------------------|-----------------------------------------|--------------------|
| Consultations | 8 100 | 20.4 | 10.75 | 17 989.76 | 20.50 |
| Groups | 455 | 21.9 | 8 | 19 689.00 | 25.00 |
| Events | 2 254 | 5 | 3.9 | 5 186.34 | 28.46 |
| TARAs | 158 | 18.1 | 4.75 | 19 013.43 | 32.84 |
| Total | 10 967 | 16.35 | 6.85 | 61 878.53 | 26.70 |

4.5.2 Local staff also undertakes estate inspections and invitations are sent to all tenants and leaseholders, and also Elected Members to take part in these events . Between 6 -25 local people take part in each inspection.

4.5.3 The table below shows the average spend per property on involvement and consultation activities during 2007 /08. This information is frequently requested by external organisations, particularly during benchmarking exercises.

| Quarter | Total Properties | Average spend per property £ |
|----------------|-------------------------|-----------------------------------------|
| Quarter 1 | 22 561 | 1.51 |
| Quarter 2 | 22 490 | 1.06 |
| Quarter 3 | 22 465 | 0.90 |
| Quarter 4 | 22 413 | 0.95 |
| Average | | 1.11 |

4.5.4 The table below provides examples of local service improvements achieved through involvement and consultation activities.

| | |
|------------------------------------------------|-------------------------------------------|
| Security doors installed | ASB issues raised and action proposed |
| Benefit Advice events held on the estates | Estate inspections highlight local issues |
| Laundry rooms and access improved | Removal of bushes and shrubs |
| Estate clean-ups | Security lights installed |
| Improved pathways | Closing alleyways |
| Established local priorities | Green areas cleared |
| Improvements to housing office reception areas | Provision of a youth shelter |
| BMX Track developed | Improvements to communal areas |
| Local people helping victims of ASB | Local estate notice-boards |

4.5.5 The table below provides examples of strategic service improvements achieved through involvement and consultation activities.

| | |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Improved satisfaction levels (78.3%) | City Housing News reviewed |
| Improved ASB Customer Satisfaction | Leaseholders' Forum more effective |
| Review of the involvement and consultation structure and new approach developed | Barriers to involvement identified & action required to overcome these barriers |
| Service Standards developed | Improved communication to tenants and leaseholders |
| Repairs & Maintenance Tenants' Charter developed | Neighbourhood Agreements set local priorities, in partnership with local people |
| The development of Area Housing Plans | |

4.6 Involvement in strategic issues

The Tenants' & Leaseholders' Performance Panel has been consulted on the following:

- DCLG HRA Finance Review
- Housing Management Vision
- Housing Repairs & Improvement Vision
- Choice Based Lettings
- PFI Bid
- District Heating
- Rent setting
- Housing Capital Programme

4.7 Tenant and Leaseholder Involvement Levels

Tenants and leaseholders volunteered 11,490 volunteer hours to help improve services during 2007- 08.

5. 'Improving Housing Services' – New Tenant Compact

The Tenant Compact has been reviewed and updated by the Service Improvement Panel and renamed 'Improving Housing Services'. The Panel did not want a ceremonial launch or signing of the document and instead it was sent to the Lead Member for Housing, for approval, in September 2008.

A number of performance targets have been identified and are monitored by the Tenants' & Leaseholders' Performance Panel, on a quarterly basis.

A copy of Improving Housing Services is available in the Members area.

6. A new approach to funding TARA activities

Traditionally, TARAs were funded on the number of properties in their geographical area and to receive funding were required to sign a contract with the Council, which included meeting the terms of the Service Level Agreement (SLA).

Tenants' & Residents' Associations have struggled with this all or nothing approach to funding their activities. New TARAs, in the process of setting themselves up, rarely have the capacity to meet the Service Level Agreement, straight away. Equally, established TARAs, due to various reasons, also have capacity issues in meeting the Service Level Agreement.

TARA representatives requested that officers of the Council explore more flexible ways of funding TARA activities. In response to this, officers worked with the Service Improvement Panel, to design a new funding structure, which met both Council and TARA requirements. Extensive consultation took place with TARAs and members of the Service Improvement Panel. The proposals developed by the Tenants' Service Improvement Panel received wide support from TARAs, with only two of them raising any issues of minor concern.

The new proposed approach will mean that TARAs, to receive the basic funding, will no longer be required to sign up to a Service Level Agreement and instead will only need to submit minutes of their AGM meeting and audited accounts. This will reduce the amount of information TARAs will need to provide.

All TARAs will receive baseline funding of £500 to cover their basic activities, such as running their Committee and administration tasks.

TARAs with premises will receive additional funding to cover the costs of running and maintaining the premises. This would include rent, utilities, rates, Public Liability Insurance and any other premises associated expenses. There is no limit proposed on the number of TARA's that can operate from premises in a Ward.

TARAs will also be able to apply for extra funding, above their basic funding, for additional activities, such as providing local newsletters and undertaking consultations. To receive this additional funding TARAs will need to work with their local Housing Managers to show how their proposed activity will lead to improved local services. This will include evidencing local support for the proposed activity and what outcomes will be expected. As part of the funding grant, an impact assessment exercise will be undertaken by the local Housing Manager to establish value for money and actual outcomes.

An additional benefit of this funding approach is that the Council can support informal tenant groups that wish to undertake a one off activity, which will benefit their local community. At present, funding is only available to TARAs. The Service Improvement Panel has recommended a range of activities that would be eligible for additional grants. A copy of their recommendations is attached at Appendix A.

The overall amount of funding available to TARAs will remain unaffected by these new funding proposals.

Guidance notes will be developed for TARAs and staff members and training sessions will be held once the new funding structure is agreed.

7. Area Tenants' & Leaseholders' Forums (ATALFs) / Community Meetings

7.1 ATALFs were developed to cover all areas of the city and originated as part of the review of the formal tenant consultation structure, with the purpose of:

- Promoting the housing service
- Enabling consultation – including feedback and requests
- Endorsing Grant Panel decisions

7.2 The following table outlines attendance across each of the six areas and the number of meetings completed during April to September 2008.

| ATALF | Number Meetings | Total Attendance | Total Cost |
|-----------------------------|------------------------|-------------------------|-------------------|
| New Parks | 2 | 35 | 1025.03 |
| Saffron & Eyres Monsell | 2 | 12 | 1203.50 |
| Rowlatts Hill & Humberstone | 2 | 8 | 1253.78 |
| Beaumont Leys & Mowmacre | 2 | 5 | 898.47 |
| Centre | 3 | 19 | 920.90 |
| Braunstone | 2 | 2 | 1039.63 |
| Total | | 81 | 6341.31 |

7.2.1 The actual cost per involved tenant / resident equates to £78.28

7.3 ATALFs meetings in the following areas have failed to attract any tenants and leaseholders to at least one meeting.

- Beaumont Leys and Mowmacre
- Rowlatss Hill and Humberstone
- Saffron and Eyres Monsell
- Braunstone
- New Parks

7.4 Rather than complement the Ward meetings, the ATALFs appear to have competed with the Community Meetings.

7.5 It was agreed at Directorate in December 2008, in consultation with the Tenants' & Leaseholders' Performance Panel, that the ATALFs should be consumed into the existing Community Meetings.

- Housing Management staff will attend all Ward Community meetings that have significant Leicester City Council housing stock within the ward.
- The carousel session would still be used for each area to have a 'stall' to promote Housing service.
- Housing issues and information for consultation could be taken to the Community Meetings, which would enable wider consultation with tenants, leaseholders and residents.
- The Grants Panel will remain in its current form, independent of the Community Meetings, and will be convened as and when HRA spending decisions are required, as only tenants can be involved in HRA spending decisions.
- Housing should appear annually on the Community Meetings agenda to enable Neighbourhood Housing Managers to brief the meeting about available budgets, the process for submission of ideas and time scales.

8. Approval Mechanisms for the Environmental Capital Programme

Council has agreed £400,000 be set aside in next year's Capital Programme to be used to start and tackle infrastructure issues on estates, i.e fencing / walls and hard and soft areas, which have been neglected over recent years with the push to achieve the Decent Homes Target.

Infrastructure specifically relates to physical structure. This includes items such as roads, parking, parks, properties, communal areas, paths, estate areas, walls and hard and soft areas.

In addition, it was agreed, when the Housing Capital Programme was approved by Council, that the £220,000 allocated for environmental improvements under the Capital Receipts Initiative would be pooled with the £400,000 base figure in the Housing Capital Programme. The reason for this was so when improvements take place they can deal with larger issues and will have a bigger impact on the neighbourhoods that tenants live in.

However, it is essential that Elected Members and local residents are actively engaged in identifying and setting local priorities and service improvements that could be funded. The Ward Community meeting will be used as the primary mechanisms for tenants and residents to submit ideas and proposals. This may be through sub-groups or public meetings. The aim is to maximise the involvement of local people and the Ward Councillors so what comes out reflects what the local community want, and see as the biggest issues facing their area.

It is proposed that Neighbourhood Housing Managers meet with Local Ward Councillors prior to each new Financial year to discuss and develop area specific project ideas that the local community have requested.

It is proposed that after engaging with local communities, Neighbourhood Housing Managers will put together potential schemes, in partnership with the Ward Community Meetings. Detailed proposals including costings will then be presented back to the Ward Community Meeting for agreement on what will be submitted to the Tenant & Leaseholder Performance Panel.

The Tenants' & Leaseholders' Performance Panel will then be consulted and asked for their views on each scheme, from a tenant's perspective. Tenants & Leaseholders will then prioritise the submitted proposals and submit them to the Director of Housing Services and the relevant Cabinet Lead member for approval. Council agreed, when setting the Housing Capital Programme, that authority to approve

schemes from the above process be delegated to the Director, in consultation with the Cabinet Lead Member for Housing.

This process helps Council meet its objectives of participatory budgeting.

The £180,000 Environmental budget that is allocated to local tenants' organisations will be unaffected by this proposal. This budget as in the previous year will be shared equally between six areas, these are:

- New Parks
- Saffron & Eyres Monsell
- Beaumont Leys & Mowmacre
- Humberstone & Rowlatts Hill
- Braunstone
- Centre

9. Financial Implications - Graham Troup (ext. 297425)

9.1. The 2009/10 HRA revenue budget includes provision of £147,000 for "Tenant and Resident Involvement" of which £115,000 is for the direct funding of TARAs, including the provision of premises where applicable.

9.2. Also, the 2009/10 Housing Capital Programme contains provisions of £400,000 for Infrastructure Issues on Estates, £220,000 for Environmental Works under the Capital Receipts Initiative (CRI) and £180,000 for the Environmental Budget allocated to local tenants' associations. The report includes general proposals as to how these provisions should be spent.

10. Legal Implications - Greg Surtees, Senior Solicitor, Legal Services (ext. 29 6453).

It is recommended that Landlord Services Managers determine (by reference to guidance in the Procurement Toolkit) whether sums to be paid to TARAs represent funding or procurement. If procurement is envisaged, it should take place in accordance with the Contract Procedure Rules ("CPRs"). Funding is not provided in accordance with the CPRs and (where its value does not exceed £5,000) it can be provided under a minimal funding agreement, available through the Commercial & General Team, Legal Services. Landlord Services Managers should ensure that agreements are entered with a legal entity, rather than a committee. There are no other legal implications concerning the recommendations of this report.

11. Other Implications

| OTHER IMPLICATIONS | YES / NO | Paragraph References Within Supporting information |
|--------------------------------|----------|----------------------------------------------------|
| Equal Opportunities | Yes | 2 4.1 4.2 4.3.1 4.3.5 |
| Policy | Yes | 4.2 4.3.6 |
| Sustainable and Environmental | Yes | 8 |
| Crime and Disorder | No | |
| Human Rights Act | No | |
| Elderly / People on Low Income | No | |

12. Background Papers – Local Government Act 1972

Report to Cabinet (January 2008) - Proposed Changes to the Consultative Structure for Local Authority Tenants

13. Consultations

- 13.1 Consultation on the new formal involvement and consultation structure, TARA funding review and the Tenant Compact have taken place with the Service Improvement Panel.
- 13.2 The Tenants' & Leaseholders' Performance Panel were consulted on the merging of the Area Forums with the Community Meetings.
- 13.3 The Lead Member for Housing was consulted on all of the above issues.

14. Report Author

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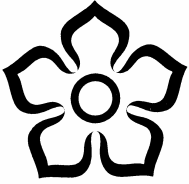
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| | |
|--------------------------------------|---------------------|
| Key Decision | No |
| Reason | N/A |
| Appeared in Forward Plan | N/A |
| Executive or Council Decision | Executive (Cabinet) |

TARA Funding Review – Funding for Additional Activities
Service Improvement Panel Suggestions

| Suggested Additional Activities | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Service Improvement Panel suggestions with reference to the type of activities TARAs could undertake that would attract additional funding | |
| Surveys | Fun days / consultation events |
| Leaflets | Translation services - leaflets |
| Newsletters | One – off projects lead by TARAs or individuals |
| Criteria | |
| The SIP suggested that criteria are developed to ensure additional activities will deliver real outcomes for local people. | |
| Timescale | |
| The SIP suggested that all bids are submitted by the end of April of each financial year. | |
| Reserve | |
| The SIP suggested that an amount of approximately £2,000 should be held in reserve for emergencies. | |
| Information packs and application form | |
| An information pack will be produced and provided to all TARAs and NHMs. This will include an application form and guidance on completing the form. | |
| Approving or refusing applications | |
| The SIP suggested that all applicants should receive information about the outcome of their application. Where an application has not been successful details should be provided about why the application was not successful and suggestions for improving a further application. | |



Leicester
City Council

CABINET

11 May 2009

Progress on Black Workers Group Report on Workforce Representation

Report of the Director of Human Resources

1. Purpose of Report

- 1.1 To update Cabinet on the work that has been undertaken across the organisation in order to progress the 'quick wins' identified in the 1st October 2008 Black Workers Group Report on Workforce Representation.
- 1.2 To present to Cabinet the Reach Higher Programme that has been developed by the Black Workers Groups to address the significant under-representation of BME staff at senior management level within the Council.

2. Recommendation

- 2.1 That Cabinet note the work that has taken place to progress BME workforce representation.
- 2.2 That Cabinet endorse the Reach Higher Programme and the proposals for its implementation.

3. Context

- 3.1 It is important that the Council's workforce reflects the communities it serves. Residents have told us that they want to deal with staff who understand their particular needs and 'are like them'. A diverse workforce also supports community cohesion. The 2008 IPSOS MORI residents survey found that a third of the participants said that the workplace was where they met and talked with people of different ethnic origins (second only to shops). Therefore, in order for the Council to be successful in understanding and responding to the needs of its residents, and contribute to promoting good relations within the city, it must improve the overall diversity and representativeness of its staff.
- 3.2 However, improving diversity and representation does not mean just focusing on Black and Minority Ethnic staff. The concept of diversity covers other social and personal contexts: age, gender, disability, religion or belief and sexual orientation. Therefore, improving diversity in the workplace to reflect the city's diverse communities requires the Council to also identify and address potential barriers preventing people from other diversity groups from becoming Council employees and flourishing in their jobs. Work

has begun with the Disabled Employees Group to reflect upon the experience of the Council's disabled workers and assess the Council's ability to support and promote their interests and needs in the workplace. The significant level of under-reporting of staff who identify themselves as disabled, compared to the population as a whole, suggests that there are organisational and cultural issues that need to be addressed. Work will soon start with the Lesbian, Gay, Bisexual and Trans Gender Employees Group on the issues they experience within the workplace and the need for organisational recognition of the value they contribute as members of staff. Throughout the summer, the engagement of staff on gender, age and faith issues in the workplace will commence, enabling the Council to build a composite picture of the diversity issues it must address, and give direction as to how best to engage with its staff in order to ensure that understanding and appreciation of diversity is a cornerstone of Council practice.

- 3.3 The October 2008 Black Workers Group report on workforce representation highlighted a number of issues for the Council to address and also presented a range of 'quick wins' suggesting actions to take. This report presents an update on that work (Section 4). The October report also highlighted the importance of having BME senior management. This report presents the action taken to address under-representation for recent recruitment to the three Strategic Director posts (Section 6).

4. Work undertaken by the Black Workers Groups

- 4.1 The main piece of work undertaken by the BWGs has been the development of a Reach Higher Programme which delivers training and mentoring support to staff chosen to act as Voluntary Directors. The Reach Higher Programme will be part of the emerging Talent Management Strategy contained within the Pay and Workforce Strategy and funded out of currently available City Learning resources.
- 4.2 The initiative is delivered in phases, and Phase 1 is aimed at addressing the low level of BME staff at senior management level. A fuller description of the Programme and its proposed implementation is presented in Section 4 of this report.
- 4.3 A proposal for a future phase of the Reach Higher programme will be developed for BME staff who have the ability to become managers. Additional external funding for this phase of the programme, to support 20 BME staff will be sought. It is envisioned that the staff selected for this phase will then go on to become Voluntary Heads of Service (an initiative proposed by the BWG in the October 2008 report to Cabinet).
- 4.4 Representatives of the various BWGs currently attend a number of different corporate groups to ensure that BME workforce issues are being adequately addressed:
- Workforce Representation Working Group
 - Corporate Equality Strategy Group (along with representatives from all other equality related employee groups)
 - Departmental management teams
 - Delivering Excellence Reference Group.

- 4.5 The various BWGs continue to raise awareness among their members of training and development opportunities available through City Learning and signpost how to access them through their peer support network. Appendix 1 presents an update of the 'quick wins' presented in the October 2008 BWG report on improving workforce representation which includes specific actions being undertaken by the BWGs.
- 4.6 The BWGs will be surveying BME staff across the organisation in May and June, repeating and building on the questions asked in the original survey last year to get a fuller picture of the issues still to be addressed around BME workforce representation within the organisation. The findings of the BME staff survey will be reported to Cabinet in their September 2009 progress report and will indicate the degree to which there has been a shift in perceptions among Black staff of their progression opportunities as a result of the work being undertaken.

5. Reach Higher Programme

- 5.1 The Reach Higher Programme has been developed by several representatives from the BWGs in response to the earlier endorsement by Cabinet and by Council to the existing Voluntary Director scheme developed by Regeneration and Culture, in consultation with City Learning, the Director of Human Resources and her management team, and the Workforce Representation Working Group. The initiative has expanded to include a personal development programme of learning and support in addition to the opportunity to attend senior management team meetings for the 6 Voluntary Directors. Because of its origins, the first cohort of Voluntary Directors will focus on Black staff in response to the significant under-representation of Black staff at senior management levels, but the intention is that the next and subsequent cohorts of Voluntary Directors be widened to include consideration of all staff identified as rising senior managers through the Talent Management Strategy in keeping with the development of an inclusive workforce as highlighted in the October 2008 report.
- 5.2 The proposal is that the Chief Operating Officer, the Strategic Director for Development, Culture and Regeneration, the Strategic Director of Public Health, the Strategic Director for Children, the Strategic Director for Adults and Communities and the Director for Change and Programme Management will each champion a Voluntary Director. Their overall responsibility will be to provide them with support and direction as well as facilitate their attendance at appropriate Board meetings. The BWGs will be responsible for compiling and undertaking briefings for each of the Strategic Directors beforehand on the nature of their task, expectations regarding their involvement and outcomes for the individual Voluntary Directors. A detailed programme specification detailing selection and personal learning and development opportunities for candidates has been developed and is presented in Appendix 2 along with a person specification for the Voluntary Directors presented in Appendix 3.
- 5.3 The timetable for the implementation of the first cohort of the Reach Higher Programme is as follows:

| Action to be taken | Date | Officers responsible |
|--------------------|------|----------------------|
|--------------------|------|----------------------|

| | | |
|---------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| Promotion of the Reach Higher Programme and first cohort of Voluntary Directors | May 2009 | Workforce Representation Working Group |
| Recruitment of Voluntary Directors | June 2009 | Employment Service Centre |
| Selection of Voluntary Directors | End June 2009 | Director of HR & BWG |
| Induction of Voluntary Directors | July/August 2009 | City Learning |
| Briefing of Strategic Directors | Beginning September 2009 | BWG |
| Launch & commencement of Reach Higher Programme | Mid September 2009 | BWG & Strategic Directors |
| 6 month progress report on Reach Higher Programme | March 2010 | BWG |
| Revised specification for inclusive Reach Higher Programme | March 2010 | BWG |

6. Recruitment of Strategic Director posts

- 6.1 The Employees Committees for each of the Strategic Director posts were concerned that the candidates were not reflective of the diversity of the city. Therefore, they agreed that the recruitment process would be delayed to allow for targeted executive search activities to be carried out to enrich the candidate pool. Two recruitment agencies were used: one specialising in children's and adults' services, the other specialising in local government with a significant breadth of coverage of that market.
- 6.2 The recruitment agency aimed at enhancing the pool of candidates for the Children's Strategic Director post stated that the national market for existing director and assistant director BME staff was extremely limited – only 2 in the country. The additional recruitment activity improved the calibre and number of candidates for consideration, but unfortunately did not improve the diversity of the candidates.
- 6.3 The executive search action undertaken for the Strategic Director for Adults and Communities resulted in 4 additional candidates being put forward for consideration, 3 of whom were from BME backgrounds. Of the 4 candidates shortlisted, 2 were from BME backgrounds, and one BME candidate was taken forward to final interview.
- 6.4 There was a larger pool of potential candidates for the post of Strategic Director for Development, Culture and Regeneration. The executive search resulted in an additional 4 potential candidates for consideration, 3 of whom were from BME backgrounds. One of the BME candidates did not go forward as a result of the technical assessments, and another BME candidate withdrew because of personal circumstances leading to them not being able to change work location. The only BME candidate to go forward to the assessment centre also withdrew their application because their employer offered incentives to stay. Therefore, there were no BME candidates shortlisted.

6.5 Although significant actions were taken to expand the pool of BME candidates, for various reasons as explained above, no BME candidate was appointed to the Strategic Director posts. However, the experience of using the recruitment agencies has given the Council more detailed knowledge of the national market for BME senior managers and the contacts made by the agencies have increased the profile of the Council as a potential future employer of choice. The executive searches will enable the Council to begin to identify a future talent pool of potential candidates that it can maintain a relationship with, thereby enabling it to continue a targeted approach to its recruitment of senior managers.

7. Work undertaken by Human Resources

7.1 The new Pay and Workforce Strategy positions workforce representation as a key organisational and business priority. The links between this and other strategy strands such as organisational, leadership and skills development, and recruitment and retention, will be clarified as part of the implementation of the strategy.

7.2 Work on the development of a smaller rule book has progressed. The revised recruitment and selection policy includes secondments and in future all secondments will be advertised centrally through the Employment Service Centre. This will enable recruitment trends for secondments to be monitored. A review of practice over the last six months showed that only 10 posts were recruited through the Employment Service Centre. During 2007/08, 65 secondments and 43 acting up recipients were identified, giving an indication of the small proportion of positions being widely advertised. The above review of practice also revealed that 4 out of 6 advertised secondments sampled were not filled following interview, and that there was significant variation between interview notes on whether candidates had 'minimally met' and 'not met' criteria. These findings suggest that when training is rolled out to managers as a result of the revised recruitment and selection policy, that it also includes training for managers to be able to justify their recruitment exercises.

7.3 The Workforce Representation Working Group has been developing an organisational framework for analysing and monitoring progress in workforce representation. Their approach has been to evidence the perceptions of staff and then recommend remedial action where required.

7.4 Further development on employment performance management has taken place. The data gaps identified in the September 2008 report to Corporate Directors Board have been addressed through a data capture exercise currently taking place, plugging known gaps for ethnicity and disability information. With a more robust database, the first of an annual employment monitoring report will be produced in May, presenting an overview of representation across the Council along with an analysis of employment trends. This analysis will inform the development of specific workforce targets and indicators for service directors to address under-representation within their service areas. A schools workforce census will be carried out in the autumn, enabling us to plug the substantial information gaps in their current workforce profile.

7.5 Human Resources staff have continued to work with BWG members to ensure that Council practice is appropriate and transparent. The BWG met with the recruiters for the Strategic Directors posts and learned of their approach to ensure that shortlisted panels

were sufficiently diverse. As mentioned above, City Learning worked with the BWG in the development of the Reach Higher Programme, and the developers met with Human Resources Management Team to share views on their approach.

- 7.6 The recruitment team has continued with its community outreach work. They have gone out to community events and recruitment fairs in St. Matthews, Braunstone, Belgrave and New Parks, along with other recruitment events around the city such as Next Step fairs, the Springboard fair targeting university graduates, and Business2Business events across the city. They have also begun developing joint initiatives for vulnerable groups. They are working with APEX, advising lone parents on the benefits available to them from flexible working conditions with the Council, and have been approached by HRMP Ranby and HRMP Glen Parva to develop initiatives that enable offenders to get into work upon their release. This builds on the successful work they have already been doing with Remploy on getting learning disabled people into work. The recruitment team are members of the Leicestershire Compact through which work on employee assisted posts is taking place. The Council has been actively sharing its good practice with other public sector agencies through this forum. The recruitment team has also developed new partnership working arrangements with Job Centre Plus which will enable it to more effectively address the issue of 'job readiness' for prospective community employees. The original BWG report identified the problem of local people not being able to understand or complete forms. There is the potential of Job Centre Plus working with prospective local people in order to ensure they are 'work ready' and this would include their familiarisation with the requirements of our recruitment process.

8. Conclusion

- 8.1 As this brief overview indicates, there has been substantial activity in progressing a wide range of initiatives aimed at improving workforce representation for BME employees and responding to the issues raised in the October 2008 BWG report. The Employment Monitoring Report that will be produced in May, will give an accurate picture of the Council's current workforce profile, and will be a robust benchmark against which to assess improvements in representation over time.
- 8.2 The BWGs have continued to lead on developing an innovative 'bottom up' approach to addressing workforce representation issues with their proposal for the Reach Higher Programme. The championing of this programme by members of the Strategic Board will demonstrate to staff across the authority their commitment to improving workforce representation for BME staff in the first instance, and in time, to an inclusive workforce. The continued support from Cabinet also demonstrates their commitment to this agenda.

9. Report Authors / Officers to contact:

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

Update on progress against 'quick wins' to improve workforce representation identified in the October 2008 BWG report

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 | Introduction of the Voluntary Director Scheme at Corporate Directors Board and each departmental DMT (x5 Voluntary Directors per year) | All departments now have Black Workers Groups (the official launch of the CXO/Resources BWG will be 2 April 2009). Voluntary Directors will be recruited now that a Person Specification has been developed. |
| 1.2 | Introduction of Voluntary Head Of Service Scheme at each SMT (x23 Voluntary Heads Of Service per year) | A different approach will be taken for the introduction of Voluntary Heads of Service. The first step will be the identification of a pool of Black staff who have the ability to become managers through the Council's Talent Management Strategy, and then as part of their development, provide them with the opportunity to become Voluntary Heads of Service. |
| 1.3 | Management Teams taking responsibility for promoting, encouraging and monitoring the delivery of workforce representation initiatives within the Council | <p>Management teams have actively promoted and considered how to progress improved workforce representation in their departments, working with their respective departmental equality forums.</p> <p>There has been a request for more corporate direction on what they should be doing.</p> <p>The new Pay and Workforce Strategy places workforce representation within a broader context, linking it to other initiatives such as talent management and succession planning. The production of the smaller HR rulebook refreshes guidance on the recruitment process to inform practice within departments.</p> <p>The Workforce Representation Working Party has been developing the infrastructure for supporting workforce representation initiatives, including the establishment of a performance management framework. This will assist departments in monitoring representation across their services. On the basis of this work, targets for BME representation will be developed.</p> |
| 1.4 | Developing BME senior managers (x5 Voluntary Directors and x23 | The Reach Higher programme has been developed for Voluntary Directors as the first phase of a programme to address low senior management |

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Voluntary Heads Of Service per year) | representation by BME staff. |
| 1.5 | Developing a positive attitude among white managers to supporting BME staff career progression into management / senior management | The BWG staff survey scheduled for May/June 2009 will question BME staff on whether their managers have been more supportive regarding their personal development/career progression. This will provide an indication of whether managers are more positive about BME staff career development/progression. |
| 1.6 | Agree Corporate measures / targets and monitor performance over 5 years (for the period Jan 2008 to Dec 2013) | More detailed analysis of current workforce structure and profile is required in order to identify specific targets. The annual employment monitoring report will provide trend analysis to inform target development/review. |
| 2.1 | <p>Development of A&H and CYPS BWG 'Climbing the ladder' programme of workshops for Black staff.</p> <p>Six half day workshops for minimum of 300 Black Staff from all Council departments.</p> <p>Target groups - Manual staff, aspiring and existing managers and aspiring senior managers.</p> | A&H and CYPS BWG have developed a programme of 6 development workshops (from May onwards) for Black workers across the Council. The one outstanding issue is the need for funding for the workshops including external trainers who have been identified to facilitate the various workshops. The BWG will be approaching City Learning shortly for funding to deliver the workshops. |
| 2.2 | Continue to develop a peer support network/mechanism that contributes to raising staff aspiration and confidence. | This is an integral part of the work undertaken by all BWGs. The A&H and CYPS BWG is aiming to monitor outcomes in future to ensure that these objectives are being met. |
| 2.3 | Release Black staff for development at monthly A&H and CYPS BWG meetings. | This issue was raised at the recent BWG conference. For those staff who had never attended or attended less than 5 times during the year, 41% cited workload pressures as being the reason for limited attendance, followed by not being aware of BWG meetings, and manager's being unable to release them. The need to balance attendance versus the day to day needs of the service remains a key issue to monitor. |
| 2.4 | Provide resources for A&H and CYPS BWG core group and R&C BWG steering group to coordinate and manage the work programs | <p>The current resources are sufficient for the A&H and CYPS BWG core group. The core group will have a training and development day on 27 March.</p> <p>However, no resources are being provided to support R&C BWG steering group. Resources have been provided for the launch of the CXO &</p> |

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Resources BWG which will take place 2 April 09. |
| 2.5 | Provision of ILM 2 and 3 Programmes for all Black staff | The existing ILM programmes are available to all staff. Those Black staff appointed to the Volunteer Director Programme will automatically be selected to the ILM programme where the need is identified through the career coaching exercise. |
| 2.6 | Increase opportunities for staff to obtain vocational degree qualifications. | Again, vocational degree qualifications are made available to all staff. The Volunteer Director Scheme will automatically fast track appointees to the vocational qualification route where identified through the career coaching exercise. |
| 2.7 | <p>Establishment of Performance Indicators.</p> <p>Measure the number of black staff receiving development opportunities and gaining promotion.</p> <p>to encourage Managers to consider work force representation at every stage of the journey of employment</p> | <p>An annual employment monitoring report will provide trend analysis to inform indicator/target development/review and will present analysis of recruitment profiles. First report to be produced in May 2009. The development of additional HR performance indicators will be informed by this trend analysis.</p> <p>Workforce Representation Working Group is establishing a performance management framework to inform how managers should be monitoring their representation.</p> |
| 2.8 | Annual Questionnaire to Black Staff on Organisational Issues and Barriers | The BME staff survey will take place in May/June 2009. |
| 2.9 | Promoting managerial responsibility for Staff Career development. | Managers already have responsibility for staff career development. The issue arising from the work of the BWG is the perception that this is not being actively promoted with their BME staff. The inclusion of workforce representation as a major organisational objective within key strategies such as the Pay and Workforce Strategy, the developing Corporate Plan, and corporate Equality Schemes, along with more active performance management of employment indicators, will reinforce the need for managerial commitment. |
| 2.10 | Improved access to all training programmes. For all staff across the council | This is central to workforce development promoted within the new Pay and Workforce Strategy. |
| 2.11 | <p>Lunch time career talks & help in applying for jobs.</p> <p>Provide opportunities for all staff to hear about the personal stories of others who have</p> | The A&H and CYPS BWG send out information to their members when they become aware of training opportunities in City Learning. The aim is to empower people through these communication channels. |

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>achieved success in their careers.</p> <p>Provide informal help and support to all staff in applying for jobs.</p> | <p>The BWG had Black managers attending their workshops last year and this year, to talk about how they had progressed in their careers, the challenges that they encountered along the way.</p> |
| 2.12 | <p>Make Secondment (or Acting Up) Opportunities more widely available.</p> | <p>This is addressed in the revised shorter recruitment policy. All secondments and acting up positions to be administered through the Employment Service Centre as is the case with all other recruitment. This will enable applicants and successful candidates to be monitored.</p> |
| 2.13 | <p>Use short/long term 'job swaps' enabling ANY staff to experience working in other sections of the Council.</p> | <p>This needs detailed consideration as part of the implementation of the Pay and Workforce Strategy.</p> |
| 2.14 | <p>Developing Staff and Increasing Skill Sets.</p> <p>Provide more flexible and shorter 'acting up' opportunities</p> | <p>This needs detailed consideration as part of the implementation of the Pay and Workforce Strategy.</p> |
| 2.15 | <p>Development of corporate mentoring/coaching programme for staff.</p> | <p>Regeneration & Culture have developed a pilot mentoring programme for 5 of its BME female staff. The development of a corporate mentoring/coaching programme and the resources required to support it would need to be considered within the context of the new Pay and Workforce Strategy.</p> |
| 2.16 | <p>Raise awareness for all employees about Workforce Representation and the links with One Leicester priorities.</p> | <p>One route for raising awareness is by promoting the business case for workforce representation in key corporate strategies. The following has taken place:</p> <ul style="list-style-type: none"> - The new Pay and Workforce Strategy features the importance of workforce representation - The draft Corporate Plan will have a statement on the Council's approach to equality, diversity and cohesion which will cite the importance of workforce representation - The draft Equality and Diversity Scheme features workforce representation as a key equality priority. <p>The highlighting of workforce representation in an annual employment monitoring report will enable corporate and Member scrutiny of progress.</p> |

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | The continued dialogue with employee groups enables issues affecting workforce representation to be identified and addressed, thus promoting good practice in regard to our Duty to Involve. |
| 2.17 | Enable all Job Applicants to have clearer information on how to complete the Application Forms. | Once the new recruitment policy is agreed, HR will review of the current guidelines and advice and revise them accordingly. |
| 2.18 | Raise awareness of how the recruitment process operates. | The recruitment team do go out to a number of local recruitment events. However, many people do not understand how to fill in an application form. This raises the issue of job readiness and the need for pre-employment training ('routeways into employment'). Now that the Council is working with Job Centre Plus, they will be able to track if people are job ready. |
| 2.19 | Strive to remove inequalities in the recruitment process (Increase involvement of black staff throughout the whole recruitment process.) | BWG representatives have met with recruitment managers to discuss current practice – such as the recruitment of Strategic Directors. This revealed excellent practice whereby shortlists included 50% candidates from a diverse background. Initiatives such as this need to be communicated across the organisation to inform managers about to recruit. |
| 2.20 | Identify staff with unknown Ethnicity (predominantly CYPS – 3000 staff approx.) | A data capture exercise targeting known gaps in ethnicity and disability information is taking place, due to end in March. A schools workforce census will take place in the autumn, addressing their information gaps. |
| 2.21 | Improved feedback within the recruitment process for unsuccessful candidates | Existing provisions for feedback require review as part of the smaller rule book review of recruitment and selection. |
| 2.22 | Establishment of a Full Time "Staff Support/Complaints Officer" who would look into minor disputes to avoid grievances, and act as a support for staff who have issues with their managers or other staff; act as a support to enable career progression for staff; and conduct Exit Interviews. Assist in Recruitment Interviews | The revised shorter grievance, harassment and discrimination policy addresses many of these concerns. Draft is being consulted on and includes, for example, strong emphasis on mediation services. Review of recruitment and selection concluded on ongoing need for balanced panels and for this to be monitored, reported and analysed for impact. In keeping with our Disability Equality Scheme, assistance for declared disabled people during recruitment interviews in the form of an independent person should be provided. Consideration would have to be given to the need for the extension of this |

| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | as an Independent Person | provision to other equality groups. |
| 2.23 | Produce action plans to progress workforce representation. | Workforce Representation Working Group will be working with departmental equality forums and Departmental management teams to develop targets and action plans specific to services when data capture exercise to address gaps is completed. |
| 2.24 | Understand our recruitment trends more fully and take appropriate action. | Annual employment monitoring report will provide trend analysis to inform indicator/target development/review. Monitoring report will present analysis of recruitment profiles. First report to be produced in April 2009. |
| 2.25 | Recruit some posts based on attitude and aptitude rather than experience and specific skills | Some posts (in Leisure Services) have already been filled this way. The experience is there. The promotion of more innovative practice is an issue for corporate consideration along with the resources required to guide managers in managing these recruitment processes themselves. |
| 2.26 | Improved testing and assessment techniques in the recruitment process | Access to external testing and assessment techniques is already available to managers if they wish to use them to help in their recruitment process. The promotion of more innovative practice is an issue for corporate consideration along with the resources required to guide managers in managing these recruitment processes themselves. |
| 3.1 | Help local people from Leicester's BME communities to apply for Council jobs. Experience has shown they don't know how to fill in forms correctly. | The recruitment team do go out to a number of local recruitment events. However, many people do not understand how to fill in an application form. This raises the issue of job readiness and the need for pre-employment training ('routeways into employment'). Now that the Council is working with Job Centre Plus, they will be able to track if people are job ready. |
| 3.2 | Promoting the Council at Community Events. | The recruitment team have gone out to local neighbourhood centres and community events across the city. They have also gone to larger recruitment events, such as the recent recruitment fair held at Walkers Stadium. There are also two new Employment Centres which post jobs available locally. The Council has been involved in training their staff about our recruitment process. |
| 3.3 | Encourage all employees and staff groups to get involved in promoting the Council at community events | The recruitment team provide resources to enable employees and staff groups to promote the Council as an employer at community events. |
| 3.4 | Develop a 'bring a young BME person to work' initiative | Mini version has been done through community cohesion sponsored event where a group of young |

| | | |
|-------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ref. | 'Quick win' from September 2008 report | Action that has been taken |
| | whereby managers and staff would host BME young people for a day and show them what working for the Council would be like. | people were brought in. Opportunity for this to be done on a small scale is already there – up to managers and individual members of staff to promote and support it. |

Appendix 2

Specification for the Reach Higher Programme

Target Group for first cohort of Voluntary Directors

BME officers who want to reach higher in the organisation that can demonstrate they meet the Reach Higher candidate criteria.

Introduction

This opportunity will be offered to 6 BME officers. Each successful candidate will be supported individually through a tailored personal development plan.

Applicants need to come to this with a very high commitment to their own development. Candidates will appreciate that their manager is also an important part of their development and will play an integral role in all aspects of their learning.

How will it work?

| 1. Promotion | Time line/Resource/cost |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <ul style="list-style-type: none"> A range of communication channels will be mobilised to invite applicants to apply to the programme. A dedicated “Open Day” drop-in session on A7 will be held to encourage staff to come and ask questions about the programme and provide help to those seeking assistance with submitting an application. Line managers will be consulted to confirm their support for candidate applications. | 1 month City learning, BWG <u>Within current resources</u> |
| 2. Person Specification | |
| <ul style="list-style-type: none"> This includes criteria that define the target audience for the programme as agreed by BWG in consultation with HRMT and WRWG. Uses descriptive, contextual and encouraging language aimed at effectively promoting the | <u>Within current resources</u> |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| opportunity to Black staff, especially women | |
| 3. Selection Process | |
| <ul style="list-style-type: none"> • Short listing candidates • 2 day assessment centre • Interview | <p>Led by Director of Human Resources with BWG and Employment Service Centre</p> <p><u>Within current resources</u></p> |
| 4. Voluntary Director Role | Time line/Resource/cost |
| <ul style="list-style-type: none"> • The primary aim is to ensure that candidates gain appreciation of, and contribute to the Council's strategic decision making process at a strategic level will be maintained throughout. • Volunteer Directors will add value to the Council's strategic decision making process at Strategic Board level and this should be maintained throughout. • Candidates will undertake regular debriefings with their Strategic Director / Director to reflect on their progress and identify further development opportunities. | <p>1 year Facilitated by Strategic Directors</p> <p><u>Within current resources</u></p> |
| 5. Strategic Directors Role | Time line/Resource/cost |
| <ul style="list-style-type: none"> • To support, direct and facilitate the attendance of Voluntary Directors at relevant Board meetings. • To provide regular briefings and feedback on progress. • To complete an evaluation of the Voluntary Director at the end of their year in post. | <p>1 year Facilitated by Strategic Directors</p> |
| 6. Identification of individual learning needs. | Time line/Resource/cost |
| <ul style="list-style-type: none"> • All successful applicants will complete a thorough assessment of training needs which will comprise a 360° Assessment benchmarked against the senior management competencies. • Psychometric profiling. • Feedback by Cygnet & City Learning. | <p>Cygnet £2k City Learning Within the first month of programme</p> <p><u>Within current resources</u></p> |
| 7. Mentor | Time line/Resource/cost |
| <p>Each person will be assigned a Mentor. The Mentor will be at Tier Three or above and will provide support particularly in terms of their contribution as a Voluntary Director and the leadership issues which flow from that. Mentors and mentees will receive training and ongoing support to ensure effectiveness</p> | <p>1 Year. Resources: Time of Mentor</p> <p><u>Within current resources</u></p> |
| 8. Career Coach | Time line/Resource/cost |
| <p>Each candidate will be supported by a Career Coach from City Learning, whose role will be to:</p> <ul style="list-style-type: none"> • Help candidates to map out their career pathway; | <p>2 Years</p> <p><u>Within current resources</u></p> |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Identify key career milestones; • Support the learning process by making links with existing internal or external learning initiatives; • Source additional development opportunities; • the Career pathway will be shared with the Mentor to clarify responsibilities and to avoid any overlaps | |
| 9. Personal Development Plan (PDP) | Time line/Resource/cost |
| <ul style="list-style-type: none"> • This will set out the agreed actions from the 360° process centre. • Candidates & their line managers will discuss actions with input from the Strategic Director, Mentor & Career Coach. • The PDP will be revised / updated on an ongoing basis to take into account new goals as milestones are achieved. • The PDP will ensure that all candidates are job-ready for opportunities in management | 2 Years <u>Within current resources</u> |
| 10. Individual Programme of Learning | Time line/Resource/cost |
| <p>This will be drawn from a wide range of areas and possible options may include:</p> <ul style="list-style-type: none"> • Projects identified in the Strategic Director's feedback/briefing sessions. • DET Project Manager Register • Short secondments • Visits to organisations • ILM Programmes • Management Development skills programmes • Post Entry Qualification Training • External Seminars and conferences • Opportunities identified by the manager for development work, • External Short courses • Reflective learning from the mentor/manager/career coach. | 2 Years. £15,000 cap from City learning. The rest from sponsoring services, by agreement. |
| 11. Collective Learning | Time line/Resource/cost |
| <ul style="list-style-type: none"> • This may grow over the year • Mock preparation for senior management recruitment exercise. • All the candidates will attend a day of preparation followed by a day's assessment centre including tests, group assessments and interviews. • Extensive feedback • Working with Elected Members • Business planning • Financial planning | 1 Year City Learning <u>Within current resources</u> |

| 12. Evaluation | Time line/Resource/cost |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <ul style="list-style-type: none"> • 12 month evaluation through 360° appraisal • 24 month evaluation of Voluntary Director to determine success in performance and development. • Report and presentation ceremony. | 2 Years City Learning <u>Within current resources</u> |

Jobs and Careers



Person Specification

Voluntary Director

Note: This form sets the standard for the persons needed for the Reach Higher Programme and also suggests the questions to be asked at shortlisting and interview stages. The requirements are described using appropriate words. There will not necessarily be an entry in every box. Contra-indicators, i.e., criteria that will prevent consideration for appointment, if any, will be clearly shown.

| | Requirements: E = Essential or D = Desirable <i>Please note that experience from any of the following settings is considered to be relevant:</i> a team, a function, community or voluntary setting | E/D | Measurement Please see below |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------------------------------|
| Skills, Knowledge & Experience | <ul style="list-style-type: none"> Experience of effectively managing people projects and change | E | 2 / 4 |
| Previous experience - consider type, absolute minimum period, depth | <ul style="list-style-type: none"> Literacy skills sufficient to write complex reports | E | 3 |
| Do not forget to consider evidence from outside interests and voluntary work | <ul style="list-style-type: none"> Numeracy skills sufficient to interpret data | E | 3 |
| | <ul style="list-style-type: none"> Experience of communicating effectively with people at different levels in different settings | E | 2 / 3 / 4 |
| Level and type of e.g., oral, written, or number skills or other job-related skills, such as driving | <ul style="list-style-type: none"> Ability to influence people and situations | E | 3 / 4 |
| | <ul style="list-style-type: none"> Ability to work at a strategic level | E | 3 / 4 |
| | <ul style="list-style-type: none"> Experience of problem solving | E | 2 / 3 / 4 |
| What creative or original thought is necessary for the job? | <ol style="list-style-type: none"> Test prior to shortlisting From application form Test after shortlisting Probing at interview Other | | |

| | Requirements: E = Essential or D = Desirable <i>Please note that experience from any of the following settings is considered to be relevant:</i> a team, a function, community or voluntary setting | E/D | Measurement Please see below |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------|
| Equal Opportunity | <ul style="list-style-type: none"> Must be able to recognise discrimination in its many forms and willing to put the Council's Equality Policies into practice Experience of promoting equality and diversity | E E | 3 / 4 2 / 3 / 4 |
| Qualifications, Training Academic Professional Job-Related Training Vocational Training | <ul style="list-style-type: none"> Proven track record of personal development | E | 2 / 4 |
| Attitude & Motivation In working with other people and serving members of the public, what characteristics are required? What stress or pressure will this job entail? | <ul style="list-style-type: none"> Ability to deal with difficult /complex situations / issues Experience of dealing with competing and changing priorities over time Must be in a position to participate in the full programme i.e. has considered the implications of this role in relation to their service/team | E E E | 3 / 4 2 / 4 2 / 4 |
| Other Unusual hours Travel to and from work / Uniform requirements | | | |

1. Test prior to shortlisting 2. From application form 3. Test after shortlisting 4. Probing at interview 5. Other

Total number of essential criteria measurable from application form = 7

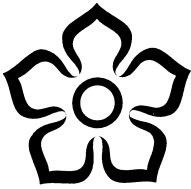
Total number of desirable criteria measurable from application form = 0

Notes:

Other:

Author Reference: BWG/VOLDIR-PS09

Date: 23/02/09



Leicester
City Council

WARDS AFFECTED
All Wards

**OVERVIEW SCRUTINY AND MANAGEMENT
BOARD**

7th May 2009

CABINET

11th May 2009

**RIVERSIDE BUSINESS AND ENTERPRISE COLLEGE:
BUSINESS CASE FOR CLOSURE**

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

1. Purpose of the report

1.1 Riverside is a vulnerable, underperforming school with an extremely low pupil intake, high operating costs and a high risk of continued decline. In recognition of this the Cabinet Lead Member for Children and Young People, in conjunction with Cabinet colleagues, commissioned an options review of the School. This report summarises conclusions drawn from this process and recommends an immediate course of action to address this situation. This recommendation is supported by a detailed business case at **Appendix A**.

2. Summary

2.1 The following options have been considered:

- 1) Maintain status quo.
- 2) Provide continued increased financial and other support to the School to ensure it remains viable and achieves sufficient improvements.
- 3) Federate with a school that is judged to be good or better on the basis of an OfSTED inspection and pupil performance and implement revised governance, leadership and management arrangements.
- 4) Establish flexible collaborative arrangements amongst other local authority maintained schools.
- 5) Continue to explore the option of Riverside becoming part of a collaborative Academy and other potential Academies in the City.
- 6) Consult upon phased school closure.

In addition consideration has also been given to representations made by the School Governing Body, school staff and the National Union of Teachers.

- 2.2 Following a review and analysis of the above it has been concluded that there are strong educational, financial and business reasons to close this School as soon as practicably possible. These are detailed in the attached business case (**Appendix A**). Key judgements are recorded in italicised text.
- 2.3 A recommendation of this nature inevitably generates a number of questions; a list of frequently asked questions and answers may be found at **Appendix B**.

3. Recommendations:

- 3.1 OSMB is asked to note and comment upon this Report, the associated Business Case and the course of action recommended to Cabinet. OSMB are also invited to comment upon the nature of any further related consultation exercise.
- 3.2 In view of the business case at **Appendix A** Cabinet is recommended to:
- Authorise officers to commence a period of immediate further public consultation upon this recommendation and the business case in accordance with DCSF guidance
 - Receive a further report on the outcome of this consultation prior to publication of any statutory notice and detailed proposal in connection with this recommendation.
 - Agree that Cabinet Procedure Rule 12 (d) (grounds of urgency – a delay would be prejudicial to pupil interests) applies to the above recommendations and decisions such that they are not open to “Call In”.

4. Financial implications

- 4.1 Schools are funded through the local schools funding formula, which is driven largely by the number of pupils on roll in the January preceding the financial year (thus the funding for the 2009/10 financial year starting in April 2009 is based on January 2009 pupil numbers). Schools receive a base amount per pupil, together with enhancements to reflect factors such as deprivation levels, the incidence of Special Educational Needs, the number of pupils with free school meals and the size of the school site.
- 4.2 Due to the decreasing number of pupils on roll and the uneven distribution of those pupils across the year cohorts, Riverside College can no longer operate within its formula funding. Therefore, as set out in the accompanying business case, the College requires significant additional financial support to enable it to continue to offer appropriate levels of teaching and learning. It received an additional £250,000 in 2007/08 and £300,000 in 2008/09; current forecasts suggest that £815,000 will be required in the coming year 2009/10. Assuming that the pupil numbers predicted for September 2009 do not increase significantly over the course of the year, the 2010/11 budget will be based on the current year 7 numbers and therefore the formula funding would reduce further and a greater level of additional support could well be necessary in 2010/11. The College's formula budget in 2009/10 (based on January 2009 pupil numbers) will be in the

order of £3.1m, and therefore the additional support of £815,000 equates to just over a quarter (25%) of its formula budget.

- 4.3 The City Council receives funding for its schools and certain related costs from the Government, in the form of the Dedicated Schools Grant (DSG), which forms the overall Schools Budget. The DSG is driven by the number of pupils attending schools maintained by the Council, with enhancements to reflect factors such as deprivation and national ministerial priorities. The funding takes no account of the number of schools, as the Government expects school places to be effectively managed at local level, so that public money is used efficiently and the appropriate value for money is obtained; and the pupil-driven funding mechanisms provide an incentive for this to be the case.
- 4.4 The draft Schools Budget for 2009/10 includes provision for the additional £815,000, to be funded from a projected underspend in 2008/09 on those budgets not delegated to schools. This approach means that the funding for other schools across the City would not be directly affected in 2009/10. Provision has also been made in the indicative Schools Budget for 2010/11, although at this stage the costs would fall onto the 2010/11 funding and the monies available for other schools and purposes is therefore reduced.
- 4.5 It should be recognised that in any given year, a number of schools will face particular challenges, for which additional funding is required. The Schools Budget routinely provides additional funding for schools in financial difficulty and schools facing exceptional cost pressures. However, the amounts are usually much less than Riverside currently requires, and are usually for one or possibly two years whilst particular issues are resolved, following which the school returns to receiving only its formula funding. It will be noted that Riverside has already received substantial additional funding in 2007/08 and 2008/09, and requires higher levels of support in 2009/10 and 2010/11; such on-going support is not sustainable within the Schools Budget without an impact on the funding for other schools; and it would be difficult to argue that it represents an effective use of public funding within the wider context of schools in the City, should it continue into the longer term. From a financial point of view, it is important that a solution is found which enables the pupils at Riverside (and those who would potentially come to Riverside in the future) to be educated at a similar cost to pupils across the City, that is on the basis of the local funding formula without significant additional funding.

Colin Sharpe
Head of Finance and Efficiency
Children and Young People's Services
Ext. 29 7750

5. Legal implications

- 5.1 Proposals for the discontinuance of maintained schools are governed by Section 15 of the Education and Inspections Act 2006 (EIA 2006) and related subordinate legislation such as the School Organisation (Establishment and Discontinuance of

Schools)(England) Regulations 2007 (The Regulations). The DCSF statutory and non-statutory Guidance entitled Closing a Maintained Mainstream School (The Guidance) provides clear narrative guidance of the broad statutory process. The Business Case at Appendix A cites relevant passages from this Guidance in weighing the options and recommending Option 6.

- 5.2 It is suggested that the key point of vulnerability for the Councils making proposals for discontinuance lies in the robustness of the "Consultation" process, including the treatment of alternative options other than those envisaging closure. No doubt the Council, in the process of the consultation, will wish to explain to all stakeholders the efforts and analysis made to explore other options. Part 4 of the Regulations referred to above provides further detail about the content and quality of consultations.
- 5.3 Thereafter the law provides for "Proposals" to be published; for "Representations/ Objections" to be lodged (6 weeks from publication of proposals); and for a "Decision" to be made. The Decision Maker (Cabinet) will have to demonstrate that they have paid due heed to any objections and representations made after publication of the proposals, which may relate either to the substantive proposal or to the quality of the consultation itself. Rights of appeal to the Adjudicator depend on whether objections are received within the relevant window of time (Schedule 2 para 7 EIA 2006)
- 5.4 The Council is under a statutory duty to ensure that there are sufficient school places, of an appropriate nature, within their area. There is also a duty to ensure that they respond to parental representations about school places.

(Kamal Adatia, Barrister, ext 7044)

Kamal Adatia
Barrister
Ext 7044

6. Other Implications

6.1

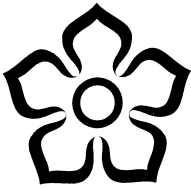
| OTHER IMPLICATIONS | YES/NO | Paragraph References Within Supporting information |
|-------------------------------|------------|----------------------------------------------------|
| Equal Opportunities | Yes | See Equality Impact Assessment |
| Policy | Yes | |
| Sustainable and Environmental | No | |
| Crime and Disorder | No | |
| Human Rights Act | No | |
| Elderly/People on Low Income | No | |

6.2 **Equality issues:** An initial equality impact assessment with respect to possible school closure is attached at **Appendix C**.

7. Report author:

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



RIVERSIDE BUSINESS AND ENTERPRISE COLLEGE: BUSINESS CASE

April 2009

SECTION 1

EXECUTIVE SUMMARY

- 1.1 Riverside is a vulnerable, underperforming school with an extremely low pupil intake, high operating costs and a high risk of continued decline. In recognition of this the Cabinet Lead Member for Children and Young People, in conjunction with Cabinet colleagues, has commissioned an options review into the future viability of the School and the measures necessary to secure an improved standard of education for pupils currently at the School and those who may be considering a place.
- 1.2 This review explores six potential options for change identified by the City Council, immediate stakeholder views upon these and associated current performance measures and judgements. The following 6 options are explored:
- 1) Maintain status quo.
 - 2) Provide continued increased financial and other support to the School to ensure it remains viable and achieves sufficient improvements.
 - 3) Federate with a school that is judged to be good or better on the basis of an OfSTED inspection and pupil performance and implement revised governance, leadership and management arrangements.
 - 4) Establish flexible collaborative arrangements amongst other local authority maintained schools.
 - 5) Continue to explore the option of Riverside becoming part of a collaborative Academy and other potential Academies in the City.
 - 6) Consult upon phased school closure.
- 1.3 Consideration of the views of the school governing body: During the course of this review the school governing body has proposed two further options. They are:

- i. Development of an Academy at Riverside with an associated vocational centre/ the co-location of primary and secondary education provision on the existing Riverside site.
- ii. Maintain present building in the short term and link with an independent school to attract more aspirational parents and students.

These are explored below in the context of the 6 options identified by the City Council.

- 1.4 Consideration or representations from the National Union of Teachers: During the course of this review this trade union has proposed ideas around collaboration between Riverside and other schools (14.6 & 14.7 below)

This is explored below in the context of the 6 options identified by the City Council.

- 1.5 Consideration of the views of school staff: During the course of this review a meeting of 60 school staff discussed the options identified by the City Council. Staff comments are incorporated and evaluated at relevant points within this business case.

- 1.6 *Key conclusions and judgements are highlighted in italics throughout this document.*

- 1.7 Following review and analysis of the above, consideration of the current school context, and a range of education performance measures, financial and value for money considerations, it is concluded that there are strong educational, financial and business reasons to close this School as soon as practicably possible.

SECTION 2

SCHOOL CONTEXT AND EDUCATIONAL OUTCOMES

2. Geographic location and School estate

- 2.1 Riverside does not have a natural school community and parental choices are in part influenced by geography and physical barriers such as arterial roads; river and flood plain; and transport routes. The River Soar floodplain is a real barrier which cuts through the heart of the current priority area. There are only two significant crossing points and this in effect cuts off the school from the eastern side of the priority area. The two 'feeder' primary schools on this side of the priority area, Montrose and Granby, have, for decades, seen very few of the children transfer to Riverside.
- 2.2 The Narborough road is one of the main arterial roads into the city from the M1. For many parents from the Braunstone estate this is both a physical and psychological barrier, especially when Fullhurst School is located within the estate. A previous report on Riverside by Tribal 2007 noted that public transport within this part of the city does assist attendance at Riverside. Transport runs from north to south i.e. into and out of the city rather than across the city. As a result, the immediate barrier of the Soar valley is not overcome by access to good transport.
- 2.3 The existing school premises consist of a main building accompanied by 3 blocks of temporary/mobile accommodation. The existing entrance to the school and drop-off point is located off Lyncote Road, a quiet residential road to the north east of the site. There is a school bus drop off point off Braunstone Lane East and most pupils access the site from this direction. Noise level from both that road and nearby Marborough Road South is considerable. The site has a significant level difference between Lyncote Road and the south/south-west boundary. The Environment Agency website does not indicate the site is in the flood plain. However, immediately neighbouring properties to the south are marked as such. Hence the southern portion of the site could potentially be at flood risk.
- 2.4 The existing building was built in the 1960s. Most of the accommodation suffers from having heating problems in winter and heat gain in summer. The main building is in a tired state with small rooms, narrow corridors and is in large part inaccessible for wheelchair users. The structure is relatively sound but there are significant issues with drainage resulting in roof leaks throughout the estate.
- 2.5 The recent building condition survey report noted a practice followed by staff of sending pupils out of lessons and that this provides access to many empty and unsupervised areas of the School. This presents both behavioural and potential health and safety management issues.
- 2.6 Staff accommodation areas are generally of a poor quality. The many staff spaces, which are separate and isolated from pupils, act against the spirit of inclusion and care for pupils. They also contribute to some very small teaching spaces.

- 2.7 In terms of pupil circulation there is poor sound insulation throughout the School with glazed corridors. Classrooms tend to be very hot in direct sun or cold according to distance from boilers.
- 2.8 *The School does not have sufficient revenue or capital to maintain and develop the facilities.*
- 3.0 **Riverside and Building Schools for the Future (BSF)**
- 3.1 The Strategy for Change programme is now the main planning framework for BSF. Under this programme the phasing of schools is being reassessed to take account of a number of national and local policy changes that have occurred since the original BSF Strategic Business Case was presented to the Department for Children Schools and Families (DCSF) and Partnership For Schools (PFS). These changes include the Authority's receipt of a Notice to Improve, a number of Schools being allocated National Challenge status, the acceleration of the Academies programme, and publication of the Children's Plan and the local roll out of Integrated Services Hubs and development of the localities agenda. In response to these challenges the Transforming the Learning Environment team are working with PFS and DCSF on re profiling the phasing of the remaining schools in the BSF programme.
- 3.2 All schools' BSF projects will be complete within the next 5 years. However, it is now anticipated that the sequence of these projects will be different from that proposed in the original Strategic Business Case. The current uncertainty over Riverside viability creates consequent uncertainty over the originally proposed Riverside BSF project for 3 main reasons.
- 3.3 Firstly, Riverside was originally allocated to Phase 3 of the programme; as such the initial planning stages should be starting imminently. In view of the issues within this business case it is not thought appropriate to begin assembling an education vision for the current school at this time.
- 3.4 Secondly, the school was planned for a complete new build and was therefore allocated a large amount of the BSF capital. Again it would be prudent to refrain from taking these plans forward in the current circumstances.
- 3.5 Thirdly, the school was planned to be a PFI project and since there is uncertainty over the viability of the school and possible governance arrangements should the school be proven unviable this may also not be a prudent choice for this BSF project.
- 3.6 *For the reasons listed above Riverside has now been proposed as a Phase 6 project within the BSF programme pending completion of the current exercise concerning this school.*

4.0 **School admissions, demographics and cohort survival/ viability:**

- 4.1 Low parental preference: The current Year 7 cohort of 69 students is drawn from 19 primary schools. On 1st March 2009 the City Council issued Year 7 offer letters to only 30 parents for entry in September 2009. Of the 30 offer letters issued *only 16 had, however, registered Riverside as their first preference choice.* Of the 30 pupils two families have now registered an alternative request and a further 3 pupils have now been issued with a statement of educational needs naming alternative schools. The Year 7 cohort at offer date was therefore technically only 29. *This presents an increased risk to financial viability, sustaining an appropriate, viable curriculum offer and providing a student environment that offers broad engagement and interaction.*
- 4.2. Mid term transfers: While acknowledging the low intake it is important to note that of the 572 students currently attending the College 36% moved to Riverside after the start of Year 7. There is a significant influx of students, particularly into Years 9-11, currently 59 from other Leicester schools and 93 from outside the Local Authority (these 93 students are made up from transfers from the County, asylum seekers and transfers from other Authorities). This turbulence impacts on the overall academic performance of the students at the School.
- 4.3 Demographic projections: As part of its' planning for Strategy for Change and Primary Capital Programme the City Council continues to review demographic projections for the City as these are integral to its pupil place planning strategy. Although research indicates that pupil numbers will increase overall over the next 10 years it is apparent that this will only materialise following a period of demographic decline that will inevitably impact upon the Dedicated Schools Grant made available to the Council over these years. *For Riverside and other secondary schools this means that the numbers of pupils will continue to fall for the next 6 to 9 years and then begin to rise and continue to rise for some time.* It is also clear however that the current economic downturn will result in reduced housing gain overall across the City during this period too. *There is therefore currently no projected pupil increase within the immediate locality of the School within the next few years that might result in a marked increase in pupil intake that will alleviate the issues noted in this Business Case.*

5.0 **School category and standards achieved:**

- 5.1 Riverside Business and Enterprise College is a National Challenge School led by an Acting Principal that requires significant improvement. In summary there is fragility in leadership and core subject departments. The School has a turbulent history and was placed in Special Measures in 2003. Riverside came out of this category in 2004 following an OfSTED inspection. Being in Special Measures has however exacerbated a poor reputation within the local community. A number of parent/carers within the local community continue to choose to send their children to County schools or other neighbouring schools. This is reflected in the exceptionally low pupil intake for September 2009 (29).
- 5.2 *Achievement and standards at Riverside have been low for a number of years and are very low compared to national averages. This is why the School is included in the National Challenge initiative. Conversely the School enjoys an*

extremely high pupil teacher ratio of 1:10 in some instances. This raises a clear issue of poor value for money given the limited outcomes achieved.

- 5.3 At 975.4 Contextual Value Added for Key Stages 2-4 the School is judged as significantly below national comparisons (benchmark is 1000) and worse than the previous year. The 22% 5 A*-C including English and Maths however remains well below the national floor target of 30%.
- 5.4 **KS3 achievement, standards and value for money (VFM):** Standards at KS3 remain very low with average Contextual Value Added scores in 2007. The School's Average Point Score (APS) at KS3 is significantly below the national APS. 2008 KS3 Statutory and Floor Targets were not met in any of the core subjects and L5+ results were lower than in 2007. Progress of pupils, as indicated by two level gains, remains low; with 2008 unvalidated data indicating no growth in English and a fall in Maths.
- 5.5 **KS4 achievement and standards and value for money (VFM):** As detailed above standards at KS4 remain very low with low contextual Value Added scores. In 2008 attainment was 1% above target for both 5+A*_C and 5+A*_C including English and Maths (32% and 22%). The 22% 5 A*-C including English and Maths however remains well below the national floor target of 30%. *The School is currently predicting 31% 5 A*-C grades (including English & Maths) for 2009, however, this is at a considerable financial cost and is well above the best estimate of performance generated through the Fischer Family Trust.*
- 5.6 Overall progress to KS4 is unsatisfactory and has been so for the past three years. This is the case for overall and English and Maths Contextual Value Added (CVA) from KS2 to KS4. Progress of pupils, as indicated by two level gains, remains low; with 2008 validated data indicating a slight increase in English, but a fall in Maths. There is some evidence of a trend of improving outcomes for students between KS3 and KS4, particularly in the core subjects of English and Maths. RAISEonline data reveals that although overall KS3-KS4 CVA has remained significantly below expectations, in English and in Maths students' progress has been in line with expectations over the past two years.
- 5.7 *The School has set ambitious targets for improvement for 2009 and 2010 (31% and 34% respectively), however there are concerns about the variation between subjects in the quality of pupil tracking and interventions to support underachieving pupils. Therefore it is difficult to assess the likelihood of those targets being reached. Until early March 2009 it appeared that the School was on track to meet the National Challenge Floor Target, but, following some disappointing modular maths results, the School has recently revised its estimate from 32% to 29%, thus putting the meeting of the threshold target under question.*

6. **Pupil Numbers, AWPU, Pupil / teacher ratios and Value for Money (VFM):**

6.1 In terms of pupils the School is top-heavy at KS4 and carries lower numbers at KS3. This results in the following pupil teacher ratios:

| | Numbers | | | | Teaching Groups | Teacher: Pupil Ratio | |
|-----|---------|-------|--------|-----------|-----------------|----------------------|--------------|
| | Boys | Girls | Totals | | | Year | Key Stage |
| | | | Year | Key Stage | | | |
| Y7 | 45 | 26 | 71 | 274 | 4 to 7 | 1:18 to 1:10 | 1:21 to 1:14 |
| Y8 | 47 | 26 | 73 | | 4 to 6 | 1:18 to 1:12 | |
| Y9 | 63 | 67 | 130 | | 5 to 7 | 1:26 to 1:19 | |
| Y10 | 70 | 86 | 156 | | 6 to 9 | 1:26 to 1:17 | 1:25 to 1:19 |
| Y11 | 74 | 84 | 158 | 7 to 11 | 1:23 to 1:14 | | |
| | Total | | 314 | 588 | 1:23 to 1:14 | | |

The overall qualified pupil teacher ratio for the School (PTR) is 1:14.2. This compares with an average qualified PTR of 1:16.2 for all other City secondary schools excluding those with sixth forms.

6.2 The respective Age Weighted Pupil Unit (AWPU) funding calculation is as follows:

| AWPU | Numbers | | | |
|-----------------|---------|-------|--------|---------------|
| | Boys | Girls | Totals | |
| | | | Year | Key Stage 3 |
| Y7 £2,495.74 | 45 | 26 | 71 | £177,197.54 |
| Y8 £2,495.74 | 47 | 26 | 73 | £182,192.02 |
| Y9 £2,495.74 | 63 | 67 | 130 | £324,446.20 |
| AWPU | | | | Key Stage 4 |
| Y10 £2830.70 | 70 | 86 | 156 | £441,589.20 |
| Y11 £2830.70 | 74 | 84 | 158 | £447,250.60 |
| | Total | | | £1,572,673.56 |

When the level of additional resourcing detailed at 8.6 & 8.7 below is taken into account, it is clear that the School does not deliver value for money.

7. **Leadership and management/ quality of provision:**

7.1 The School has an inexperienced senior and middle leadership team which is a significant development priority. The energetic and focused Acting Principal, working with governors, has tried to ensure that staff and pupil morale remains high, but with the perceived uncertainty as to the School's future, falling roles and staffing difficulties, this is an increasingly demanding challenge.

7.2 Teaching and Learning: The most recent OfSTED judgement in March 2007 judged Teaching and Learning as 'Satisfactory'. The National Challenge Advisor reported in Autumn 2008 however that the senior leadership team were inexperienced in their knowledge and application of the OfSTED criteria on the quality of teaching and learning and consequently inconsistent in their judgements. However, strategies are in place to improve their understanding.

- 7.3 Curriculum: The most recent OfSTED inspection in March 2007 judged curriculum as 'Good' however a significant period of time has now elapsed. *The serious reduction in pupil numbers over recent years and the attendant budget issues is putting at risk the quality and breadth of the curriculum. Already there has been a narrowing in terms of the Creative and Expressive Arts offer. This combined with the impact of staffing difficulties on the teaching of ICT is currently impeding its integral role in promoting the School's business and enterprise specialism.*
- 7.4 Care Guidance and Support: This was judged as 'Good' by OfSTED in 2007 and the School rightly prides itself in the quality of its support for pupils. The need for staffing reductions in light of the large budget deficit detailed below will probably impact significantly in this area first.
- 7.5 Attendance pupil destinations: Attendance is below the national target despite significant resources being used to address this issue in successive years. (Attendance 2007/8 at 90.4 is well below the national target with 11.1% persistent absence) 14.6% of Year 11 students who left the School in 2008 were identified as Not in Education Employment and Training (NEET). This was an improvement on the 22% of pupils who left in 2007. Behaviour and attendance continue to receive support from the LA, specifically in terms of operational planning and development. The Council also provides support for the Social and Emotional Aspects of Learning (SEAL) CPD.
- 7.6 Capacity to Improve: Despite having received an overall 'satisfactory' OfSTED judgement in early 2007, since that time the School's record of improvement is unsatisfactory overall based on pupil performance at KS4.
- 7.7 The School, the National Challenge Advisor and the National Strategies consultants have worked hard over the five months to ensure that appropriate strategies are in place to achieve improved outcomes this year and to address some of the more systemic weaknesses.
- 7.8 *Despite potential short term gains in the School's examination results that may be achieved this year, the medium and long term capacity to improve is seriously compromised by;*
- *An acting Principal who has senior and middle leadership teams of variable quality*
 - *Weaknesses in school self assessment*
 - *Pupil numbers falling significantly year on year with the subsequent negative impact on finance, staffing and curriculum.*
 - *A loss of confidence amongst some of the School's stakeholders evidenced in an extremely low parental preference rate.*
 - *Possibility of losing key staff through uncertainty about the school's future.*
 - *The need to reduce staff as a result of the current budgetary position.*
- 7.9 Independent view on the Quality of Provision: *In June 2008 the National Challenge Advisor judged that all but one of the ten aspects on which the School is judged were unsatisfactory. If accurate, such judgements would indicate a decline in quality of provision since the last OfSTED inspection in 2007. This may*

trigger further intervention. The School is anticipating an OFSTED inspection in the next few months.

7.10 Ability to meet pupil needs: *From the above it is clear that the school is failing to deliver satisfactory outcomes for its learners. The School serves an area of high levels of social and economic deprivation. 26% of students are in the most deprived 5% and 51% are the most deprived 10% of IMD scores nationally. Over 31% of students are eligible for Free School Meals, which is well above the national average as is the proportion of students identified with Special Educational Needs. Given the level of resourcing deployed to date and that projected these needs may be best met in other schools.*

8. Resource deployment & financial viability:

8.1 As a direct result of the outcome of parental preference the School is now facing a serious financial situation as a result of low pupil numbers.

8.2 For the financial year 2008/09, the School identified a predicted deficit of £300k and submitted a bid for this amount from the Schools in Financial Difficulty scheme, which was approved with an expectation that the budget would balance in the future. The School also received an additional £250k from this scheme in 2007/08.

8.3 *The Business Manager at the School has identified that the predicted situation in 2009/10 is considerably worse and is predicting a deficit of £815k. This deficit is likely to increase in future years if corrective action is not taken.*

8.4 *Any further additional support to the School would need to be met from the Schools Budget, funded by Dedicated Schools Grant. It could be accommodated in 2009/10 and 2010/11 but is not sustainable at such levels beyond April 2011.*

8.5 *It is questionable whether such levels of additional support would represent effective use of public money. National guidance suggests that local authorities should review the viability of schools in this financial position.*

8.6 National Challenge

In addition to the additional £300k identified above the school has received a further £151k in 2008-2009 from National Challenge funding to support the activities in its Raising Achievement Plan (RAP). All the funding proposals from the RAP are in place. The school improvement activities funded through the additional NC resource are aligned to each of the three RAP objectives:

Objective 1: to improve leadership and management at all levels

Objective 2: to improve literacy at all levels

Objective 3: to improve teaching and learning

8.7 Funding in respect of Specialist Status and Standards Fund

In 2008/09 the School also received the following via Specialist Schools and Standards Fund funding allocations:

| | |
|-------------------------------------|----------|
| Specialist Status | £86,043 |
| Standards Funds | |
| B. Enterprise | £33,123 |
| Enterprise Learning | £17,283 |
| Personalised Learning: | £89,933 |
| RINC: | £18,000 |
| G &T: | £0 |
| Aim Higher: | £20,000 |
| EMAG: | £26,744 |
| BIP: | £148,911 |
| LIG: | £115,000 |
| Total identified additional funding | £706,188 |

8.8 Staffing: The teaching staff complement is reported as detailed below.

| | |
|------------------------------------------------------------------------------------------------------|----------|
| Teaching staff | FTE |
| Qualified teachers (including the Headteacher) | 41 |
| Unqualified teachers | 4 |
| Total Full-time Equivalent | 44 (FTE) |
| Teaching assistants | FTE |
| Teaching assistants trained to support learners with learning difficulties and/or disabilities (LDD) | 15 |
| Other teaching assistants | 4 |
| Total Full-time Equivalent (FTE) | 19 |

9.1 Summary on resources deployed and outcomes achieved: *Despite the deployment of additional funds detailed above significant areas of underperformance remain and outcomes overall are inadequate for learners. Demographic and financial projections indicate, however, that without corrective action this situation will become more acute. While provision can, with Schools Forum consent, be made to provide additional resource to the School in 2009/10 and 2010/11, this cannot, as a result of projected reductions in the Dedicated Schools Grant, be sustained beyond this point without impacting upon other schools.*

9.2 *Change options must therefore be financially viable, practicable and be in the best long term interests of learners currently at the School.*

SECTION 3

EVALUATION OF OPTIONS

10. The following options have been considered:
- 1) Maintain status quo.
 - 2) Provide continued increased financial and other support to the School to ensure it remains viable and achieves sufficient improvements.
 - 3) Federate with a school that is judged to be good or better on the basis of an OfSTED inspection and pupil performance and implement revised governance, leadership and management arrangements.
 - 4) Establish flexible collaborative arrangements amongst other local authority maintained schools.
 - 5) Continue to explore the option of Riverside becoming part of a collaborative Academy and other potential Academies in the City.
 - 6) Consult upon phased school closure.
- 10.1 As detailed at 1.2 above consideration has also been given to representations made by the School Governing Body, school staff and National Union of Teachers.
- 10.2 Options (1) – (6) above *were shared with school management, the governing body and all trades unions and views invited about these and any other alternative strategies that may address this issue. Where responses have been received at the time of writing these have been incorporated within this Business Case.*
- 11. Evaluation of Option 1 - Maintain status quo**
- 11.1 In the light of educational outcomes achieved and projected, resources deployed and parental preferences expressed it is judged that this is simply not a viable solution given the context and issues identified above.
- 11.2 School staff have indicated that they too believe that this is not a viable option and that this would only lead to a reduction in the curriculum and a “slow death”. This view is not shared by the school governing body however who do not accept that achievement and standards will decline.
- 11.3 It is judged likely that the school will continue to decline, become unviable and be categorised as failing by OfSTED. This is reinforced by guidance from the Department for Children, Schools and Families where there is a presumption to consider closure where there is a large number of surplus places.

- 11.4 *“LAs should take action to remove empty places at schools that are unpopular with parents and which do little to raise standards or improve choice” (s. 4.34).*
- 11.5 *“The decision maker should normally approve proposals to close schools in order to remove surplus places where the school proposed for closure has a quarter or more places unfilled, and at least 30 surplus places and where standards are low compared to standards across the LA” (s.4.35)*
- 11.6 *At the time of writing Riverside had 35% of places unfilled overall and 85% unfilled capacity in Yr 7.*
- 11.7 The relevant guidance on this matter can be found at www.dcsf.org.uk/schoolorg under “Closing a Maintained Mainstream School: A Guide for Local Authorities and Governing Bodies”.
- 12. Evaluation of Option 2 - Increased financial and other support to ensure the school remains viable**
- 12.1 As detailed above the School is now facing a serious financial situation as a direct consequence of low pupil numbers.
- 12.2 For the financial year 2008/09, the School identified a predicted deficit of £300k and submitted a bid for this amount from the Schools in Financial Difficulty Scheme, which was approved with an expectation that the budget would balance in the future. The School has also received an additional £250k from this Scheme in 2007/08.
- 12.3 The School currently receives a significant amount of both financial and operational support but this has not made any sustainable impact upon raising standards or increasing student numbers.
- 12.4 The Business Manager at the School has identified that the predicted situation in 2009/10 is considerably worse than expected and is now predicting a deficit of £815k. This deficit is currently being verified and is likely to increase in future years.
- 12.5 Any further additional support to the School would of course need to be met from the Schools Budget, funded by Dedicated Schools Grant (DSG). This could be accommodated in 2009/10 and 2010/11 but is not sustainable at such levels beyond April 2011 given increased pressures on the DSG and reduced “headroom”.
- 12.6 The City Council has advised the Schools Forum that it continues to plan for the continuation of the School as part of its budget build exercise for 2009/10 and 2010/11. This will inevitably impact upon the funding available for all other City schools from April 2011.
- 12.7 The school governing body has responded that predicted improvement in standards at Key Stage 4 would indicate that the School should be considered for additional support over the next two years. This support need not necessarily be solely financial but may include:

- Publicity
- Staffing
- Marketing Riverside as New College has received support in the past
- Reduce admission numbers in other schools
- Investigate the provision of education in West Leicester

Responses from a recent staff meeting referred indicate that this view is shared by staff. It must be noted however that the reduction of admission numbers in other schools would of course be subject to consultation and may in fact impact adversely on other schools and indeed limit parental choice.

- 12.8 Although additional funding is always sought from alternative sources (e.g. National Challenge) this is subject to strict criteria and is closely linked to improved outcomes. It is questionable whether increased levels of additional support required would be judged to represent an effective use of public money.
- 12.9 As detailed at 11.5 & 11.6 above national guidance suggests that local authorities should review the viability of such schools.
- 12.10 *In view of the above factors it is recommended that action is taken to reduce operating costs at the School as quickly as possible and that additional resourcing is restricted solely to that agreed for 2009/10 and 2010/11 by Schools Forum at their meeting on 26 March 2009.*

13. Evaluation of Option 3 - Federate with a school that is judged to be good or better/ alternative governance, leadership and management initiatives

This option presents a number of possible developments.

- 13.1 Engagement of Executive Headteacher: *Although an Executive Headteacher working with the Acting Principal might enable levels of attainment to increase it would not improve the perception of the School within the community in the short term, so would not address the major issue around surplus pupil places and viability.*
- 13.2 Federations: School staff feel that such an approach would allow the school to share its good practice with other schools. A federation might of course also provide a means of reducing operating costs and developing curriculum specialism or greater depth. As noted in a previous Options report prepared by Tribal in 2007 however, many people did not previously see this as a popular option. It would require a radical rethink of the role played by constituent schools in any federation and broad support from governors and parents in respective schools. A “soft” Federation (one without any formal change in governance status) with a local school would not bring any financial stability to the School and would not provide a sound basis for sustained improvement. *It is unlikely that another Governing Body would wish to become part of a Hard Federation (i.e. one with shared governance arrangements) with Riverside because of its current vulnerable position. The school governing body itself have advised that they can see no other advantage in federation beyond marketing and a potential increase in student numbers.*

- 13.3 *Federation options require the active engagement of other City schools and the agreement of their parents and prospective Riverside parents. Participating schools in any federative model would need to ballot parents upon this. It is unlikely that this would secure sufficient parental support.*
- 13.4 *In any event the establishment of a formal federation with alternative governance arrangements would not address any underlying structural demographic problem as the School itself would continue as a separate entity with its own discrete budget. The low intake for September 2009 however suggests that even if partnership engagement could be assured it would be some time before parental preferences could be reversed in sufficient number to address cohort and financial viability as required at 9.2 above.*
- 13.5 Establishment of Trust School: A Trust school is a local authority maintained foundation school supported by a charitable Trust which can comprise a range of external partners such as schools, businesses, charities, universities and colleges. The Trust provides a means of developing a sustainable relationship to raise standards and key features include the appointment of governors and the provision of wide ranging support to create new and innovative ways to improve educational outcomes.
- Once a school has secured commitment from its prospective Trust partners, the governing body has to consult and publish proposals and then go through a statutory process before it can become a Trust school. *It is highly unlikely that a high achieving school would currently wish to establish a Trust in partnership with Riverside. The School would not be supported by the Schools Specialist and Academies Trust to become a Trust school in its own right because of the performance and sustainability issues identified above.*
- 13.6 The School Governing Body has however suggested that linking the school with an independent school would attract more aspirational parents and students and thus contributes to subsequent growth and improved viability. This is explored further in Option 4 below.
- 13.7 Amalgamation/ re-designation of age range: *An alternative methodology previously mooted might be to technically close Riverside School and amalgamate with another school or revise age range from 11 – 16 to say 3 – 16/19. Such an option would have clear implications for the continued existence/ viability of one or more local primary schools or other providers within the same age range. This would equally be true of other local providers of a varied curriculum/ vocational offer. This would however still leave the matter of financial viability unless an associated change guaranteed intake into the former Riverside School. E.g. re-designation with a revised age range of 3 – 16 and amalgamation with a closely associated primary school(s). This would, however, require the closure and reopening of all associated schools. It is not believed that this measure would be popular within the locality or supported by any current Riverside primary feeder.*
- 13.8 In addition, given current City Council performance ratings, any new School would need to be established via competition and submission by a range of promoters and would most likely be a Trust School outside LA control. Alternative

promoters might not meet the requirements that Cabinet have recently reaffirmed (July 2008) for educational partners including:

- A school that promotes the enduring values of comprehensive education
- Has no selection by ability, class, gender, religion or geography
- Promotes equal access
- Is free at the point of use
- Works with the City Council to promote and sustain neighbourhood revitalisation etc.

13.9 *Despite offering a range of possible alternative developments this option does not appear to address the fundamental cohort and financial viability as required at 9.1 and 9.2 above.*

14. Evaluation of Option 4 - Establish flexible collaborative arrangements amongst other local authority maintained schools.

14.1 Recent representations from the City of Leicester Teachers' Association have promoted this as a City wide school improvement model and an alternative to intervention or changes to school categories e.g. Trust schools, Academies which they characterise as mechanistic and underestimating the power of collaborative working. Collaboration has also been viewed positively by Riverside staff at their recent meeting too in the sense that this could relate to not just the curriculum but the use and deployment of resources.

14.2 A manifestation of this approach might be the reinforcement of recognised families of schools whereby primary schools and secondary counterparts forge closer working relationships. This could result in shared and improved teaching and learning practice, improved standards and families naturally expressing a preference for their local secondary school at secondary transfer. This would represent a softer arrangement to that outlined in option (3) above. This has indeed featured in an earlier options review of Riverside School however it was concluded that this alone was unlikely to impact significantly on perceptions of the School.

14.3 Improved teaching and learning practice could, it has been suggested, be fostered by the active development of a collaborative working partnership between local schools, universities and colleges. A range of other strategies has also been suggested to identify barriers to improve and drive forward positive change. These include:

- A re-invigorated curriculum
- Overcoming barriers to learning
- Deepening collaboration between schools
- Provision of CPD for quality learning
- Positive engagement with parents
- Succession training for successful management.

14.4 While the above have been suggested within a City wide context their application may of course also contribute to change at an individual school level. To secure real transformation of learning it is suggested that the active engagement of both parents and pupils is essential.

- 14.5 The above option requires a wide range of partnership working and the active engagement with parents and other schools.
- 14.6 One such model for Riverside has been proposed by City teaching unions based upon closer working collaboration between Riverside and Fullhurst with a possible re-configuring of the catchments with a view to producing two viable schools with a population of around 750. The reconfiguration of the two schools towards a 11-14 and 14-19 Federated model is also suggested drawing on and making use of the Skills Centre which is located next to Fullhurst. It is suggested that this could be further supported via cross city partnerships for both schools - currently Rushey Mead is working closely with Fullhurst and providing such support. It is suggested that a similar arrangement perhaps using Crown Hills, for Riverside could be developed.
- 14.7 Further collaborative working with Ellesmere College, both in tackling behavioural and literacy needs in the two community secondary schools is also suggested with the added benefit of providing Ellesmere with access to sports facilities. Such a working partnership, it is argued, is to the advantage of all.
- 14.8 School staff too have suggested a number of potential alternatives that reflect some of the above principles, these include:
- The development of community provision (7am – 9 pm.) to promote literacy, numeracy and employment skills
 - The development of a land base environment curriculum and the City's first Environmental College
 - Closer linkages between Riverside and Fullhurst with sixth form vocational provision and greater flexibility of pupil movement.

Staff recognise that successful operation of the above would require the full support of the Local Authority and strong partnership working with all head teachers across the city together with transportation and catchment area changes.

- 14.9 *The low intake for September 2009 however suggests that even if partnership engagement could be assured it would be some time before parental preferences could be reversed in sufficient number to address cohort and financial viability. This reflects earlier judgements about what might be achieved through a federative or collaborative arrangements where following work with focus groups reviewers concluded "few people thought that the leverage existed for effective management of change through such arrangements". The current governing body themselves have concluded that this option does not appear to solve issues but have indicated that some development of collaborative working and vocational provision may assist.*
- 14.10 The School Governing Body has however suggested an alternative strategy that of linking the school with a successful independent school. It is reasoned that this would attract more aspirational parents and students and thus contribute to subsequent growth and improved viability. It is also argued that this would support an innovative approach to the curriculum that would enable gifted and talented pupils to attend the independent school for master class sessions etc.

The law currently does not permit a formal federation of this nature between a LA maintained and independent school and therefore the vehicle for bringing about such an arrangement would be a Trust or National Challenge Trust school. As noted above however this does not provide an immediate vehicle for ensuring sustainable change nor a vehicle guaranteed to reflect the key principles for educational partnership recently re-affirmed by Cabinet.

15. Evaluation of Option 5 - Establishment of a collaborative Academy with other potential Academies in the city.

- 15.1 Although opposed by the City of Leicester Teachers' Association and other trades unions on learning outcome and ideological grounds the Local Authority have previously indicated their belief that an Academy on the Riverside site could strengthen the governance and partnership arrangements leading to a step change in performance with different approaches to pupils learning experiences.
- 15.2 Such an initiative would also enable the School to focus more extensively on basic skills and the appropriate curriculum pathways particularly at Key Stage 4. An Academy based at Riverside could lead to a significant reduction in the number of children, who live in Leicester, but attend schools across the County border and those who opt to travel to other schools within Leicester. Previous options review work at the school has however indicated some support for some alternative provision (3-16 school/ 3-19 school/ 3 – 16 school with vocational centre
- 15.3 *Whilst a business case in support of a Riverside Academy has recently been prepared and is available for inspection, recent conversations with the DCSF however suggest that 750 is the minimum size if an Academy is to be financially viable and offer a broad and balanced curriculum. The situation is compounded by the collapse of the pupil intake to a degree that there could be no certainty about the establishment of a viable 600-place school without a marked and sustained change in parental preference. In view of the site constraints noted above however location itself may also be a material factor. Previous research has indicated however that there is little support for relocation to any other site.*
- 15.4 *Given the unique circumstances at the School an Academy solution could only be realistically be explored with potential sponsors, if they were prepared to explore a collaborative Academy with other potential Academies in Leicester. The school governing body has recently expressed the view that such a collaborative Academy model may provide a way forward and a relationship between Riverside and Fullhurst has been suggested.*
- 15.5 *Once again this option requires a wide range of partnership working and the active engagement of a sponsor to be effective. A recent communication from a Riverside staff meeting to discuss these proposals makes clear however that a significant number of staff would reject this option “unanimously because of our belief in a properly locally funded community school that worked with a supportive LA and allowed for support, collaboration between schools across the city that would provide a relevant and supportive environment for both children and parents”.*

15.5 *The low intake for September 2009 however suggests that even if partnership engagement could be assured and DCSF approvals received, it would be some time before parental preferences could be reversed in sufficient numbers to address cohort and financial viability.*

15.6 In the light of the above it does not appear that Option 5 offers a way forward at this point.

16 Evaluation of Option 6 - Consultation upon school closure

16.1 Student number predictions indicate that there will be insufficient pupils to fill a 900 or even a 600 place school on the current Riverside campus. Significant changes to the current provision will be required in order to attract students who currently go to other city schools for their secondary education.

16.2 An alternative option is to close the School, stopping new admissions and taking steps to manage provision for existing pupils over a transitional period. The school governing body have stated however that this option is not worthy of consideration and state that this would only exacerbate a drift to the County of students predicted to gain 5 A* - C grades. Issues in connection with the future sufficiency of pupil places within West Leicester have also been raised. These views have also been supported by staff who have also expressed concern about a potential reduction in parental choice in West Leicester, provision of information about redeployment and redundancy procedures.

16.3 *Guidance on closure process places an imperative upon objective understanding of the current position and adherence to statutory process, the strength of the case and supporting evidence.*

16.4 *As noted at 11.5 and 11.6 above "The decision maker should normally approve proposals to close schools in order to remove surplus places where the school proposed for closure has a quarter or more places unfilled, and at least 30 surplus places and where standards are low compared to standards across the LA" (s.4.35). At the time of writing Riverside had 35% of places unfilled overall and 85% unfilled capacity in Yr 7.*

16.5 *This objective situation and the inability of the other options explored above to adequately address cohort, educational and financial imperatives suggest that closure is the most appropriate course of action.*

16.6 Section 22 of the relevant Guidance provides an overview of what this five stage process would entail:

- Consultation
- Publication
- Representations
- Decision
- Appeal

16.7 Consultation: The conduct of consultation is not prescribed in regulation. Formal consultation with interested parties is however required (Section 16 Education and Inspection Act, 2006). *Adequate time is a pre-requisite, as is consultation with*

the existing governing body, families of pupils, teachers and other staff at the School and other schools who may be affected. There is a requirement to consult with trades unions, MPs and any other LA likely to be affected by such a Proposal. Section 176 of the Education 2002 Act places a duty to consult with pupils too.

- 16.8 Publication: Any proposals must contain the information specified in the School Organisation (Establishment and Discontinuation of Maintained Schools (England) regulations (SI2007 No.1288). This takes the form of a statutory notice and a more complete proposal. Proposers are recommended to use the DCSF online statutory Notice Builder tool which can be found at www.dcsf.gov.uk/schoolorg This also automatically generates a more complete proposal template for population. *Attention to detail at this stage and securing improved outcomes for young people would be absolutely essential.*
- 16.9 *Equally important is the need to pay due regard to the impact of change upon community cohesion, the local area and travel and accessibility issues for the affected children. For example proposals should not have the effect of unreasonably extending journey times or increasing transport costs.*
- 16.10 A clear statement of all alternative provision would be required within the more complete proposal referred to above.
- 16.11 Representations: Following the publication of any statutory proposals there is a mandatory 6 week statutory period.
- 16.12 Decision & appeal: Any decision would most likely be taken by Cabinet. If objections were received then any proposal must be determined under Para 8 of Schedule 2 to the Education and Inspections Act, 2006.

SECTION 4

CONCLUSION AND RECOMMENDED COURSE OF ACTION

- 17.1 *Riverside is a vulnerable school that is subject to events outside of the immediate control of the governing body or City Council. These include forthcoming OFSTED inspection, further reduction in parental preferences, staff resignations etc.*
- 17.2 *Reversion to a formal OfSTED category may expose the School to formal intervention and potential closure by the Secretary of State.*
- 17.3 *A range of options, including those suggested by immediate stakeholders, has been considered in this document together with known outcomes against recognised performance measures and resources deployed to date.*
- 17.4 *A review of standards achieved at KS 3 and KS 4 together with resources deployed evidences that the School does not deliver value for money and is failing pupils, many of who come from the most disadvantaged communities within the City.*
- 17.5 *Options (1) to (5) do not appear to provide the opportunity for the required step change to reverse parental preference, curriculum and financial issues noted within this report.*
- 17.6 *It is therefore concluded that that there are strong educational, financial and business reasons to close this School as soon as practicably possible.*

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Appendix – School data

Leicester City school place allocations
City pupils allocated out of City schools
Riverside roll data
Feeder schools
Languages spoken at the College other than English
Pupil ability on entry
Current year 2008/09 pupil origins by ward – years 7, 8, 9, 10 & 11
September 2009 Year 7 – pupil origins by ward

APPENDIX

School data

LEICESTER CITY SCHOOL PLACE ALLOCATIONS

| School | AN | Allocated 1st pref | Allocated 2nd pref | Allocated 3rd pref | Total Allocated | Available | Waiting List |
|--------------------------|-----|-----------------------|-----------------------|-----------------------|--------------------|-----------|-----------------|
| Babington | 210 | 68 | 9 | 1 | 78 | 132 | |
| Beaumont Leys | 210 | 204 | 4 | 2 | 210 | 0 | 46 |
| Crown Hills | 240 | 190 | 45 | 5 | 240 | 0 | 30 |
| Fullhurst | 180 | 139 | 3 | | 142 | 38 | |
| Hamilton | 240 | 124 | 4 | 3 | 131 | 109 | |
| Judgemeadow | 240 | 214 | 23 | 3 | 240 | 0 | 71 |
| Moat | 210 | 157 | 43 | 10 | 210 | 0 | 7 |
| New College | 180 | 125 | 2 | 3 | 130 | 50 | |
| Riverside | 180 | 29 | | | 29 | 151 | |
| Rushey Mead | 270 | 261 | 9 | | 270 | | 39 |
| Sir Jonathan North | 240 | 180 | 30 | 3 | 213 | 27 | |
| Soar Valley | 255 | 240 | 15 | | 255 | 0 | 43 |
| The City of Leicester | 220 | 160 | 39 | 7 | 206 | 14 | |
| The Lancaster | 240 | 161 | 9 | 5 | 175 | 65 | |

| | | | | | | | |
|----------------------|-------------|------|-----|----|-------------|-----|-----|
| Total AN | 3115 | 2252 | 235 | 42 | 2529 | 586 | 236 |
| Total Allocations | <u>2529</u> | | | | | | |
| Available Space | 586 | | | | | | |

CITY PUPILS ALLOCATED OUT OF CITY SCHOOLS

| School | Allocated 1st pref | Allocated 2nd pref | Allocated 3rd pref | Total Allocated |
|------------------------|-----------------------|-----------------------|-----------------------|--------------------|
| 2008 | | | | |
| Anstey Martin High | 38 | 1 | 0 | 39 |
| Birstall Stonehill | 76 | 1 | 0 | 77 |
| Brockington | 8 | 0 | 0 | 8 |
| Brookvale | 41 | 5 | 0 | 46 |
| C'thorpe Leysland | 39 | 1 | 0 | 40 |
| De Lisle | 1 | 0 | 0 | 1 |
| Kibworth High Sch | 7 | 0 | 0 | 7 |
| Limehurst | 0 | 1 | 0 | 1 |
| Market Bosworth | 29 | 0 | 0 | 29 |
| Oadby Gartree | 5 | 1 | 2 | 8 |
| Oadby Manor | 9 | 3 | 1 | 13 |
| Roundhill | 60 | 4 | 9 | 73 |
| South Charnwood | 2 | 0 | 0 | 2 |
| Uppingham | 1 | 0 | 0 | 1 |
| Wigston Abington | 6 | 1 | 0 | 7 |
| Winstanley | 66 | 1 | 0 | 67 |
| Wreake Valley | 9 | 1 | 0 | 10 |
| | | | | 429 |

Riverside Roll Data

Number of Pupils on Roll at the Start of Each Academic Year

| | Sept 2004 | 2005 | 2006 | 2007 | 2008 | 9/10/08 |
|----|------------------|-------------|-------------|-------------|-------------|----------------|
| 7 | 127 | 119 | 70 | 65 | 71 | 72 |
| 8 | | 124 | 131 | 116 | 69 | 73 |
| 9 | | | 135 | 139 | 129 | 127 |
| 10 | | | | 141 | 162 | 158 |
| 11 | | | | | 153 | 156 |

Attendance

| | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|----------------|----------------|----------------|----------------|----------------|
| 7 | 90.2 | 91 | 92.8 | 93.6 |
| 8 | 84.8 | 91.5 | 91.8 | 90.6 |
| 9 | 84.5 | 88.4 | 91.3 | 90.9 |
| 10 | 86.3 | 88.3 | 89.2 | 89.5 |
| 11 | 87.8 | 89 | 88.3 | 90.7 |
| Overall | 86.6 | 89.5 | 90.4 | 90.8 |

Students Joining School After Start of Academic Year (Year 7 i.e after 15th September)

| Year | 2005-06 | | 2006-07 | | 2007-08 | |
|-------------|----------------|-----|----------------|-----|----------------|-----|
| | Into | Out | Into | Out | Into | Out |
| 7 | 3 | 16 | 7 | 16 | 3 | 9 |
| 8 | 15 | 15 | 12 | 12 | 73 | 6 |
| 9 | 18 | 18 | 108 | 10 | 34 | 11 |
| 10 | 122 | 15 | 26 | 12 | 41 | 12 |
| 11 | 49 | 43 | 59 | 37 | 47 | 22 |

Arrivals from Overseas

| Year | 2005-06 | | 2006-07 | | 2007-08 | |
|-------------|----------------|------|----------------|-------|----------------|-------|
| | Raw | % | Raw | % | Raw | % |
| 7 | 7 | 5.88 | 5 | 7.14 | 3 | 4.62 |
| 8 | 5 | 4.03 | 1 | 0.76 | 6 | 5.17 |
| 9 | 7 | 4.86 | 8 | 5.93 | 15 | 10.79 |
| 10 | 9 | 5.26 | 3 | 1.97 | 23 | 16.31 |
| 11 | 16 | 9.25 | 25 | 14.12 | 19 | 11.24 |

| Feeder Schools | | | |
|-------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| | 2006 | 2007 | 2008 |
| Abbey Primary School | | 1 | |
| Alderman Richard Hallam Primary School | 1 | 1 | |
| Avenue Primary School | | 1 | 1 |
| Braunstone Community Primary School | | | 9 |
| Buswells Lodge Primary School | | | 1 |
| <i>Caldecote Primary School</i> | 20 | 10 | 19 |
| Catherine Junior School | | | 3 |
| Crescent Junior School This school no longer exists but these pupils are from Braunstone | 7 | 7 | 0 |
| Dovelands Junior School | | 4 | 1 |
| Eyres Monsell Primary School | 7 | 1 | 1 |
| Folville Junior School | 4 | 4 | 3 |
| Forest Lodge Primary School | | 1 | |
| Fosse Primary School | 1 | | 1 |
| Fosseway School | | | 1 |
| Granby Primary School | | 2 | 1 |
| Hazel Primary School | 2 | 5 | 2 |
| Highgate Primary School | | | 1 |
| Inglehurst Junior School | 3 | 5 | 2 |
| Marriott Primary School | 2 | 1 | 1 |
| Matley Primary School | 1 | | |
| Medway Primary School | | | 1 |
| Montrose Junior School | 1 | | 1 |
| Newry Junior School | 5 | | |
| <i>Queensmead Junior School</i> | 7 | | 7 |
| Ravenhurst Primary School | 1 | | |
| Rolleston Junior School | 1 | 1 | |
| Rowlatts Hill Primary School | | | 1 |
| <i>Shaftsbury Junior School</i> | 16 | 8 | 10 |
| Sparkenhoe Primary School | 1 | | 1 |
| Stephaney Primary School | | 1 | |
| St Georges Primary School | | | 1 |
| Stokes Wood Primary School | | 1 | |
| Taylor Primary School | | | 1 |
| Poland | 1 | | |
| From Overseas | | 2 | 2 |
| Grand Total | 81 | 56 | 72 |

Note: Numbers may not match those at the start of each respective academic year due to changes in preference, places not taken up and subsequent admission requests after allocation date (mid term transfer)

Languages Spoken at the College Other than English

| Language Code | Description | Number of Pupils |
|---------------|--------------------------|------------------|
| ALB | Albanian/Shqip | 1 |
| ARA | Arabic | 3 |
| ARAA | Arabic (Any Other) | 1 |
| BEM | Bemba | 1 |
| BNG | Bengali | 2 |
| CWA | Chichewa/Nyanja | 1 |
| DUT | Dutch/Flemish | 1 |
| ENG | English | 426 |
| FIN | Finnish | 1 |
| FRN | French | 6 |
| GER | German | 1 |
| GRE | Greek | 1 |
| GUJ | Gujarati | 19 |
| HGR | Hungarian | 1 |
| HIN | Hindi | 5 |
| ITA | Italian | 1 |
| KUR | Kurdish | 1 |
| MLM | Malayalam | 1 |
| MNG | Mongolian (Khalkha) | 1 |
| NOR | Norwegian | 1 |
| OTL | Other Language | 5 |
| PNJ | Panjabi | 26 |
| POL | Polish | 35 |
| POR | Portuguese | 4 |
| RUS | Russian | 2 |
| SCB | Serbian/Croatian/Bosnian | 2 |
| SHO | Shona | 2 |
| SLO | Slovak | 4 |
| SOM | Somali | 4 |
| SPA | Spanish | 1 |
| SWA | Swahili/Kiswahili | 2 |
| SWAK | Swahili (Kingwana) | 1 |
| SWE | Swedish | 1 |
| TGL | Tagalog/Filipino | 1 |
| TGLG | Tagalog | 1 |
| TUR | Turkish | 4 |
| URD | Urdu | 6 |
| YOR | Yoruba | 1 |
| ZZZ | Classification Pending | 9 |

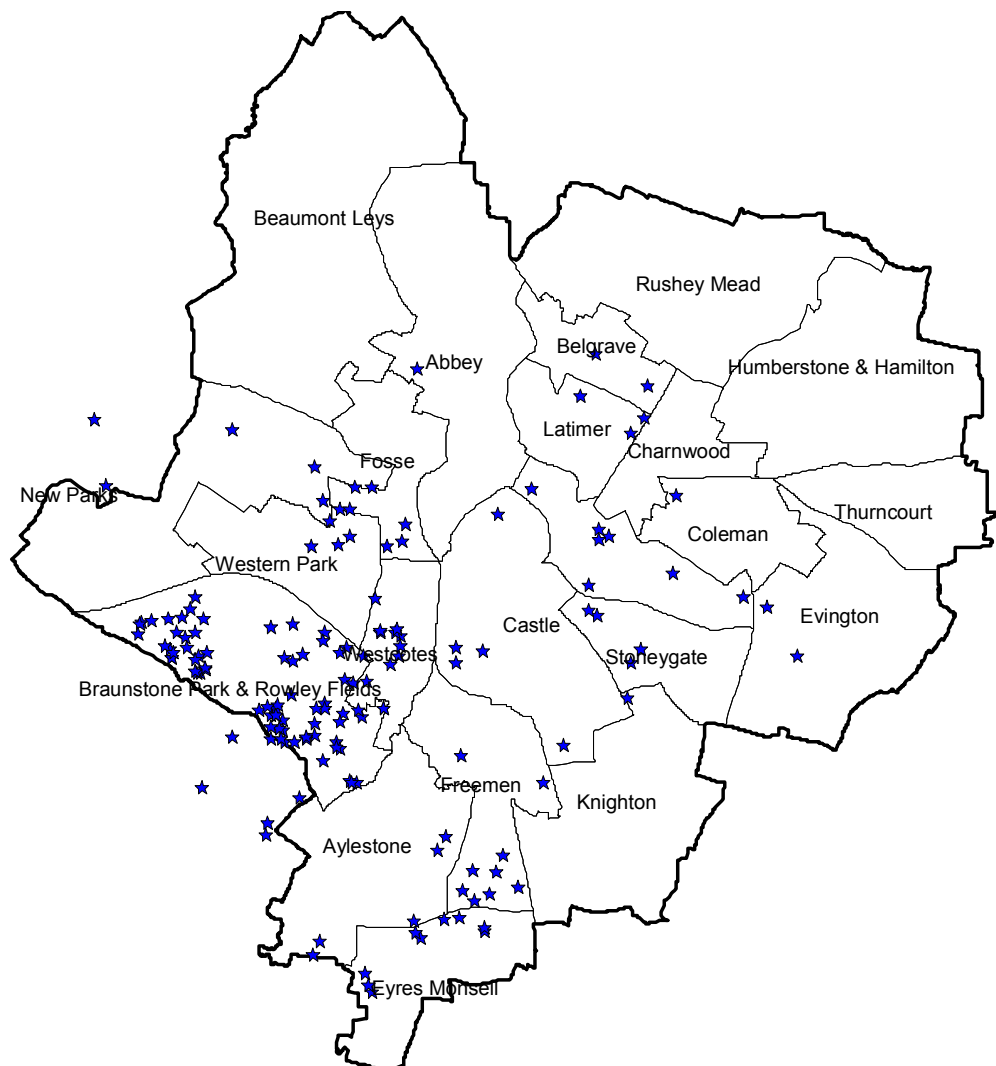
Pupil Ability on Entry

| KS2 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|--------------------|---------|---------|---------|---------|
| English below 3 | 21.31 | 15.74 | 19 | 21.31 |
| English Level 3+ | 78.69 | 84.26 | 81 | 78.69 |
| English Level 4+ | 49.18 | 51.85 | 55 | 49.18 |
| Maths below 3 | 21.31 | 17.59 | 18.75 | 21.31 |
| Maths Level 3+ | 78.68 | 82.4 | 81 | 79 |
| Maths Level 4+ | 60.65 | 48.14 | 57 | 61 |
| Number of students | 61 | 126 | 101 | 66 |

Riverside Business and Enterprise College:

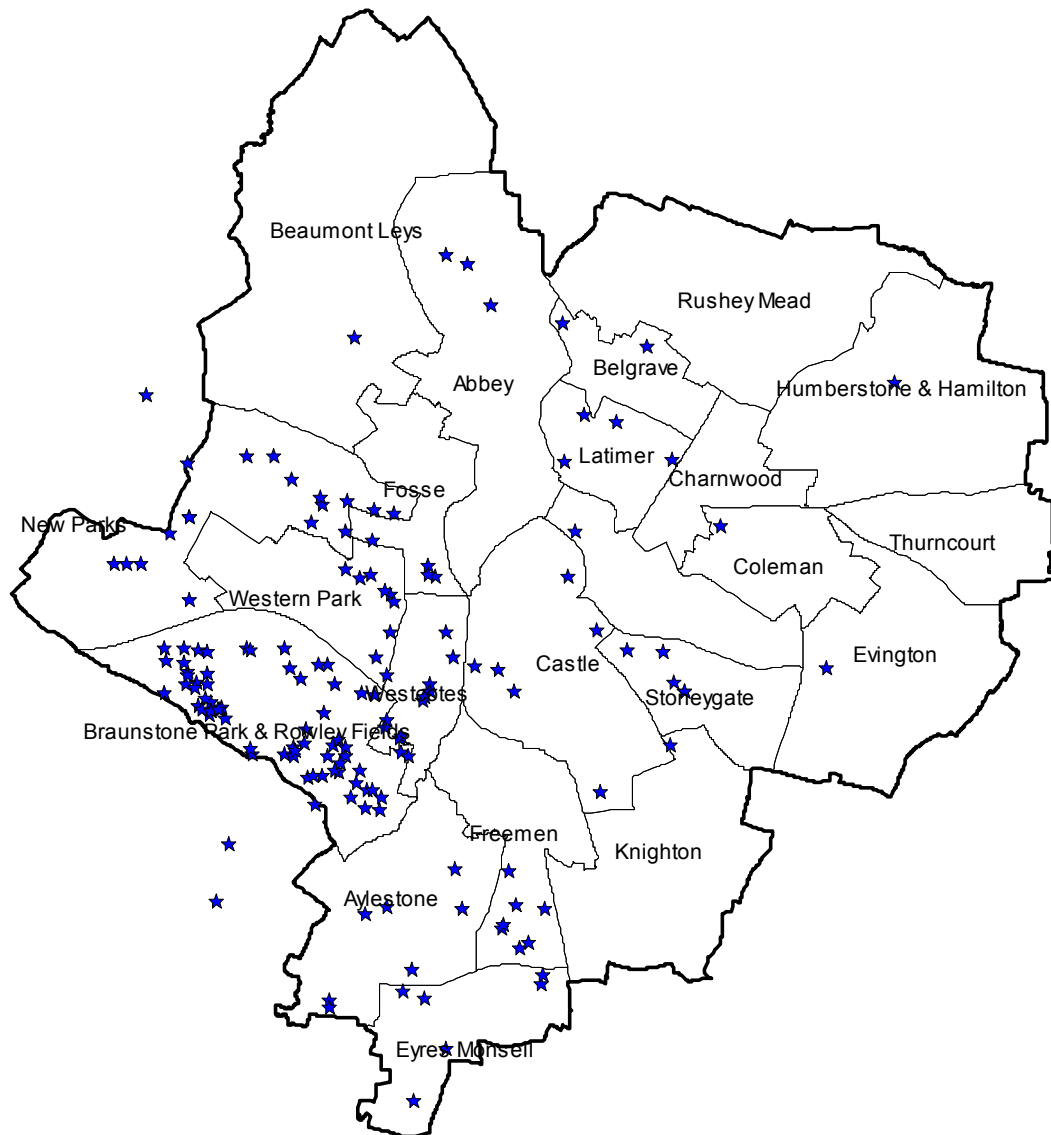
Current Year 2008/09 pupil origins by ward

Year 11 – pupils entering school in September 2004



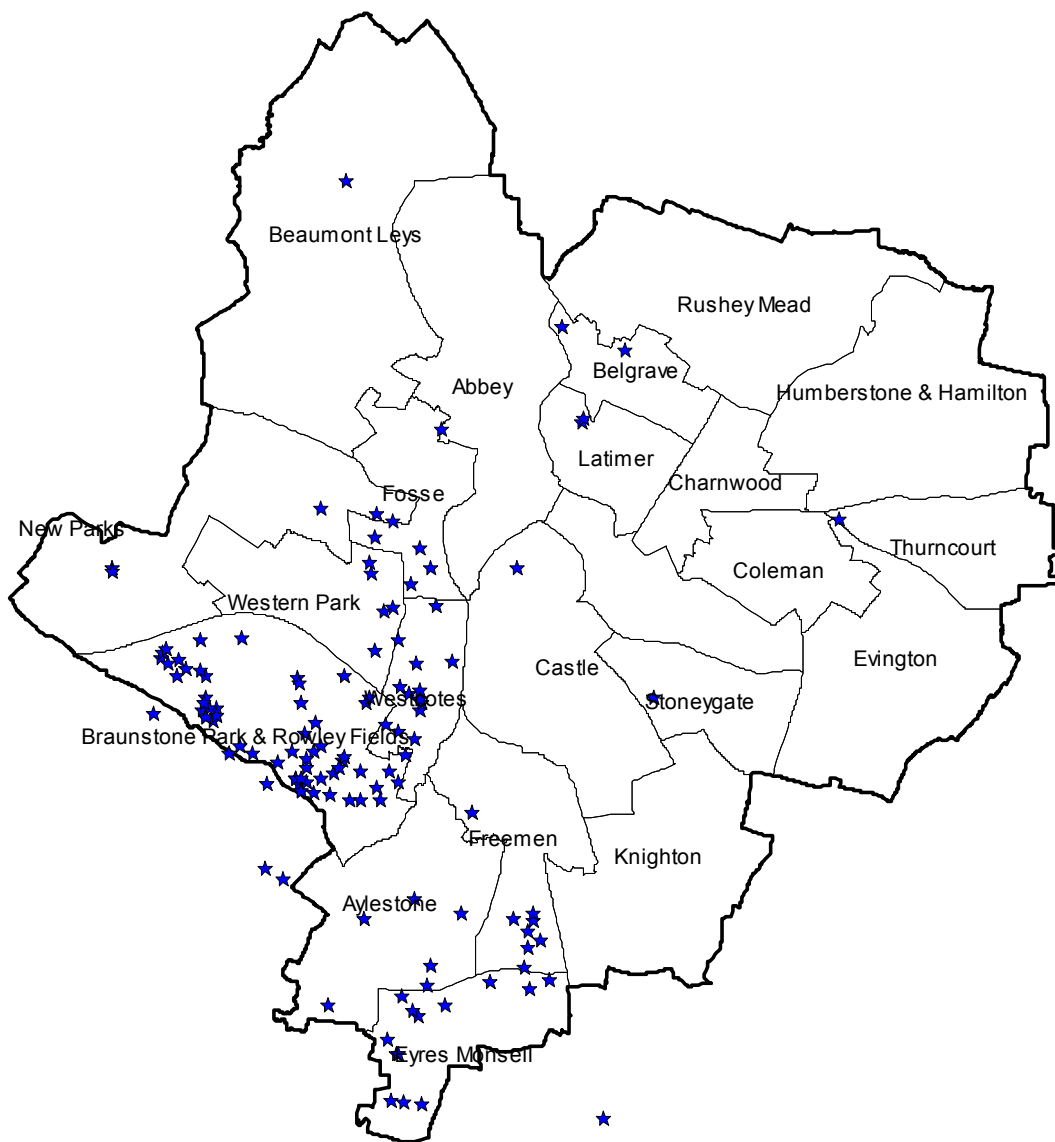
Current Year 2008/09 pupil origins by ward

Year 10 – pupils entering school in September 2005



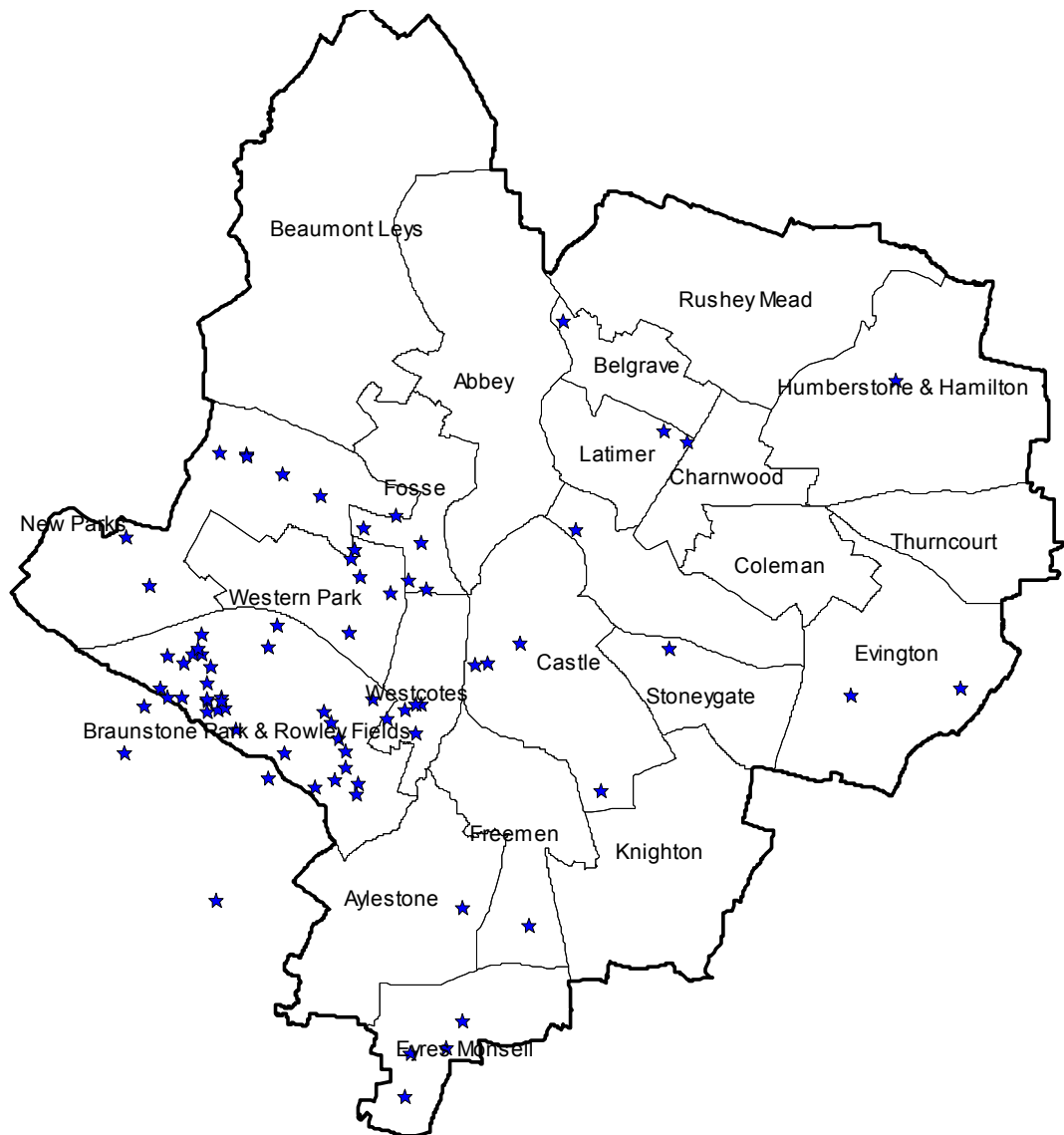
Current Year 2008/09 pupil origins by ward

Year 9 – pupils entering school in September 2006



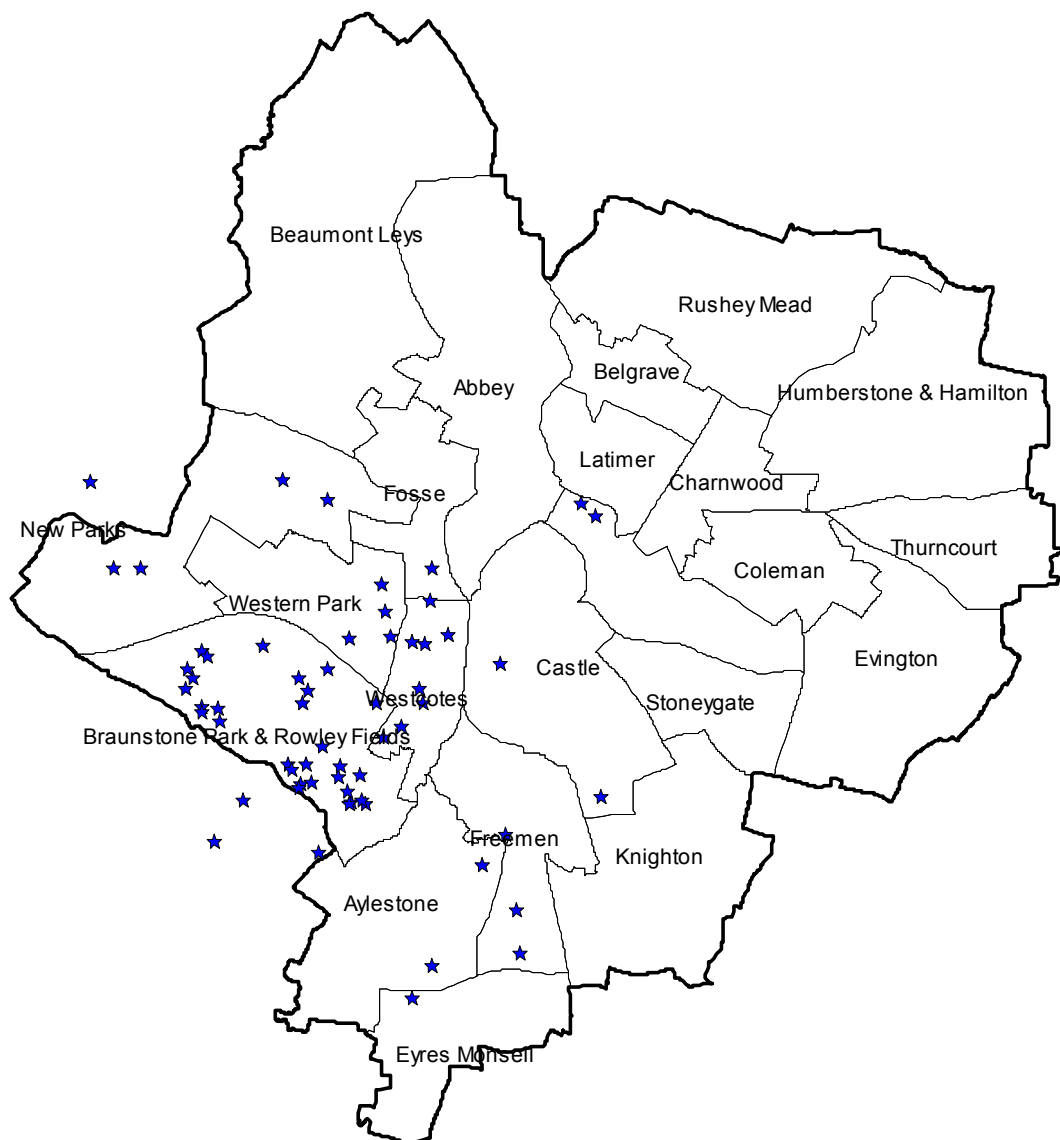
Current Year 2008/09 pupil origins by ward

Year 8 – pupils entering school in September 2007

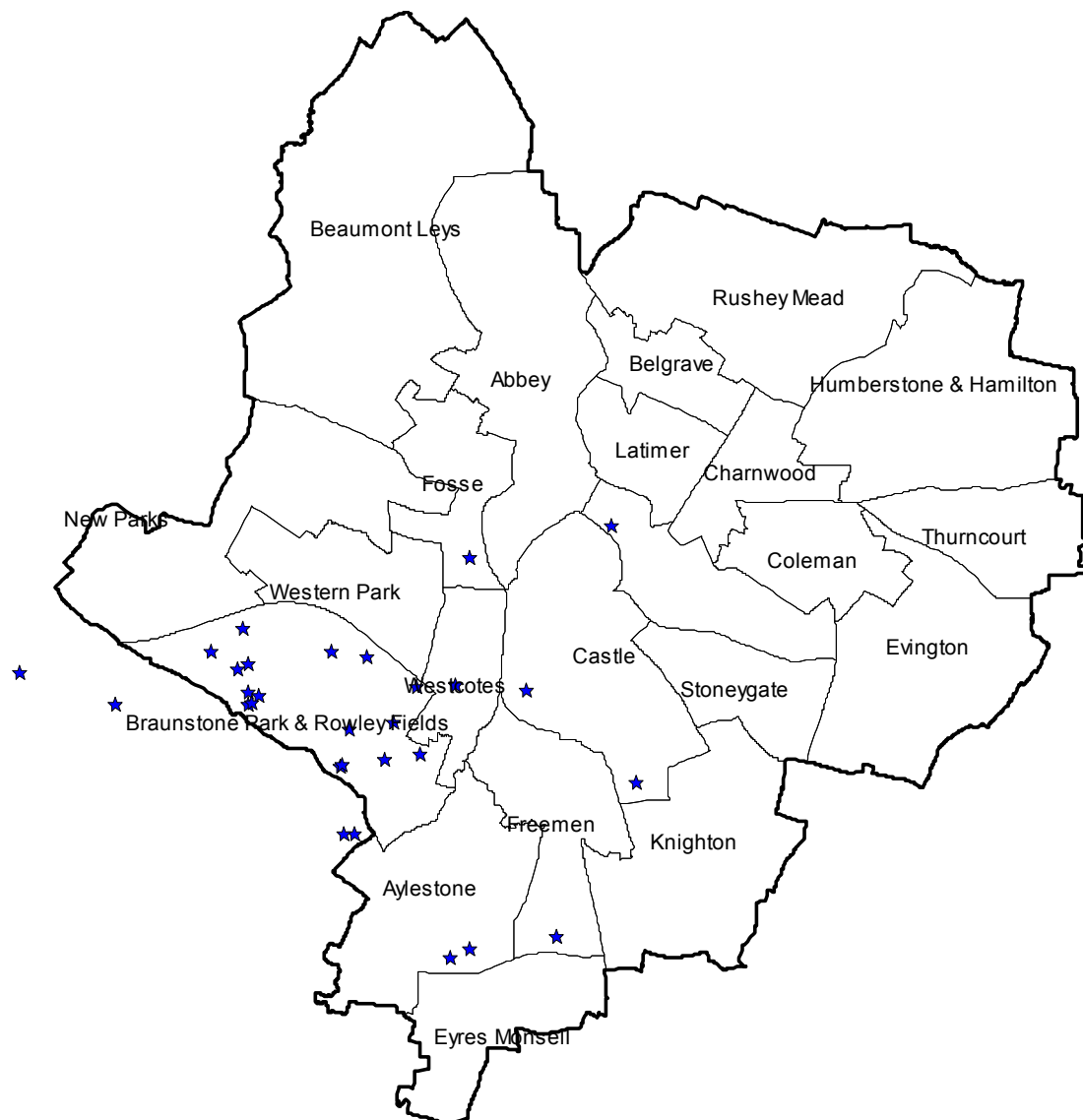


Current Year 2008/09 pupil origins by ward

Year 7 – pupils entering school in September 2008



**Riverside Business and Enterprise College
September 2009 Year 7 pupil intake origins by ward**



RIVERSIDE BUSINESS AND ENTERPRISE COLLEGE: BUSINESS CASE FOR CLOSURE

FREQUENTLY ASKED QUESTIONS

1. What options did the Council consider and what did the school governors and staff say about these?

- a) Maintain status quo with the probability that the School will continue to decline, become unviable and be categorised as failing by OfSTED.
- b) Provide continued increased financial and other support to the School to ensure it remains viable and achieves sufficient improvements.
- c) Federate with a school that is judged to be good or better on the basis of an OfSTED inspection and pupil performance and implement revised governance, leadership and management arrangements.
- d) Establish flexible collaborative arrangements amongst other local authority maintained schools.
- e) Continue to explore the option of Riverside becoming part of a collaborative Academy and other potential Academies in the City.
- f) Consult upon phased school closure.

- (a) was not supported by any stakeholder
- (b), (c) and (d) was supported by school governors, staff and trades unions
- (e) was supported by the school governing body but opposed by staff and unions
- (f) was not supported by any stakeholder

2. Where can I read the Options Review report?

The findings of the options review are contained within the Riverside Business Case for Closure.

3. What does the law say about closing a school?

The relevant guidance on this matter can be found at www.dcsf.gov.uk/schoolorg under "Closing a Maintained Mainstream School: A Guide for Local Authorities and Governing Bodies". This guidance is framed for all publishing proposals to close a school under Section 15 of the Education and Inspections, Act 2006. *At the time of writing Riverside had 35% of places unfilled overall and 85% unfilled capacity in Yr 7.*

4. Are there any exceptions to national closure procedures?

Procedures differ depending upon whether or not a school is in an official category or whether or not there is an intention to close a weak school and open a new school on the same site.

If a school is deemed to require special measures however the Secretary of State may direct closure under Section 68 of the Education and Inspections Act, 2006. Closure under this route does not require publication of statutory proposals.

5. What steps are involved in closing a school and what would the Council need to do?

Section 22 of the Guidance cited at 5.4.5 above provides an overview of a five stage process entailing:

- Consultation
- Publication
- Representations
- Decision
- Appeal

6. Who must be consulted, how and when?

The conduct of consultation is not prescribed in regulation. Formal consultation with interested parties is however required (Section 16 Education and Inspection Act, 2006). Statutory guidance is available.

Adequate time is a pre-requisite, as is consultation with the existing governing body, families of pupils, teachers and other staff at the School and other schools who may be affected. There is a requirement to consult with trades unions, MPs and any other LA likely to be affected by such a Proposal. Section 176 of the Education 2002 Act also places a duty to consult with pupils too.

7. How will local people and ward councillors be able to have their say?

The City Council must ensure during any consultation stage that *families of pupils, teachers and other staff at the School and other schools who may be affected have an opportunity to comment upon the proposed closure.*

It is likely that a series of public meetings and a web site will be set up to hear views

8. At what point must the City Council publish its final detailed proposals for closure?

This occurs at the point of the publication of a statutory notice. Any proposals must contain the information specified in the School Organisation (Establishment and Discontinuation of Maintained Schools (England) Regulations (SI2007 No.1288). This takes the form of a statutory notice and a more complete proposal. Proposers are recommended to use the DCSF online statutory Notice Builder tool which can be found at www.dcsf.gov.uk/schoolorg This also automatically generates a more

complete proposal template for population. Attention to detail at this stage is absolutely essential.

9. What factors must be considered?

There are a wide range of factors that must be considered. It is important to pay due regard to the impact of change upon community cohesion, the local area and travel and accessibility issues for the affected children. For example proposals should not have the effect of unreasonably extending journey times or increasing transport costs.

A clear statement of all alternative provision is required within the more complete proposal.

10. How can members of the public/ staff and parents make representations about any statutory proposal?

Following the publication of the statutory proposals there is a mandatory 6 week statutory period.

11. Who would take the final decision and can people appeal?

Any decision would most likely be taken by Cabinet. If objections were received then any proposal must be determined under Para 8 of Schedule 2 to the Education and Inspections Act, 2006.

12. If Riverside were to close what would happen to the pupils and staff?

The City Council would offer alternative places in City schools in accordance with the detailed proposals published at the time of the Statutory Notice. Parents would continue to be able to express a choice for alternative City schools within the terms of the City's published Admissions Arrangements.

The City Council would seek to broker alternative recruitment/employment opportunities within City schools wherever possible.

13. If Riverside were to close how would the City Council help parents meet any increased costs incurred in moving their child/children to another City School?

Typically any local authority would look to provide some form of assistance or contribution to parents to help them meet costs incurred such as school uniforms or transport. This would usually be for a set period of time determined by the local authority.

14. If a decision was taken to close the School how would the City Council seek to retain sufficient skilled staff to deliver the curriculum?

Typically local authorities explore such issues with their trades unions and professional associations and identify a range of retention and staff development measures and opportunities that secure continuity and assist with transition. These may include salary enhancements, secondment opportunities and the brokerage of

alternative employment opportunities. The City Council will explore all avenues and would wish of course to retain all suitably qualified, experienced and committed staff.

15. Would the school close immediately?

If agreed, the School would be closed in accordance with the detailed proposal accompanying the Statutory Notice. In many instances school closures happen in a phased fashion to allow for pupil transition and examination programme completion etc.

16. What is being done to improve educational opportunities in West Leicester?

The City Council has invested heavily in educational provision in West Leicester, e.g. Fullhurst remodelling, opening of Queensmead Primary etc and will seek to ensure that a strong educational offer is provided to learners in their preferred setting.

RIVERSIDE BUSINESS AND ENTERPRISE COLLEGE: BUSINESS CASE FOR CLOSURE

Equality impact assessment

Department/service: Learning Services

What is the proposal?

Proposal to consult upon school closure:

Riverside Business and Enterprise College

Who will be affected by these proposals? How many people will be affected?

All children and young people currently at Riverside School

Incoming Year 7 29

Current Year 7 79

Current Year 8 72

Current Year 9 136

Current Year 10 180

*Current Year 11 ** 180

Total 492

All staff currently employed at or under contract to Riverside School

Teaching 51.32 FTE

Non Teaching 68.72 FTE

All pupils, parents and staff at potential feeder and receiving schools.

How will the proposals affect people and the service they will receive?

School closure will reduce parental choice and will require pupil attendance at other schools. This may result in increased journey time and costs.

School closure will result in the termination of contracts of employment by redundancy or the transfer of staff (by agreement) to other educational establishments within the City.

Any Proposal would most likely require a phased closure of the School and this would impact on year groups and their staff in differing ways. Appropriate strategies would need to recognise this and some are identified below.

Full details of potential impact are required within any detailed proposal.

Proposals must include:

the impact of change upon community cohesion, the impact upon the local area and travel and accessibility issues for the affected children.

For example proposals should not have the effect of unreasonably extending journey times or increasing transport costs.

How will the proposal affect staff currently providing the service?

School closure will result in the termination of contracts of employment by redundancy or the transfer of staff (by agreement) to other educational establishments within the City.

If this proposal were to proceed careful consideration would need to be given to staffing matters including meeting the welfare needs of all staff affected and the provision of additional high calibre temporary staff to address casual vacancies that would undoubtedly arise in both the teaching and non teaching staff.

Arrangements would also need to be made to provide additional welfare, counselling, training, development and careers advice and guidance to these staff.

It is anticipated that further behaviour and curriculum support measures would be required in the School to assist staff and pupils maximise their teaching and learning opportunities.

Any decision to proceed would require a phased reduction in staffing numbers in accordance with curriculum requirements.

The City Council would undoubtedly wish to retain as many staff as possible within other schools and would need to broker agreements to this effect to reduce possibility of compulsory redundancy.

Indication of how negative impacts will be minimised or managed

Pupils:

- Identification of pupils at particular risk e.g. CAMHS, SEN, ESL;
- Provision of targeting tutoring and mentoring for pupils to minimise

- potential learning loss and maximise opportunities.
- Possible provision of transport to alternative offer schools

Staffing:

- Appointment of temporary specialist staff
- Provision of welfare, counselling, training & development
- Brokering of alternative recruitment/ employment opportunities with other City schools.

Is there any other information available about the way that the service is provided, or will be provided, that mitigates against any discriminatory or unequal treatment to any particular group of customers that could result in legal challenge?

Due regard would need to be placed upon meeting the needs of pupils with:

- English as a second language (details given at **Appendix A**)
- Special education needs
- Pupils with mental health needs
- Pupils with increased transport requirements
- Impact upon community cohesion within West Leicester
- Impact upon receiving schools.

A range of legal issues of course would need to be addressed with regard to both teaching and non teaching staff with respect to their welfare, City Council duty of care and respective employment rights.

Completed by:

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