



Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 6 SEPTEMBER 2010
TIME: 1PM
**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,
LEICESTER**

Members of the Cabinet

Councillor Patel (Chair)
Councillor Dempster (Vice-Chair)

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

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

for Director of Corporate Governance

MEMBERS OF THE PUBLIC:

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

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Tel: 0116 229 8816/8809 Fax: 0116 229 8819
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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 MEETINGS

The minutes of the meeting held on 2 August 2010 and special meeting held on 16 August 2010 have been circulated to Members and the Cabinet is asked to approve them as correct records.

5. MATTERS REFERRED FROM COMMITTEES [Appendix A](#)

Performance & Value for Money Select Committee – 28 July 2010

Equalities Performance

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

RESOLVED:

that Cabinet be recommended to identify the impact of likely budget reductions as soon as possible, and lobby the government and the Local Government Association to make them aware of the potential adverse effects on the City .

Councillor Patel to respond.

Performance & Value for Money Select Committee – 28 July 2010

Building Schools for the Future and Changes to School Governance

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

RESOLVED:

- 1) that the report be noted;
- 2) that Cabinet be recommended to:-
 - a) note the concerns raised by this Committee in relation

to making a 70% affordability contribution to schools which transferred to alternative governance, given that responsibility for funding such schools would no longer rest with the Council; and ask Cabinet to look into this further;

- b) note the concerns raised by this Committee in relation to the stewardship of school land currently held by the Council and explore what can be done to minimise the loss of that land for public use in the event of schools moving to an alternative form of governance and not requiring the land for school purposes; and
 - c) request the Secretary of State to consider stipulating that land or other such assets transferred to a school that has moved to an alternative form of governance but is no longer required by that school should automatically revert to the Authority from which they were transferred, thus keeping them available for public use; and
- 3) that the Director – Learning Environment be asked to investigate what action, if any, the Council can take to ensure assets that are transferred to schools moving to an alternative form of governance are only such as are necessary to run the school, and to prevent the assets of schools that have moved to an alternative form of governance being used either for the advantage of an Academy sponsor or sold.

Councillor Dempster to respond.

**6. REGENERATION AND TRANSPORT TASK GROUP - [Appendix B](#)
REVIEW OF THE IMPACT OF HIGHCROSS
LEICESTER**

The Regeneration and Transport Scrutiny Task Group Leader submits a report that presents to Cabinet the findings of the Task Group Review of the impact on the City Centre of a year of trading of Highcross Leicester.

A divisional response and minute extracts from meetings of the Overview and Scrutiny Management Board, held on 11 February and 13 May 2010 are attached.

**7. LEICESTER CITY COUNCIL'S PLEDGE TO LOOKED [Appendix C](#)
AFTER CHILDREN AND LEAVING CARE AND THE
CHILDREN IN CARE COUNCIL**

Councillor Dempster submits a report that sets out the work completed by

Leicester City Council in respect of the Pledge and the Care Council and makes recommendations for the Local Authority, ensuring the pledge is fully integrated through the council. Cabinet is asked to approve the recommendations set out in Paragraph 2 of the report.

A minute extract from the meeting of the Children & Young People Scrutiny Committee on 31 August 2010 will be circulated as soon as it is available.

**8. RUSHEY MEAD SCHOOL - SPORTS AND SCIENCE [Appendix D](#)
COLLEGE FINAL BUSINESS CASE APPROVAL**

Councillor Dempster submits a report that seeks approval of the direction of travel towards Final Business Case (FBC) for the Council's Building Schools for the Future Rushey Mead School project and to obtain the necessary authority to progress the project. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

A minute extract from the meeting of the Children & Young People Scrutiny Committee on 31 August 2010 will be circulated as soon as it is available.

**9. DRAFT LEICESTER AND LEICESTERSHIRE LOCAL [Appendix E](#)
ENTERPRISE PARTNERSHIP (LLLEP) PROPOSAL**

Councillor Osman submits a report that informs Cabinet of the Government's proposal to create Local Enterprise Partnerships (LEPs) to replace the Regional Development Agencies (RDAs). Cabinet is recommended to approve the submission of the Leicester and Leicestershire Local Enterprise Partnership (LLLEP) proposal to Government by 6th September 2010 and approve the key features and process for establishing the LLLEP.

A minute extract from the meeting of the Overview and Scrutiny Management Board on 2 September 2010 will be circulated as soon as it is available.

**10. ONE COUNCIL CUSTOMER SERVICE PROMISE AND [Appendix F](#)
STANDARDS**

Councillor Bhatti submits a report that seeks approval for a new One Council Customer Service Promise and revised Customer Service Standards. Cabinet is recommended to approve the recommendations in Paragraph 2 of the report.

A minute extract from the meeting of the Performance & Value for Money Select Committee on 1 September 2010 will be circulated as soon as it is available.

**11. THE SAFER LEICESTER PARTNERSHIP ANTISOCIAL [Appendix G](#)
BEHAVIOUR STRATEGY AND POLICY**

Councillor Naylor submits a report that presents two inter-related partnership documents, namely the Anti-Social Behaviour (ASB) strategy and ASB policy; for consultation. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

A minute extract from the meeting of the Overview and Scrutiny Management Board on 2 September 2010 will be circulated as soon as it is available.

12. SHARED INTERNAL AUDIT SERVICE

Appendix H

Councillor Patel submits a report that informs members of the potential for the development of a shared Internal Audit Service between Leicestershire County Council and Leicester City Council, together with a number of Leicestershire District Councils. Cabinet is asked to agree the appointment of a joint Head of Audit.

13. ANY OTHER URGENT BUSINESS

PHOENIX SQUARE FILM AND DIGITAL MEDIA CENTRE

The Leader has agreed that this item will be considered as urgent business on the grounds that, due to negotiations, it will not be possible to release the report prior to this and an urgent decision is required to ensure continuity of service.

The report will be circulated as soon as it is available and will be considered in public. There will also be a private appendix that contains exempt information as specified within paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as it contains information relating to the financial or business affairs of a particular person (including the authority holding that information.) This appendix will be circulated to Cabinet Members only, and if Cabinet wishes to discuss its contents, it is recommended that Cabinet resolves to move into private session, taking into account whether this would be in the public interest.

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Leicester
City Council

Appendix A

MINUTE EXTRACT

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

Held: WEDNESDAY, 28 JULY 2010 at 5.30 pm

P R E S E N T:

Councillor Coley – Chair

Councillor Desai – Vice-Chair

Councillor Chowdhury
Councillor Connelly
Councillor Draycott

Councillor Grant
Councillor Kitterick
Councillor Willmott

* * * * *

33. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bayford.

34. DECLARATIONS OF INTEREST

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

Councillor Chowdhury declared a personal interest in agenda item 7, “Building Schools for the Future and Changes to School Governance”, as his son worked in a school in the Building Schools for the Future programme.

Councillor Coley declared a personal interest in agenda item 7, “Building Schools for the Future and changes to School Governance”, as he was a member of the Shadow Board of New College.

Alistair Reid, (Strategic Director – Development, Culture and Regeneration), declared a personal interest in agenda item 7, “Building Schools for the Future and changes to School Governance”, as he was a director of Leicester Miller Education Company.

Councillor Connelly declared a personal interest in the discussion on Prospect Leicestershire held under agenda item 8, “Any Other Urgent Business”, as he was an employee of Royal Mail.

Alistair Reid, (Strategic Director – Development, Culture and Regeneration), declared a personal interest in the discussion on Prospect Leicester Shire held under agenda item 8, “Any Other Urgent Business”, as he was a Director of Prospect Leicestershire.

38. EQUALITIES PERFORMANCE

The Head of Equalities presented a report updating the Committee on progress with embedding equalities within the Council’s business.

The Committee noted that Equality Impact Assessments (EIAs) carried out within the Council between 2006 and 2009 had been analysed and the main areas of need identified. These findings currently were being reviewed by the Equality Forums and would be reported to this Committee at its meeting on 22 September 2010.

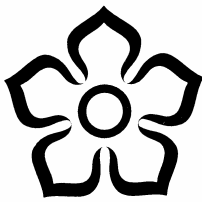
Members expressed concern that the scale of forthcoming budget reductions could make it difficult to maintain fairness, and the perception of fairness, to residents. It also was important that, as well as improving equality, steps should be taken to prevent inequality increasing as budget reductions were implemented. The Head of Equalities suggested that all Priority Boards would need to identify their key priorities for vulnerable people and to identify vulnerable groups. The Council held sufficient strategic needs assessment information to be able to establish a base line for this, so services which could be reduced with the minimum impact on inequalities could be identified.

During discussion on this it was suggested that the government and the Local Government Association could be lobbied, to make them aware of the adverse effects of the forthcoming budget cuts, but it also was noted that budget cuts would have been needed irrespective of which political party was in government.

The Committee also was advised that the government intended to relax ringfencing around certain funding.

RESOLVED:

that Cabinet be recommended to identify the impact of likely budget reductions as soon as possible, and lobby the government and the Local Government Association to make them aware of the potential adverse effects on the City .



Leicester
City Council

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Councillor Connelly
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Councillor Grant
Councillor Kitterick
Councillor Willmott

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39. BUILDING SCHOOLS FOR THE FUTURE AND CHANGES TO SCHOOL GOVERNANCE

The Director – Learning Environment submitted a report outlining the current issues and risks if any schools in the Building Schools for the Future (BSF) programme moved to alternative governance models, (in particular National Challenge Trusts and Academies). It was noted that, to date, no requests had been made for any additional schools to become Academies or for Free Schools to be set up, although there had been four on-line requests made for information on setting up Free Schools.

The Director advised the Committee that the Outline Business Case (OBC) currently was waiting for final approval by Partnerships for Schools and the Treasury. In addition, Rushey Mead Secondary School was proceeding to completion of its business case.

The Director then drew the Committee’s attention to factors that could be critical determinants for schools in deciding whether to become Academies. These included who the sponsor would be, the relationship that the sponsor had with the Council; and whether the Council would be a co-sponsor. At present it was not known if the government had a preferred option, but the forthcoming James Review of schools’ capital arrangements and White Paper on increasing freedom to become an Academy would influence this.

It was noted that the Leicester BSF “affordability gap” for facilities management and lifecycle costs over 25 years was being paid for on a 70:30 basis, with the authority meeting 70% from its General Fund and schools covering 30%. Members queried whether this rule should be changed, so that schools which became an Academy or Free School would surrender their expectation of a 70% contribution from the Council which no longer had any funding responsibilities. It was felt that any such decision should be communicated now, as it would not be fair on schools to be told this after they had started working through the processes. This also would mean that the situation for schools considering becoming Academies or Free Schools would be clear and that schools remaining within the Council’s control were not disadvantaged. Alternatively, the situation for individual schools could be considered on a case by case basis, to ensure that the particular circumstances of each school were taken in to account.

Members also queried whether this could be enforced for schools currently included in the OBC. In reply, the Director advised that the OBC was based on the assumption that facilities management and lifecycle costs would continue to be split 70:30 between the Council and the school concerned and would be signed off on that basis. She therefore would need to take legal advice on this.

Some concern was expressed that, if too many schools in the City were Free Schools, pupils would not be able to mix with other communities or interests so easily, which would be a retrograde step for community integration and could jeopardise the established groups of “families” within which schools currently worked. However, it also was noted that a Free School could be set up with the primary purpose of improving integration.

During discussion on this item, Members noted that school land and building assets were managed as part of the Council’s estate and asked if there was any way in which only essential assets could be transferred to schools moving to alternative governance models (with surplus land being retained by the Council) In this way, the Council could continue to manage assets as flexibly as possible for the benefit of the whole City. The Director advised Members that part of any transfer process was ensuring that all assets transferred intact, in accordance with current legal requirements.

Members were concerned to know if schools could sell assets transferred to their control when they operated under alternative governance models and if Academy sponsors could use a school’s assets for the sponsor’s advantage, (for example, a large enterprise could build a store for itself on a school’s land). The Strategic Director – Development, Culture and Regeneration advised the Committee that officers were alert to the need to consider what happened to, or on, any piece of land. Current options for controlling future use of land transferred that could be investigated included:-

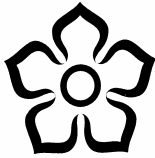
- imposing covenants on the land requiring it to be returned to the Council if no longer required by the school, (although it was recognised that current legislation could limit the extent to which this could be done); and
- subject to forthcoming changes to the planning system, specifying in the Local Plan that the land in question was for education and / or leisure use only.

RESOLVED:

- 1) that the report be noted;
- 2) that Cabinet be recommended to:-
 - a) note the concerns raised by this Committee in relation to making a 70% affordability contribution to schools which transferred to alternative governance, given that responsibility for funding such schools would no longer rest with the Council; and ask Cabinet to look into this further;
 - b) note the concerns raised by this Committee in relation to the stewardship of school land currently held by the Council and explore what can be done to minimise the loss of that land for public use in the event of schools moving to an alternative form of governance and not

requiring the land for school purposes; and

- c) request the Secretary of State to consider stipulating that land or other such assets transferred to a school that has moved to an alternative form of governance but is no longer required by that school should automatically revert to the Authority from which they were transferred, thus keeping them available for public use; and
- 3) that the Director – Learning Environment be asked to investigate what action, if any, the Council can take to ensure assets that are transferred to schools moving to an alternative form of governance are only such as are necessary to run the school, and to prevent the assets of schools that have moved to an alternative form of governance being used either for the advantage of an Academy sponsor or sold.



Leicester
City Council

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

11th FEBRUARY 2010

Report of the Regeneration and Transportation Scrutiny Task Group Review on the impact of Highcross Leicester

1. Summary

- 1.1 This report presents the findings of the Regeneration and Transportation Scrutiny Task Group Review of the impact on the City Centre of a year of trading of Highcross Leicester.
- 1.2 The report looks not just at the retail and economic impact of the development, but also the social and community development aspects of the jobs creation programme.
- 1.3 It also sets out strategic issues which the creation of Highcross Leicester has served to highlight.
- 1.4 In considering the recommendations, which set out what the Task Group considers to be work which needs to be done, the enormous positive effects and benefits of the introduction of Highcross Leicester, which feature throughout the report, should also be kept in mind.

2 Recommendations

The Overview and Scrutiny Board is asked to accept the recommendations set out in Section 2.1 and 2.2 below.

2.1. Strategic considerations

- 2.1.1 Major routes into the city need to be improved to attract more customers to the city centre as a whole, to reduce the semi-derelict aspect of parts of these approaches and to enhance the sense of a city under regeneration.
- 2.1.2 Car parking standards should be raised and signage to them should be improved
- 2.1.3 The areas between high-quality developments such as Highcross, Curve and the Phoenix Square should be improved to encourage users of Highcross Leicester to go to other parts of the City Centre.

2.1.4 The policies developed by and with Job Centre Plus within Leicester should be used as a model for partnership and community cohesion work in other parts of the East Midlands, and indeed the UK.

2.2 Management issues

2.2.1 Agencies, landlords and agents should work closely together to reduce voids within the City Centre. This should include using short-term promotions for the Centre or of creative use of space to provide art and other attractive options and outlets for talent within the city.

2.2.2 Greater control should be exercised in planning and licensing terms to improve the quality of shop frontages and reduce the impact of short-term lets and the visual and oral impact of day-traders.

2.2.3 Bus operators should run services reflecting the more flexible operating hours of city centre stores – for the benefit of shoppers and staff.

2.2.4 A public-private partnership should develop a strong marketing campaign for the city centre based on strong iconic images which can be used at regional, national and international level to attract business and leisure customers to the city.

2.2.5 Strong management of the street scene should be deployed to reduce litter and help create a stronger sense of public “ownership” of public space and pride in the facilities on offer.

3 Introduction

3.1 This review was a snapshot view of the impact of Highcross Leicester within the City Centre. One objective was to determine how well Highcross Leicester had performed against its own business objectives.

3.2 Also important was the impact of the development on other parts of the City Centre. The review aimed to assess earlier concerns about the impact of Highcross Leicester against what actually happened over the past 12 months. It also looked at future trends and what was likely to be needed to sustain and improve Highcross Leicester and the rest of the City Centre

3.3 The Review also examined how effective the Work Highcross project had been. This was the major exercise to encourage people from disadvantaged areas and communities into work at the new project.

3.4 The Review centred on one hearing, held on 30th November 2009. Witnesses provided oral and in several cases written evidence. Written evidence to the meeting is contained in Appendices 3-5 and 8-10.

3.5 The meeting was preceded by a number of interviews with witnesses and potential witnesses to gain information and assess the main issues.

3.6 A number of stakeholders unable to attend the meeting were invited to provide written submissions. Cllr Patrick Kitterick, Cabinet Lead for Regeneration and Transportation, was invited and attend, presenting evidence and in responding to

points made by other witness. The meeting was very much an open forum for those who attended.

- 3.7 As Chair of the Task Group I would like to put on record the appreciation of the members for the hard work, courtesy and assistance provided by all involved in providing the information for this Review.
- 3.8 The written evidence allowed the meeting to proceed speedily and effectively and to focus on the main matters of concern. Written submissions were made by or on behalf of:
- Martin Herbert: Associate Director, Lambert Smith Hampton (Appendix 3)
 - Michael Holland: Brand Experience Manager – Highcross Leicester (Appendix 4) - also gave verbal evidence
 - Nelda Kappia: Senior Worklessness manager (Appendix 5) - also gave verbal evidence
 - Helen Smith: Leicester and Leicestershire Chamber of Commerce (Appendices 8 and 9)
 - Sarah Harrison: City Centre Director: (Appendix 10) - also gave verbal evidence
- 3.9 Verbal evidence was also given by Cllr Patrick Kitterick, Lead Member for Regeneration and Transportation, Barry Pritchard, Team Leader Central Area & Project Management, Tony Webster, LCC Economic Development Team Leader and David Illingworth, Fenwick store director and chair of the Market Street traders.
- 3.10 Other evidence and /or information:
- Appendix 7: Extract from Ofsted report into Adult Learning Services in Leicester
 - Appendix 6: Media release on the expansion of the Multi Access Centre programme.

4 Main issues identified in evidence

4.1 Martin Herbert (Lambert Smith Hampton)

- 4.1.1** Mr Herbert said in written evidence (Appendix 3) that broader market issues such as the downturn in the economy had affected Leicester.
- 4.1.2** Landlords were now reacting by reducing rents and this was leading to further lettings within the city centre.
- 4.1.3** The size of Highcross Leicester was proportionate to the rest of the city centre.

- 4.1.4 The small number of transfers of business into Highcross Leicester reflected a trend which was already apparent before the development opened – particularly from Gallowtree Gate to the Shires.
- 4.1.5 Overall footfall throughout the city centre retail circuit was higher, reflecting a benefit of Highcross Leicester to other parts of the city centre retail operation.

4.2 Michael Holland (Highcross Leicester)

- 4.2.1 Mr Holland provided written evidence ([Appendix 4](#)) stressed that the great majority of stores within the centre were new to Leicester.
- 4.2.2 The restaurant area was working well. Highcross Leicester was building links with other key centres within the City Centre and with communities within the city. Recent research indicated that Leicester had an image problem and failed to promote itself as a regional destination as well as other cities such as Nottingham.
- 4.2.3 “County” shoppers preferred to go to regional centres such as Birmingham, Nottingham, Fosse Park or Derby. New developments sat among areas which lacked investment.
- 4.2.4 Strategic approaches to the City Centre were considered to be run-down and off-putting. The Golden Mile, for example, now appeared to be scruffy, grubby and run-down. Road access and signposting were considered to be poor by customers. The compass point reference to city centre car parks was not considered to be helpful.
- 4.2.5 Future developments should include aligning bus timetables to new trading patterns – evening, Sunday and Bank Holiday working. This would help staff and customers and would need to be promoted.
- 4.2.6 Highcross Leicester was keen on developing Sunday as a family-friendly day for visitors and customers.
- 4.2.7 The cosmopolitan nature of the city should be promoted and underwritten by support and promotion for festivals and events. Hammerson had established and was developing.
- 4.2.8 More than 2,000 retail and leisure jobs had been created. Another 1,000 were involved in building the project.
- 4.2.9 Nearly a third of visitors to Highcross also visited other parts of the City Centre. The general prosperity of visitors to the city centre had risen since Highcross Leicester opened. Most visitors felt the Centre had improved the city centre. The John Lewis car park had added 2,000 city centre spaces.

4.3 Sarah Harrison (City Centre Director)

- 4.3.1 Ms Harrison tabled a paper which summarised the views of major players within the City Centre. Two lists ([Appendix 10](#)) summarised a range of positive and negative views relating both to Highcross Leicester and wider issues affecting the city centre. These are key to this Review and have been extracted from Ms Harrison’s submission in their entirety.

4.3.2 POSITIVE IMPACT OF HIGHCROSS DEVELOPMENT

- Highcross represents the catalyst for transformational change to Leicester City Centre
- Attractive architecture
- Excellent concentration of bars & restaurants
- New retailers attracted to Leicester for the first time
- Environment seen as clean, safe and secure, also at night
- State of the art car parking facilities are welcomed
- Showcase Cinema De Lux is seen as a significant attractor
- New visitors attracted to Leicester
- Public realm works are seen as being equally as important to the impact Highcross has on the perception of the city centre
- Highcross has raised Leicester's profile
- Stores such as John Lewis, Carluccios and the Apple Store have lured the more affluent customer
- Highcross has provided the impetus for other improvements across the city and is a catalyst for helping develop a long-term strategy for the city centre.
- Leicester is seen as a more desirable leisure destination
- People working in the city centre see Highcross as a 'plus'
- 2% uplift in footfall to Haymarket Shopping Centre ascribed to opening of Highcross
- High Street is seen to be establishing itself as a quirky, upmarket, independent retailing area
- Marks & Spencer has seen a more affluent customer mid week into the weekend with average basket spend higher
- Development of 'islands of excellence' (Highcross, The Curve, Phoenix Square) has started to create a sense of civic pride, particularly amongst the younger generation
- Local employment opportunities
- Marketing budget committed by Hammerson to promote Highcross, and through this action, Leicester.
- Willingness of Hammerson to contribute to the future success of Leicester City Centre by supporting initiatives such as the formation of City Centre Management
- Setting an example for future private development.

4.3.3 FUTURE CHALLENGES

- Visitors to Highcross are not seen to be using the other retailing areas in the city centre
- Initial attraction of new shoppers to Leicester appears to have levelled out
- Neighbouring retail areas perceived as being 'grotty'. Planning regulations to be imposed to control the quality of shop fronts
- Highcross has pulled trade away from other areas, particularly Gallowtree Gate, The Lanes and Cultural Quarter
- The incomplete public realm works in The Lanes area has been disappointing for The Lanes retailers as they feel the completion of improvement plans would have helped them to reduce the negative impact Highcross has had on their trading levels
- Working with agents and landlords to let the void units in the city centre
- Strengthen the city's retail offer by re-looking at the opportunity to create a 'retail circuit' ie the 3rd anchor store
- Understanding the reasons why the residential element at Highcross does not appear to be fully occupied

- Creating improved connectivity between areas within the city centre through better lighting, signage, planting, traffic planning, etc.
- Ensuring that Highcross does not fragment the city centre
- Monopoly of one landlord and influence on the direction and strategy for Leicester City Centre
- Local retailers need to respond to the competition Highcross brings to continue to win customers
- City Council needs to respond to the 'lop-sided' nature of the retail space by offering attractive car parks and streets
- Gateways into the city are unattractive and look derelict creating a poor first impression of the city.
- The railway station is a prime gateway for commuters and visitors to the city centre and the poor customer experience needs addressing
- Public realm development has impacted on shoppers to the market as they now have to walk further to catch a bus and this has affected the elderly.
- Threat of Marks & Spencer and/or Boots relocating from Gallowtree Gate in the future
- Achieving consistency in car park standards and reliable public transport
 - The need for a co-ordinated strategic marketing plan for the city centre.

4.4. Cllr Kitterick, Lead Cabinet Member for Regeneration and Transport

- 4.4.1. Cllr Kitterick commented that trading had gone very well over the last year. The restaurant quarter was a welcome addition and was an important factor, along with the new De Lux cinema, in keeping the city centre alive between the hours of 6 and 10 pm.
- 4.4.2. There would be a need to have further investment in the City Centre, including likely significant investment in the regeneration of the Market area.
- 4.4.3. But other significant developments included proposals for a new bus station, major work around the rail station access (out to consultation as the hearing took place), and improvements to the Sanvey Gate A50 junction (now out to consultation).
- 4.4.4. That work would start in March. A new bus station would also help encourage out of hours retail and entertainment activity. The separation of bus stations did not encourage people to feel safe coming into and leaving the city centre, even if this was more a perception than a reality.
- 4.4.5. He commented that the approach to the city along the A50 had been criticised and pointed out that improvements were being made through private investment in new commercial outlets.
- 4.4.6. A significant private sector role would be needed to fully revive this gateway to the city, and partnership working was the most likely option for this.

4.5 David Illingworth, store director of Fenwick and chair of the Market Street Traders' Association

- 4.6.1 Mr Illingworth praised the associated street works which had been funded by the City Council. The scene in Market Street was "absolutely stunning" and was a quite dramatic improvement which had helped maintain and slightly improve footfall within the area.

- 4.6.2 The development of pavement cafes had created more of a continental feel. Vacancies within the street had started to reduce.
- 4.6.3 One cause for potential concern - the loss of staff to Highcross Leicester – had not materialised, he said. Fenwick in Leicester had lost just one member of staff to the new development, he said.
- 4.6.4 He encouraged local groups of traders to organise, at least informally, to campaign for issues of specific interest to them (e.g. the Gallowtree Gate traders, who the hearing was told had formed a group).
- 4.6.5 He also said he recognised that the completion of the public realm works hadn't taken place as envisaged because of the threat of formal objections which would have required the Streets and Spaces project to go to Public Inquiry, which would have delayed it beyond the deadline for the opening of Highcross Leicester.

4.7 Nelda Kappia: Senior Manager, Worklessness, Adult skills and learning service

- 4.7.1 The Work Highcross programme had been set up to make sure employment chances were given to as many people as possible from communities with high levels of unemployment and low expectations of finding work.
- 4.7.2 The programme had received national and even international recognition (and was praised in the December 2009 One Space report from the Audit Commission).
- 4.7.3 It worked hard at supporting people into and within work, and developed constructive relationships with other agencies, including Job Centre Plus which shared information and expertise in a highly positive way.
- 4.7.4 Employers who might have been considered to be in competition co-operated to ensure the best interests of clients – those seeking work – were taken into account. (This is also reflected in information provided in Appendix 8).
- 4.7.5 The model developed for Work Highcross is being rolled out across parts of the city through the creation of new MACs. (See also Appendix 8 5.3)

4.8 Helen Smith: Leicester and Leicestershire Chamber of Commerce

- 4.8.1 Ms Smith submitted two pieces of evidence – appendices 8 and 9. These looked at how the Work Highcross project developed, supporting and reinforcing much of the material provided by Ms Kappia (4.7 above).
- 4.8.2 Appendix 9 is a snapshot of the employment outcomes for the initial recruitment programme. While the current profile is not known the programme was used to recruit for the Christmas 2009 period. (Appendix 8 2.3). Ms Smith describes this as a “positive endorsement” of the programme.

4.8.3 Ms Smith highlights the commitment of employers and the partners in the programme to encourage diversity within the workforce (Appendix 8 section 3).

4.8.4 This section also refers to the high level of co-operation between Job Centre Plus and other agencies working within the city.

5 Conclusions

5.1 The creation of Highcross Leicester raised a number of concerns about the impact it would have on the city centre. These included whether it would succeed on its own terms, and whether its success would be at an inordinate cost to other parts of the City Centre.

5.2 The major concerns about its impact have not been well founded. There has not been a mass diversion of outlets from the wider city centre into Highcross Leicester. Any trends were in place before Highcross opened and in some cases reflected the national failure of retail chains.

5.3 Voids have not been notably increased and less than six stores moved into Highcross from the rest of the city centre. This is despite a severe economic downturn which had a direct impact on the vitality of almost all city retail centres and which may claim further victims.

5.4 A major reason for the unlet store sites within the city centre has been a stand-off between landlords and retailers which has ended with a reduction in rental rates and a recent increase in lettings.

5.5 However, there is a need to take a strategic review of how to build on the clear successes of the past year. In particular, there has not been the attraction to the city of county-based customers initially expected.

5.6 Many customers attracted to Highcross Leicester do not visit other parts of the city. However, more prosperous consumers have been attracted to the city and other retailers have seen an increase in spend by customers.

5.7 In general, footfall within the city centre has improved following the opening of Highcross Leicester. Customers have also tended to be more affluent, resulting in higher-value check-out takes across the city centre.

5.8 The strategic importance of the Market Place to the whole of the city centre is recognised, as is the need to improve it further, perhaps as part of the encouragement of a family-friendly and an evening economy.

5.9 However, concern was expressed about the patchy quality of parts of the city centre and the need to improve the connections between different parts of the centre. This could be achieved in part at least by better signposting.

5.10 The need to have tighter control of sensitive development areas such as Market Square and the frontages surrounding it was recognised. This included both development control and licensing of the activities of short-lease and day traders. The disruptive effect of amplified speech and music was considered to have a significant detrimental effect on the environment.

- 5.11 Within the city centre itself there is a sense of a lack of connectivity between Highcross and other key iconic areas such as Curve and the Cultural Quarter. Within the cultural quarter itself there were complaints of poor lighting and a lack of cctv.
- 5.12 Within the centre there was a need for people to take stronger ownership of the public spaces – including pressure to reduce litter. A physical improvement to the environment should be set alongside a campaign to raise civic pride.
- 5.13 There is a need to improve gateway sites to the city – and it is recognised that work has started on some of these. It is felt that this would help improve the attraction of the whole of the city centre.
- 5.14 Partnership working, with cross-cutting use of resources within City Council and other public agencies and co-operation between a range of private sector agencies, appears to have been important both to the development of Highcross Leicester and in the period since it opened.
- 5.15 Witnesses referred to a need to build on the One Leicester strategy to create a stronger image of the city, marketing it regionally, nationally and internationally using the strongly iconic images of the city centre.
- 5.16 We agree with this, and think there is a strong case for much closer co-operation between a range of agencies and interests, including the universities, to pursue this strategy. In the immediate short term bus and other media advertising for the city centre could be deployed to help.
- 5.17 The creation and development of a City Centre Strategy Board can only assist in creating a more sharply defined set of objectives addressing the issues set out above.

6 Legal implications

- 6.1 There are no direct Legal Implications in this report.

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7 Financial implications

To come.

8 Departmental comments

Departmental response to OSMB to come at a later date.

Cllr Colin Hall, chair of the regeneration and transportation task group 12th
January 2010
colin.hall@leicester.gov.uk

Jerry Connolly, Member Support Officer
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APPENDICES

Appendix 1

Terms of reference for the Review were:

- 1 To evaluate how Highcross Leicester has met the Council's objectives in terms of sustaining the city centre and creating new jobs and marketing the city
- 2 To review how Highcross Leicester will integrate into future developments and provision within the City of Leicester
- 3 To evaluate the impact of Highcross Leicester on other parts of the city centre.
- 4 To place the Highcross Leicester development and objectives within the context of the regeneration vision set out in the One Leicester strategy.

Appendix 2

Minutes of the meeting held on 30th November 2009

P R E S E N T: Councillor Hall – Task Group Leader, Councillor Shah
Councillor Kitterick Cabinet Lead– Regeneration & Transport

Jo Tallack	Highcross Leicester	
Michael Holland	Highcross Leicester	
David Illingworth	Fenwick / Market Street Traders	Association
Elaine Baker	Democratic Services Officer	
Jerry Connolly	Members' Support Officer	
Sarah Harrison	City Centre Director	
Nelda Kappia	Adult Skills and Learning Service (Multi Access Centres)	
Barry Pritchard	Team Leader Central Area & Project Management, Highways Design	
Tony Webster	Team Leader, Economic Regeneration	

Apologies for absence were received from Councillor Bhavsar, Councillor J Blackmore, Tom Nathan, General Manager, Highcross Leicester and Helen Smith, Chamber of Commerce.

ORAL EVIDENCE

- a) Tony Webster, Team Leader Central Area & Project Management, Leicester City Council

Tony Webster advised the meeting that the City Council had facilitated the establishment of employment partnerships during the development of Highcross and had worked on establishing training for potential employees and an employment charter. Following that, Council officers had programme-managed Single Regeneration Budget projects, helping to align resources in deprived areas.

Michael Holland, Highcross Leicester, confirmed that partnerships had been slow to get started, but had developed well, leading to a good integration of partners. Barry Pritchard stressed that private sector involvement had been key to the success of the partnerships, along with agencies such as the Learning Skills Council.

Nelda Kappia, Adult Skills and Learning Service, reminded the Task Group that the Highfields Multi Access Centre and Highcross hub had developed to enable access to the employment database and a routeway to training courses and guaranteed interviews for jobs at Highcross. The hub had subsequently moved to Leicester College and became a Multi Access Centre (MAC). Michael Holland, Brand Experience Manager, Highcross Leicester, advised the Task Group that very positive feedback had been received from retailers about the success of this process and the high calibre of applicants who had been interviewed.

Nelda Kappia advised that it was planned to provide six further MACs, based on the Highcross model. These would be in local communities, so that they were easily accessible. Barry Pritchard confirmed that routeway training, pre-recruitment support and work to increase awareness in deprived areas of the vacancies at Highcross had all been provided. European Social Fund money had been filtered in to routeway training for construction.

b) Barry Pritchard, Team Leader, Central Area & Project Management, Leicester City Council

Barry Pritchard advised the meeting that the Council had worked very closely with the developer from the time that the development of Highcross had first been proposed. The need to provide a higher quality facility than was available in other locations and the potential problem of drawing trade away from other streets had been recognised. Streets in the City Centre therefore had been reconstructed to a very high and attractive standard and traffic management measures had been introduced, including relocating buses to Belgrave Gate and introducing greater restrictions on when goods could be loaded and delivered in City centre streets. These measures had helped to improve people's perceptions of the area.

It was very difficult to deliver this type of scheme in working streets. This had resulted in measures such as "drawbridges" being needed to get in to shops at various times. A lot of complaints had been received about how long the work had taken and how dirty the area had been, but it was not feasible to shut shops while the work was being done. The Council had worked very closely with the traders on this and lessons learnt would be used in future developments.

This work was not complete, as various areas remained to be developed. For example, it had been hoped that the Hotel Street / St Martins area could be included in the pedestrian zone, but it had not been possible to resolve objections received in time for this to happen. It was hoped that the area could be pedestrianised at some point. In addition, the re-routing of buses had not been completed, but it was hoped that the planned new bus station would assist in this.

c) Councillor Kitterick, Lead Cabinet Member – Regeneration and Transport, Leicester City Council

Councillor Kitterick stated that Highcross had been a very good development for the City in a number of ways. For example, two thousand jobs had been created at the start of the current recession, which had helped the City's economic situation. Two important things had been the long lead in time available for preparation and training and the City Council's work showing communities the variety of jobs that were being created.

Work had been completed in accordance with very tough deadlines and Councillor Kitterick felt that this had led to public good will being created. This would be important in forthcoming major projects, such as filling in the Granby Street underpass and the development of a bus hub in St Nicholas Place. Highcross had shown how the City could be transformed and the public would want this to continue.

One way in which the process could have been improved was to work more slowly, giving the scheme time to evolve. Communication also had been a problem on some occasions. The Highways service was used to working on one street at a time, but during this project several streets had been worked on at once and this had led to some communication problems.

Some areas remained in need of redevelopment in the City Centre, such as the market, Market Hall and Gallowtree Gate. It was hoped that Highcross could assist in resolving these issues.

David Illingworth, Store Director of Fenwick and Chairman of the Market Street Traders Association, advised the Task Group that most traders had been very worried that staff would leave existing traders to work in Highcross. This had not happened due to the recruitment and training programme that had been put together. All concerned were thanked for this.

David Illingworth also stressed that the problems created by the redevelopment of Derby City Centre had not been experienced in Leicester, as the City had considered potential problems and put plans in place to make sure that any decline arising as a result of the redevelopment was successfully managed.

d) Michael Holland, Brand Experience Manager, Highcross Leicester

Michael Holland presented the evidence attached at Appendix 4 in this report

Attention was drawn to the research undertaken during June 2009, which had shown that the further away a person was from Leicester, the more negative their perception of the City, due to the amount of high quality competition near them. Michael Holland expressed the hope that everyone would work together to overcome these perceptions.

The Task Group noted that improvements had been made to some of the gateways to the City, such as the roundabout at St George's Retail Park. However, further work was needed on these, particularly the appearance of key gateways and arterial routes and improved signage.

Some improvements had been made on the A50 corridor, but there was a long stretch from Woodgate / Frog Island to Highcross that still gave a bad impression as a gateway to the City. There was insufficient funding available to do all of the improvements required, but improvements would be made where possible. For example, the forthcoming improvements to the road junction on Sanvey Gate near All Saints Church would provide opportunities for landscaping.

Customers also had indicated that they would welcome more Park and Ride provision and would like a public transport link between Fosse Park and Highcross. The Task Group was reminded that a Park and Ride service recently had started running from Enderby to the City Centre and that further services would be introduced in 2010.

Improving the City's existing assets was important, such as promoting the food market and the Lanes retail area, to encourage people to shop across the City. Highcross also wanted to continue to stage and facilitate family-friendly events, as part of work to attract more families in to the City. This could be usefully done on Sundays, as they tended to be quieter than other days.

The Task Group recognised the benefits brought to the City by the development of the cinema and restaurant facilities in the St Peters Square area. The businesses there helped to fill the gap in provision in the City between 6.00 pm and 10.00 pm.

It was noted that most shops opened at 9.00 am, even though very few people shopped at this time, and closed at 6.00 pm, when many people were ready to shop. This also applied to the market, which closed at about 5.00 pm, although many people wanted to shop on their way home from work. The availability of transport would be important in achieving the cultural changes need to change this situation. Communication therefore would be needed with the bus companies, to ensure that services matched retail activity.

e) David Illingworth, Store Director, Fenwick and Chairman of the Market Street Traders Association

David Illingworth reported that the pedestrianisation of Market Street had made a dramatic improvement to the street. There was now a vibrant atmosphere, partly due to the pavement cafes. In addition, the standard of cleansing was very good.

The establishment of the Market Street Traders Association had enabled the businesses there to work together and resolve problems before they became major issues. For example, the Association worked with the Council to change the latest time for deliveries from 11.00 am to 10.00 am, which had helped improve the environment in Market Street.

Members of the Association also had worked together to advertise Market Street as a shopping destination. When the previous Shires shopping centre had opened, shops had lost approximately 10% of their trade, but when Highcross opened, the traders in Market Street had worked together and managed the situation well. Although three stores had been lost, two new units had opened in Market Street since Highcross opened, which was encouraging.

Negative points included the lack of linkage on pedestrian routes for the retail circuit, particularly the lack of pedestrianisation in Hotel Street and St Martins. There previously had been problems relating to two pubs in Hotel Street, which had given people a perception of threat there, even though people did not drink in the street. This was in contrast to Market Street, where there was on-street drinking, but no perception of threat.

David Illingworth noted that the new Park and Ride bus service from Enderby passed the Council offices and asked that consideration be given to introducing a bus stop there. This would help visitors to both the Council offices and Market Street. In addition, David Illingworth asked that parking meters could be introduced in the Bowling Green Street / Bishop Street area, by Christmas if possible. Customers were in favour of them and now that the Post Office was closed there was room in Bishop Street to accommodate them.

In response to a question, David Illingworth advised that he foresaw an uplift for business in the City Centre as a whole. The number of out-of-City shoppers was increasing, but the City was very poor at going in to other cities and selling the business of Leicester. A strategy therefore was needed to do this.

e) Sarah Harrison, City Centre Director, Leicester City Council

Sarah Harrison reported that she had spoken to members and stakeholders following the first City Centre Board and there was increasing confidence. A lot of this was due to the Highcross development. The challenge now was for other retailers, especially smaller ones, to stay competitive in the future. Highcross was seen as a catalyst for changes in the future, contributing to positive momentum in the City. It was particularly noticeable that young people were now “talking up” Leicester and feeling that they wanted to stay in the City.

The pedestrianisation of various streets had contributed to a large improvement in people's perceptions of Leicester. However, first impressions of the City were not always good, for example in the area round Frog Island. People needed to be aware that the City was under regeneration and to be persuaded that the City was safe and secure. This information could be put on billboards at the City gateways.

Feedback from the Haymarket shopping centre indicated that footfall had risen by 12% since Highcross had opened. This could have been people seeking value ranges of goods. Marks and Spencer felt that the footfall of more affluent customers had risen since Highcross opened.

Sarah Harrison also made the following points:-

- Following the setting up of the Market Street Traders Association, other Associations had been formed in the Lanes and Gallowtree Gate;
- The diverse facilities that Leicester offered needed to be promoted. However, there was a need to be sensitive to smaller, independent traders, who were a very important part of the City's retail mix. Highcross had committed considerable expenditure to promote Highcross, which in turn would promote Leicester;
- Improved connectivity between areas was needed, for example through improved signage to help people find other areas. This would be considered through the Markets Forum and work with partners and key stakeholders;

- An important threat to Gallowtree Gate was a major store relocating from there. It was hoped that work could be done through Prospect Leicestershire with traders on creating a sustainable tenant mix for the City Centre. Some landlords were giving short-term rentals to shops trading at the value end of the market, which could be frustrating;
- Art vinyls would be put up on buildings after Christmas to provide a City walk around gallery; and
- Although Highcross provided a high quality, well lit shopping environment, there were no facilities for very small children. This was one reason why a fair had been brought in to Humberstone Gate in the run up to Christmas.

Appendix 3

Note of meeting with Martin Herbert, Associate director, Lambert Smith Hampton with Jerry Connolly, Member Support Officer
16th November 2009

1 The Highcross effect

- 1.1 “The first thing to understand about Highcross Leicester is that it is a proportionate scheme in relation to the rest of the city centre. There is approximately 450,000 sq ft of new retail space, of which around 200,000 sq ft have been taken by John Lewis.
- 1.2 That leaves 250,000 sq ft of new development, which in the context of the rest of the city centre isn’t so disruptive. So we haven’t seen the kind of mass dislocation seen by other developments. The Westfield scheme in Derby, for example, is around 1m sq feet and has had a much greater impact at the margins of the retail centre.
- 1.3 In Leicester I suppose Gallowtree Gate has seen the greatest impact. But that was already being seen in the way retail businesses were moving to The Shires even before Highcross opened. But there was always going to be a shift to Highcross. Gallowtree Gate is still busy but has to re-invent itself.
- 1.4 However, in general terms many retailers have seen an increase in pedestrian footfall throughout the city since the opening of Highcross, including for example the Haymarket Centre, which offers a different retail proposition to that of Highcross.

1.5 The St Martin Centre was seeing a change of profile. (Lambert Smith Hampton is managing agent for this development). We are accepting that fashion retail is going to be in the Highcross Centre and we expect a different profile of tenant to start occupying space here.”

2 Rental issues

2.1 Mr Herbert identified two issues for city centre retailers. One is the business rate. There is a revaluation in April 2010 with the antecedent valuation date being April 2008 which was at the top of the retail value cycle.

2.2 Specifically on Gallowtree Gate then this needs to be re addressed by the existing landlords and tenants since there has been a significant shift in the retail pattern on the City subsequent to the April 2008 valuation date. This currently makes the total occupancy costs of retail units on Gallowtree gate still very high.

2.3 Economic evidence for this already exists. There had been a six-month stand-off between landlords and potential clients. Landlords had seen Zone A rental levels in, say, Gallowtree Gate, at around £190 sq ft for the last seven-eight years.

2.4 A number of new leasing deals were in the £120-£125 range – around 35% lower than previous rates. Outside Gallowtree Gate Market Street was still busy, but rental reductions were also being seen here – Zone A rents were reducing around 15% from £72 sq ft to £63 sq ft. “It could be full by the end of the year.” In St Martin Zone A rents were reducing from £56 to £42-£44, a reduction of 22-25%.

2.5 In general three factors had acted to change the market –

- Lower rents
- Shorter leases
- More incentives (for example rent-free periods).

2.6 In Derby the Westfield development had seen Marks and Spencer move from stores in St Peter Street and Cornmarket. These were being replaced by Tesco and Primark respectively.

- 2.7 Sadler Gate shops, which were mainly fashion retail outlets, were suffering because, quite simply, they were so far from Westfield. The Derby city centre retail pattern is linear, and stores in streets off the main retail footfall areas have suffered. As already stated, Leicester's pedestrian flow through the retail area is more circular.
- 2.8 I am pleased to have been asked to comment on this Review: the private sector tends to have a great awareness of economic and retail issues and what impacts they have and perhaps we don't get consulted enough about them. "

Martin Herbert 16th November 2009

Explanatory Note

The Zone A rate is the way in which shops are valued and all retail units compared with each other. In essence it is saying that the 1st 20 ft of a shop is rentalised at £190 psf (e.g. Gallowtree Gate), the next 20 ft at £85 psf, the 3rd 20 ft at £42.40 etc.

Appendix 4

Michael Holland, Brand Experience Manager, Highcross Leicester

Retail

- Highcross Leicester burst onto the scene on 4 September 2008 in a blaze of colourful community events and a day of celebration
- Over 125,000 visited Highcross on its first day of trading, and over a million in the first two weeks
- In its first Christmas, at peak times, and despite the economic climate, Highcross was taking £111 per second, and welcomed over 1.5 million shoppers in the first three weeks of December
- Highcross Leicester brought 50 new retail brands to the city. These included:
 - Reiss
 - Lacoste
 - John Lewis
 - G Star Raw
 - Cult & Superdry
 - Zara
 - All Saints
 - Guess
 - Henleys
 - Hugo Boss
 - Apple
- Of the retailers that joined Highcross at launch 85% were new to Leicester as a whole.
- In the year that followed, an additional 15 retailers have opened stores or are in the process of opening. These include:
 - Vera Moda/Jack Jones
 - Tom Wolfe
 - Past Times
 - Explore Learning
 - Jeff Bains

- Aveda
- One Dental Spa
- Pop Store
- Faith Shoes
- Mango
- Bose
- Aldo
- Retailers such as New Look, Francis & Gaye, Boots and Next have strengthened their presence within the city with an extra outlet or larger store
- Out of 120 retail units only four have relocated from the city centre (Top Shop, Beaverbrooks, Faith and Tom Wolfe (formerly trading as Envy)
- In the first year of trade Highcross welcomed 18.5 million visitors
- The average basket spend at Highcross has increased by 40% since launch

Leisure

- 13 restaurants were introduced when Highcross opened, including many that are new to Leicester. These include:
- Wagamama
- Yo Sushi
- Carluccio's
- Handmade Burger Company
- Canas y Tapas
- The 12-screen Cinema De Lux has held four regional premieres in Leicester; for Keira Knightley's The Duchess, Hugh Jackman's Australia, and children's favourite Aliens in the Attic and Night at The Museum 2
- With the mall open until 8pm and the cinema and restaurants open later, the city centre now has family-friendly leisure facilities. 41% of evening visitors to the centre do so to eat in the restaurants, 34% to see a movie
- Since launch a further 4 restaurants have signed and are either open or are preparing to open, these include:
- Urban Pie
- 1573 Bar and Restaurant (located in the Grade 2 Listed Grammar School)
- Almanac
- Cafe Rouge

Employment

- Over 2,000 retail and leisure jobs have been created by Highcross Leicester.
- The Work Highcross initiative helped the long term unemployed retrain to provide job ready candidates for retailers
- 1,000 construction jobs were created during development, over 30% from within Leicestershire

Infrastructure and City Centre

- The number of visitors to Highcross who live 30 minutes drive away increased by 25% following launch, bringing more people into the city centre as a whole – nearly a third of Highcross visitors also shop in other areas of the city centre
- In addition the demographic profile of customers (specifically our target Mosaic groups) improved by 12% following launch, helping to establish Highcross as a leading retail and leisure destination
- Visitor numbers have also increased from towns such as Market Harborough and Loughborough

- According to our research 81% of those surveyed feel that Highcross has made a real change to Leicester city centre. 87% feel that the city centre has improved in the past year
- New bus interchange created and in operation
- The John Lewis car park added a further 2,000 extra car parking spaces to Leicester city centre

Community

- Highcross has two nominated local charities; Rainbows Hospice and Groundworks Leicester
- Highcross raised over £30,000 for its nominated charities by donating the extra 2.5% VAT from car parking charges (a customer would have contributed under 5p for two hours peak time parking)
- In addition a £50,000 Community Bursary project will utilise a further car park VAT contribution. Organisations are currently being invited to apply for small grants of between £1,000 and £5,000
- Highcross played an important part in the Special Olympics opening ceremony logistics by using the John Lewis car park as part of the games' families Park & Ride Service. It also hosted a special late night shopping and entertainment evening on Wednesday 29 July where a variety of stores will be open till 9pm
- In May, Highcross teamed up with Spark the Children's Arts Festival to create some dazzling community art within its public realm, in and around St Peters Square
- Curve Theatre has taken up full time residency on the Highcross Upper Mall in a purpose built ticket kiosk, making it even easier for shoppers to experience the new facility
- The stars of Curve's first production Simply Cinderella launched the Christmas proceedings performing songs from the show
- Through a partnership with the Leicester Education Business Company (LEBC) Highcross has hosted a series of school visits – introducing more than 500 children to careers in retail. Our goal is to welcome 1,000 children within the first 18 months of trade
- In addition Highcross has supported numerous community initiatives with LOROS, Leicester Cares, Toys on the Table

Research Findings (qualitative study completed in July 2009)

- Qualitative research has highlighted that Leicester as a city suffers from some negative legacy perceptions, and that this prevents some customers from visiting. This is especially true of "county" customers who often have well established alternative shopping destinations within reach (Fosse Park, Nottingham, Westfield Derby, Birmingham)
- These negative perceptions include, but are not restricted to the following:
- New developments sit amongst areas of the city that lack investment. This then makes it difficult to navigate between them on foot
- Past promotion of Leicester as a multicultural hub is seen as both a positive and negative amongst visitors, often correlated to poverty, decline and grubbiness. Cosmopolitan as a descriptive however conjures up a more positive image and is seen as more desirable
- On entering the city many of the main arterial roads appear run-down with numerous closed shops and restaurants – this is not reflective of the newly completed regeneration projects
- The Golden Mile is highlighted as an example of this, now scruffy, grubby and run-down it is far from the attraction that its name would suggest
- Road access and signposting are poorly regarded by customers, especially the use of compass points as locators (North, South etc) as this is not widely understood
- A greater amount of park and ride facilities, and direct bus access from Fosse Park would aid access to the city centre

- Customers consider that bus, train and park & ride services restrict their use of city centre facilities only running during core trading hours – noting poor services in the evening, on Sundays and Public Holidays, all key leisure periods
- **Areas for further consideration**
- Increase public transport services to match new trading patterns in the city centre – later nights, Sundays, Public Holidays
- Once improved, the city must promote these services ensuring their continued success
- Improve appearance of key gateways and arterial routes
- Positively promote the cosmopolitan nature of the city – highlighting the following attributes:
 - Exotic food market
 - Excellent range of ethnic cuisine
 - Outstanding Diwali Festival / Celebrations
- Ongoing regeneration, including the development of the Cultural Quarter
- The Lanes and other independent retail
- A small compact city that is easy to navigate around
- Upgrade dated seasonal themeing (e.g. Christmas decorations) and invest in city dressing at other important times of the year
- Promote positive messages regarding culture, leisure activities, regeneration and commercial strength across the entire East Midlands positioning Leicester against Nottingham and Derby
- Continue to stage events and provide facilities that support the “family” market, and specifically focus on Sunday activity as this is the day with the most potential in terms of future growth

Ongoing Highcross Improvements

- Continue to strengthen the retail mix with flagship brands that will differentiate against our regional competitors. Particular attention being made to the East Mall (original Shires)
- Create an express catering facility on the lower mall in the East Gates part of the scheme
- Support the establishment of Leicester’s evening economy both from a leisure (dining & cinema) and retail perspective with late night shopping until 8pm year round
- Continue to energise St Peters Square through a programme of live events and external landscape improvements
- Review and improve mall seating and signage
- Continue to build on improvements in customer demographics and drive time, attracting customers from beyond 30 minutes away

Appendix 5

Notes of meeting with Nelda Kappia: Senior Manager, Worklessness Adult skills and learning service

- 1.1 The Work Highcross programme has had some long-lasting and continuing implications which have been recognised as nationally and even internationally important. It’s won two national awards for the work it’s done.
- 1.2 Work Highcross has seen the development and strengthening of co-operation between agencies within the public sector and perhaps surprisingly, between private sector employers who might be formally considered to be competitors.

- 1.3 All of this has been with the objective of securing employment and training opportunities for groups of people who have either never been in work or who have been out of work for a long time.
- 1.4 Two agencies have been continually involved in the employment programmes we have been involved in. They are the Leicester City Multi Access Centre (MAC) and the Highfields MAC (HMAC).
- 1.5 An important aspect of these has been the high level of co-operation with Jobcentre Plus. The team in Leicester has provided great access to advisers, information and signposting of employment opportunities, and flagged up training opportunities for those who have come into employment through the MACs.
- 1.6 There are supported into employment by dedicated Information, Advice and Guidance (IAG) workers, client progress is monitored and tracked using a bespoke database (Ethitec) which was been customised by City Strategy. Once a client moves into work they receive support from the employment support programme which tracks clients through the first 13 weeks of employment.
- 1.7 The MACs are within The Adults Skills & Learning Service and contributed to the Community Development sector of the recent Ofsted inspection. Whilst the Service as a whole was proud to receive an overall grade 2 (Good), it was delighted to receive the top grade of one 1 (Outstanding) for Community Development, with the multi agency approach used within the MACs referred to as an 'exemplary model'. The programme has been "kitemarked" by the Matrix, the quality standard for information advice and guidance services.
- 1.8 The MACs are also part of NIACE – a trans-European programme aiming to provide support for third-country nationals (those from outside the European Community). Other countries have said they have been impressed at how embedded we are within the community. That is partly the way Leicester is, and partly the deliberate work that's been aimed at achieving that objective.
- 1.9 There is now a project to roll out MACs across the city – at Braunstone, New Parks, Netherhall/Hamilton, Saffron/Eyres Monsell, St Matthews/St Marks and Beaumont Leys. Working Neighbourhoods funding for the revenue part of the programme has been achieved. We are awaiting a decision from the East Midlands Development Agency (EMDA) for the capital part of the programme.
- 1.10 We are keenly aware that people in these areas are wary of being treated as "targets" for Government initiatives, and through Work Highcross, and the partnership which we developed we have learnt a lot of lessons about how to work with communities which are or have been facing difficulties.

- 1.11 One issue we faced up to, probably about a year ago, was the sudden turndown in the retail sector. It meant that a number of people who we had worked very carefully with to get into work found themselves out of employment for reasons which were nothing to do with them. We worked with agencies to support them and try to get them back into employment.
- 1.12 Another element of the Work Highcross programme is the level of co-operation between organisations which might be considered to be commercial rivals. There's open communication and open referrals, organisations are encouraged to work to their strengths. It's something that has been to the benefit of clients seeking work, and the whole programme, and every partner, has been looking to help them.
- 1.13 That has included the very strong relationship with Jobcentre Plus, which is developing a strong culture of sharing and co-operation. It's an aspect of the work we've been doing which has caught the attention of authorities we've talked to in other parts of the region.
- 1.14 In summary, the lessons learnt and techniques adopted in the Work Highcross programme have been successful – as recognised by the figures for people brought into work and the national recognition an interest it has adopted. The culture of co-operation has been strengthened and developed at a time which has been difficult for city, its businesses and the communities which make it up.

25th November 2009

Appendix 6

Media release re multi-access centre programme: October 2009

- 1.1 A NEW multi-million pound city scheme to boost local employment, improve skills and to support business is set to be launched.
- 1.2 Leicester City Council's new Multi-Access Centre (MAC) programme will help get people back into employment, and to help them advice on a wide range of job, benefit and welfare-related issues.
- 1.3 The programme is being launched with the official opening of the new Leicester City Multi-Access Centre, at Leicester Adult Education College in Wellington Street, on October 14.
- 1.4 It comes after Leicester City Council's cabinet approved the investment of £25 million from the Working Neighbourhoods Fund (WNF) earlier this month. As part of the fund, Multi Access Centres across the city are being established in order to make training and employment opportunities available.
- 1.5 The decision to expand the MAC programme follows the success of the existing scheme in Highfields, which last year worked with the Work Highcross Partnership to get hundreds of formerly unemployed people into work at the flagship £350 Highcross complex.
- 1.6 A large part of the £25 million funding will now pay for a further six centres across the city, focusing on areas with high levels of unemployment. The proposed centres will be based in Braunstone; New Parks, Braunstone Frith and Kirby Frith; Saffron, Eyres Monsell and Gilmorton; North West Leicester, North East Leicester; St Matthew's and St Mark's.
- 1.7 Leicester City Council's cabinet member for regeneration and transport, Councillor Patrick Kitterick, said: "Through its links with the Work Highcross Partnership, the Leicester City MAC in Highfields has supported local people into jobs that have provided them with work, money and above all dignity.
- 1.8 "Many people who have previously struggled to find work have been helped by staff at Leicester City MAC. We need more of this effective support in the future."
- 1.9 Speaking at the launch of the new centre, Leicester City Council's head of adult skills and learning, Chris Minter, added: "Putting the Leicester City MAC in the welcoming atmosphere of the Adult Education College has made it easier for people to get the help and support they need.
- 1.10 "It has proved that our public buildings can be used in many different ways to serve the needs and aspirations of the people of Leicester. The staff have done a wonderful job in making it such a friendly and helpful place."

- 1.11 The Leicester City MAC programme is funded by the One Leicester Working Neighbourhoods Fund, which was set up to help people overcome difficulties or barriers in terms of coming off benefits, gaining new skills or getting support to return to work.
- 1.12 Under the MAC programme, employment and skills agencies in Leicester work together to help potential clients, such as the long-term unemployed or on benefits, to access to a range of advice and support services to do with work, training, benefits, debt advice, housing and legal concerns.
- 1.13 Jobcentre Plus Leicestershire and Northamptonshire's senior external relations manager, Rob Cooper, added: "Jobcentre Plus welcomes the introduction of Multi Access Centres.
- 1.14 "This is the opportunity to make best use of a multi agency partnership approach to helping people take steps back to work. Working with people in the community can also increase the contact time with people, and can enhance services generally available."
- 1.15 The Leicester City MAC programme is working with a range of Jobcentre Plus programmes, including the Refugees into Employment scheme, which helps refugees to access mainstream support programmes; the Small and Medium Enterprises (SME) Support programme, which works with Business Link to support people running or planning to run businesses in deprived areas, along with plans to link to the NHS-led Fit for Work pilot programme which supports people on long-term sick leave.

Appendix 7

Extract from Ofsted report into Leicester City Council Adult Learning Services:
January 2009

Community development - Outstanding: Grade 1

Context

65. Approximately 2000 learners are on courses in: family learning; family literacy, language and numeracy; health and social care; education and training; sports leadership, and a range of other programmes for learners with mental health issues. In addition, 37 voluntary sector organisations provide engagement activities, vocational training and employment support in the six most deprived areas of the city.

Two multi-agency access centres provide employment focused information, advice and guidance, interview skills, vocational and work skills training and access to intensive vocational Routeways with guaranteed job interviews.

66. Courses are from entry level to level 3 and are held in 62 venues including schools, community centres, arts centres, children's centres and Leicester prison. Courses include short one-day taster courses, intensive weekend sports courses, four-week introductory courses, and long courses where learners attend twice a week. Currently 24% of learners are male, 26% of have a declared disability, 43% are from minority ethnic groups and five per cent aged over 60.

Strengths

- Excellent development of self-confidence and employability skills
- Very good achievement of a range of objectives, qualifications and job outcomes
- Very good use of initial assessment to plan learning
- Highly innovative curriculum
- Excellent advice, guidance and support
- Highly successful community development strategy
- Outstanding partnerships to widen participation

Areas for improvement

- No significant areas for improvement identified

Achievement and standards

67. Achievement and standards are outstanding. Development of learners' selfconfidence and employability skills is excellent. They improve their communication, personal, social, vocational and practical skills and become highly confident in themselves and their abilities. Many learners have low levels of prior educational achievement and multiple barriers to employment. Attendance and punctuality is good.

68. The standard of learners' work is particularly good. On childcare courses the standards of learners' work is very good. One family learning group produced a good quality CD of stories and jokes to promote the language development of foundation stage children. Learners with mental health needs who are on arts courses are very proud of their work which is regularly exhibited in local arts centres and museums.
69. Achievement on accredited courses is good, particularly on national vocational qualifications (NVQ) at levels 2 and 3 in childcare, a certificate in advice and guidance, and sports courses. Job outcomes are good with 141 identified job outcomes in the past year from neighbourhood learning in the deprived communities projects, multi-agency access centre, sports and youth work courses. In addition, LCC in conjunction with the Work Highcross partnership achieved jobs for 600 local unemployed people including 143 young learners not in employment, education or training.
70. Learners make highly effective use of their skills and knowledge to benefit their communities. Some work in local advice centres. Others support parents in the community whose children are exhibiting anti-social behaviour.

Quality of provision

71. The quality of provision, including teaching and learning, is good. Learners are highly motivated to learn and promote learning well to other potential learners. Tutors accurately identify learners' starting points, barriers to learning and employment and other aims to set individual targets and ensure enrolment on the correct course. Learning is good and learners learn well from each other. Tutors are highly knowledgeable and skilled and provide a good range of learning activities. Parents and children on family learning programmes have fun and work very well together.

Learners with mental health issues are highly motivated on the song writing course, supporting each other well in the development of technical and composition skills. Learning resources are good.

72. LCC has a highly innovative curriculum that meets the needs of learners, employers and communities. Learners can identify immediate benefits of learning in themselves as well as their children such as better health, improved motivation and the development of employability skills. These skills include work tasters, work-placements, and access to guaranteed job interviews. Learners can identify clear links between all these initiatives and see the results through their own success and that of their peers. Partners are highly influential in shaping the contents of the programmes. Courses are diverse in range and structure and are located suitably in the areas of highest deprivation in the city.
73. Advice and guidance for learners is excellent and is provided by knowledgeable and skilled advice workers, LCC staff and partners. The range of advice in multi access centres covers issues such as learning and training, employment opportunities, housing, benefits, legal matters and personal issues. Childcare support through the on-site crèche facilities for the parents of pre-school children is excellent.

Leadership and management

74. Leadership and management are outstanding. LCC's strategy for community development is highly successful. It successfully delivers its services and support within the deprived neighbourhoods of the city. LCC works very effectively to help build self-sufficient communities that can sustain learning and tackle unemployment and financial and social deprivation.
75. LCC celebrates and promotes community diversity and cohesion. The involvement of 37 voluntary and community groups in the delivery of locally based projects is an exemplary model of multi-agency working providing a cohesive service for learners.
76. Partnerships are excellent. Strong partnerships with local employers, funding agencies and other providers help identify, target and develop the provision. Partners provide data, funding, venues, work-placements and taster courses to improve the curriculum.

Well-established links with a wide range of statutory organisations, and local community and religious groups enhance the experience of learners and help them progress. Homeless adults, refugees and asylum seekers, vulnerable adults with mental health needs, and other issues benefit from increased accessibility and participation in learning.

77. Team-working is excellent. Staff work well to share ideas and develop the provision with highly productive support from curriculum managers. Staff development is excellent. Managers' and tutors' commitment to equality and diversity is excellent with a strong emphasis on social inclusion and community cohesion.
78. The self-assessment report is inclusive and accurately identifies the strengths found on inspection. Quality improvement processes are good. However, quality improvement on the newly established neighbourhood learning in the deprived communities provision is not fully developed.

Link to the full report is as follows

[http://www.ofsted.gov.uk/oxedu_providers/full/\(urn\)/52994/\(type\)/2128609280,1073741824,536870912,268435456,134217728,67108864,33554432,8388608,4194304,2097152/\(typename\)/Adult%20Learning](http://www.ofsted.gov.uk/oxedu_providers/full/(urn)/52994/(type)/2128609280,1073741824,536870912,268435456,134217728,67108864,33554432,8388608,4194304,2097152/(typename)/Adult%20Learning)

Paragraph numbers in Appendix 7 relate to their position in the full Ofsted report.

Appendix 8

Written evidence from Helen Smith: Leicester and Leicestershire Chamber of Commerce

1 Employment

- 1.1 The Work Highcross partnership, initiated by Hammerson, the co-developers of Highcross, and involving various key partner organisations including Jobcentre Plus, the City Council, the Learning & Skills Council, City Strategy, Leicester College, Connexions, was very successful in developing a co-ordinated approach to the development of skills and employment opportunities for local people.
- 1.2 You have a copy of the breakdown of the employment outcomes (Jun – Dec '08) where details of the individuals are known. This information shows the diversity of the employment outcomes achieved in terms of ethnicity, prior employment status, ward of residence, age etc.

NB: please be aware that it is impossible to obtain full data on everyone who gained a job at Highcross last year – employees & employers cannot be compelled to give their details, and often are unwilling to do so (largely due to their HR constraints & data protection concerns). We obtained the most comprehensive

job outcome data of any shopping centre that Hammerson have opened in recent years, but it was still by no means complete.

2 Sustained Employment

- 2.1 The difficulties in obtaining comprehensive job outcome data when Highcross opened last year have also prevented us getting continued access to information on how sustainable those job outcomes have been.
- 2.2 John Lewis have been very interested in the progress of this project and continue to provide information on the progress of candidates recruited from the Retail Works Routeway programme last year.
- 2.3 They have also exclusively recruited from the programme for their Christmas recruitment this year – a very positive endorsement. We await the latest update from John Lewis which will give us performance and skills development data '12 months on' for those recruited from the programme last year, and I think they will share some overall data with us – but this report is not yet available.
- 2.4 Other employers are willing to share information, at least anecdotally, and the Work Highcross team are aware of many candidates recruited from the Retail Routeway programme who have progressed very well in the last year. Unfortunately most are unwilling to have their stories publicised but details of Paddy Ayres are attached as an example of just one young person whose life has been transformed by the support, training & encouragement received along his Routeway into work.

3 Encouraging Diversity

- 3.1 Part of the role of the Work Highcross team was to encourage employers to ensure their recruitment practices didn't deter candidates from certain key groups.
- 3.2 For example many retail companies now recruit using online application processes with competency-based questions to 'de-select' unsuitable candidates. This might be said to discriminate against those without easy access to the internet, or who find writing English quite difficult. We persuaded some companies to make adjustments to these processes & allow Retail Works Routeway candidates to use paper-based application forms which could be completed with the support of their personal advisors, either at Jobcentre Plus or other guidance organisations.
- 3.3 The Highcross recruitment project team worked closely with Jobcentre Plus & engaged at least 55 employers with a Local Employment Partnership. These LEPs encourage employers to engage with candidates from key disadvantaged groups, for example by making adjustments to their recruitment processes. As a result over 250 LEP-eligible people who faced various barriers to work were successful in securing employment in the high profile new stores at Highcross.
- 3.4 The partnership working with Jobcentre Plus and many other organisations in the city continues, improving access to employment in the retail & hospitality sectors (amongst others) for local people who might face barriers to work.

4 Skills

- 4.1 The focus of Work Highcross was not just about getting local people into jobs but also about upskilling them, both prior to taking up employment (with pre-employment training such as the 30 hour Retail Works course), and post-employment, by encouraging employers & their staff to invest in continuing training & up skilling.
- 4.2 The Work Highcross team provides employers with information about other service providers & sources of funding for training such as Apprenticeships & Train to Gain, and encourages their investment in training for management & staff, as a way to combat the economic downturn & prepare for success in the upturn.

5 The Work Highcross Legacy

- 5.1 Led by Hammerson's Partnership Manager, Michelle Dawson, and the Retail Project Team here in Leicester, the Work Highcross project & model have been judged as very successful, winning several high profile awards including the 2009 National LEP award for Partnership Working, and a 2009 National Training Award for Partnership & Collaboration.
- 5.2 Improving access to job opportunities is an ongoing challenge for the retail project team working with Highcross Leicester and with other employers across the city. By continuing to work in partnership with key agencies and partner organisations

we plan to further extend opportunities, and engage more and more employers with the fundamentals of open & fair recruitment and employment practices. This will contribute to raising employment rates & skill levels, and lead to more successful businesses within the city.

- 5.3 The partnership 'Routeway' model developed during the delivery of the Work Highcross project, has been adopted as a blueprint for employment & skills activity in other sectors. This echoes the national focus on 'Routes into Work' training, but with the benefit of additional complementary support for jobseekers in Leicester, accessed via the network of Multi-Access Centres and supported by the continuing partnership of organisations across the city.

Appendix 9

Work Highcross Job Outcome Data: December 2008

All these figures relate to staff who had been recruited since June, and only where the relevant information on ethnicity, postcode, prior employment status or age has been obtained from employers & individuals. In the case of individual clients the data has been voluntarily given not mandated – therefore all figures can only be indicative, not absolute.

Total Number of New Jobs	
Confirmed number of job outcomes – info gained	1566
Estimated additional outcomes – no info gained as yet	509
Total	2075

Prior Status - of those where status has been declared		
Full or Part-time Education	90	11%
NEET (16-19 year olds)	141	17%
Unemployed	454	55%
Employed	139	17%
Total Number (where Status is known)	824	
Total of Unemployed & NEET	595	72%

NB: The total of Unemployed / NEET outcomes has since December increased beyond 600

NB: given that over 500 people have been employed in companies where we haven't been able to access recruitment data & if we assume that 50% of them were previously unemployed or NEET, then the overall % of those who were previously unemployed or NEET will reduce to c.64%

LEP Outcome Data	
Jobcentre Plus LEP outcomes - total	236
Priority Group 1 - Lone parents, Incapacity Benefit and Severe Disability Allowance	36
Priority Group 2 - JSA New Deal – claiming benefit for over 6 months	41

Priority Group 3 - Claiming JSA for less than 6 months / living in disadvantaged wards	32
Priority Group 4 - Unemployed and not claiming any benefits	97
Priority Group undefined	30

NB: The LEP outcomes have increased since December 08 to over 250

Lone Parents / Disabled & IB Claimants - from WHX outcome list / where details are known	
Known Lone Parents gaining jobs at HX	40
Known Disabled / IB Claimants	20

Ethnicity	All		Unempl / NEET	
of those where ethnicity has been declared				
Asian / Asian British – Other	13		10	
Asian / Asian British - Bangladeshi	2		1	
Asian / Asian British – Indian	257		171	
Asian / Asian British – Pakistani	10		6	
Black / Black British – African	11		7	
Black / Black British – Caribbean	13		9	
Black / Black British – Any other	4		3	
Chinese	3		3	
Mixed – White & Asian	9		4	
Mixed – White & Black Caribbean	12		8	
Mixed – Any Other Mixed Background	5		4	
White - British	284		184	
White – Irish	2		0	
White – Any Other White Background	9		5	
Total BME	302	48%	210	67%
Total Other	321	52%	105	33%

This suggests that the partnership has been particularly effective in attracting candidates from the BME population who were previously unemployed or not in education or training, & supporting them into employment

Resident in Disadvantaged Wards	All		Unempl / NEET	
Abbey	32		26	
Beaumont Leys	45		31	
Belgrave	35		26	
Braunstone Park & Rowley Fields	28		15	
Castle	61		17	
Charnwood	21		14	
Coleman	33		22	
Evington	33		12	
Eyres Monsell	19		14	
Freemen	22		11	
Hastings	1		0	
Latimer	44		31	
New Parks	32		17	
Spinney Hills	16		30	
Stoneygate	55		26	
Thurncourt	41		15	
Total in Priority Wards	518	43%	307	52%

Not in Priority Wards	673	57%	284	48%
This suggests that the partnership has been effective in engaging & supporting candidates from the city's priority wards				

'Retail Works' trainees	
Total number of clients who had completed sector-specific Pre-employment training eg. Retail / Hospitality Works (by December 2008)	570
who subsequently gained jobs at Highcross	123
who gained jobs elsewhere	45
still seeking employment, with the support of IAG advisors & the employer engagement team	402
ie. 168 people / 30% of those who completed this training, obtained employment	

- WHX Work Highcross
NEET Not in Education, Employment or Training
IAG Information, Advice & Guidance
BME Black & Minority Ethnic
LEP Jobcentre Plus Local Employer Partnership
JSA Jobseekers Allowance
IB Incapacity Benefit

Appendix 10

1 Highcross Review

The evidence collated in this report by City Centre Director Sarah Harrison is from key stakeholders in the city centre, with specific comments from:-

- Ian Borley - KPMG
Tom Brucciani - Brucciani's
Miguel D'Almeida - The Lanes Retailer Association
Dean Law - Marks & Spencer
Phil Toyne - Haymarket Shopping Centre
Nick Rhodes - The Market
Michael Lyons - Holiday Inn
Aatin Anadkat - Maiyango Hotel

- 1.1. There is an overwhelming opinion that the development of Highcross is undoubtedly positive for Leicester.

"Highcross was a necessary and good development for Leicester City Centre if it has the chance of competing with other regional retail offerings."

Tom Brucciani

"Highcross has raised the profile of Leicester and done much to make it more likely to draw trade in from outlying areas."

The development also provided the impetus for other improvements across the city and is a catalyst for the development of a long term

strategy for the city centre, which was something that was lacking in the past.

Importantly, the improvements to the public realm and pedestrianisation are seen as equally important to the overall city offer and customer perception.” Ian Borley, KPMG

- 1.2 However, it is important that the challenges are addressed in future to ensure that the city centre retail offering is balanced and trade being pulled to the High Street area does not compromise businesses in other parts of the city.
- 1.3 Highcross has raised the bar on the standard of development and operation and other businesses in the city centre should do likewise to remain competitive and attractive to customers.

2 Positive Impact of Highcross Development

- 2.1 Highcross represents the catalyst for transformational change to Leicester City Centre
- 2.2 Attractive architecture
- 2.3 Excellent concentration of bars & restaurants
- 2.4 New retailers attracted to Leicester for the first time
- 2.5 Environment seen as clean, safe and secure, also at night
- 2.6 State of the art car parking facilities are welcomed
- 2.7 Showcase Cinema De Lux is seen as a significant attractor
- 2.8 New visitors attracted to Leicester
- 2.9 Public realm works are seen as being equally as important to the impact Highcross has on the perception of the city centre
- 2.10 Highcross has raised Leicester’s profile
- 2.11 Stores such as John Lewis, Carluccios and the Apple Store have lured the more affluent customer
- 2.12 Highcross has provided the impetus for other improvements across the city and is a catalyst for helping develop a long-term strategy for the city centre.
- 2.13 Leicester is seen as a more desirable leisure destination
- 2.14 People working in the city centre see Highcross as a ‘plus’
- 2.15 2% uplift in footfall to Haymarket Shopping Centre ascribed to opening of Highcross
- 2.16 High Street is seen to be establishing itself as a quirky, upmarket, independent retailing area
- 2.17 Marks & Spencer has seen a more affluent customer mid week into the weekend with average basket spend higher
- 2.18 Development of ‘islands of excellence’ (Highcross, The Curve, Phoenix Square) has started to create a sense of civic pride, particularly amongst the younger generation
- 2.19 Local employment opportunities
- 2.20 Marketing budget committed by Hammerson to promote Highcross, and through this action, Leicester.
- 2.21 Willingness of Hammerson to contribute to the future success of Leicester City Centre by supporting initiatives such as the formation of City Centre Management.
- 2.22 Setting an example for future private development.

3 Future Challenges

- 3.1 Visitors to Highcross are not seen to be using the other retailing areas in the city centre

- 3.2 Initial attraction of new shoppers to Leicester appears to have levelled out
- 3.3 Neighbouring retail areas perceived as being 'grotty'. Planning regulations to be imposed to control the quality of shop fronts
- 3.4 Highcross has pulled trade away from other areas, particularly Gallowtree Gate, The Lanes and Cultural Quarter
- 3.5 The incomplete public realm works in The Lanes area has been disappointing for The Lanes retailers as they feel the completion of improvement plans would have helped them to reduce the negative impact Highcross has had on their trading levels.
- 3.6 Working with agents and landlords to let the void units in the city centre
- 3.7 Strengthen the city's retail offer by re-looking at the opportunity to create a 'retail circuit' ie the 3rd anchor store
- 3.8 Understanding the reasons why the residential element at Highcross does not appear to be fully occupied
- 3.9 Creating improved connectivity between areas within the city centre through better lighting, signage, planting, traffic planning, etc.
- 3.10 Ensuring that Highcross does not fragment the city centre
- 3.11 Monopoly of one landlord and influence on the direction and strategy for Leicester City Centre
- 3.12 Local retailers need to respond to the competition Highcross brings to continue to win customers
- 3.13 City Council needs to respond to the 'lop-sided' nature of the retail space by offering attractive car parks and streets
- 3.14 Gateways into the city are unattractive and look derelict creating a poor first impression of the city.
- 3.15 The railway station is a prime gateway for commuters and visitors to the city centre and the poor customer experience needs addressing
- 3.16 Public realm development has impacted on shoppers to the market as they now have to walk further to catch a bus and this has affected the elderly.
- 3.17 Threat of Marks & Spencer and/or Boots relocating from Gallowtree Gate in the future
- 3.18 Achieving consistency in car park standards and reliable public transport
- 3.19 The need for a co-ordinated strategic marketing plan for the city centre.

4 Empty Shop Initiative 2009/2010– Outline Summary

4.1 DCLG Funding

- 4.1.1 The current economic conditions have contributed to a higher retail vacancy ratio in the city centre. The condition the empty shops are left in varies from landlord to landlord but these vacant units having a bearing on the visitor's perception of Leicester and we want to promote the city as a thriving and safe place to visit.
- 4.1.2 The Secretary of State for Communities and Local Government, John Denham announced on 13 August 2009 that a £3 million funding package to support town centres would be available to more deprived areas that may be less able to absorb the impact of shop closures and where the recession may be exacerbating existing conditions. Leicester City Council has now received a grant of £52,631.58 from Department for Communities and Local Government (DCLG).
- 4.1.3 There is potential additional funding from the Arts Council of £500,000 for "Arts in Empty Spaces" – turning vacant high street shops into artistic and vibrant places. This programme will run in partnership with the DCLG scheme.

4.2 The Strategy

4.2.1 City Centre Management conducted an audit of the city centre vacant shops and selected those in the most prominent, visible positions in the city centre. Having discussed this opportunity with the agents and landlords, it is recommended that this initiative be executed in three phases to gain maximum benefit for the city centre and efficient use of the funding received.

4.2.2 Phase One: Use the opportunity to create awareness of venues and events taking place in the city over the Christmas period and beyond.

4.2.3 Permission has been given by the agents/landlords for vinyl graphics to be placed on the shop windows of the following empty shops

6- 8 St Martin's Square

Promoting A Journey Out of Darkness, an exhibition of German Expressionist art running February 28 2010.

7-9 Market Place

Promoting heritage

31-33 Gallowtree Gate (ex HSBC)

Promotion of Christmas shows at The Curve, De Montfort Hall and Little Theatre

1/3 Rutland Street (corner unit)

Promotion of Phoenix Square

4.3 Summary of Phase One process

4.3.1 Identify empty and available retail units and their letting agents. Those under offer or up for temporary lease over the Christmas period are not considered suitable for the initiative at the present time

4.3.2 In consultation with the Council's marketing team, decide which graphics are most suitable for which shopping area and which individual retail unit

4.3.3 Marketing team to supply mock-ups of artwork, Prospect Leicestershire then forward to the letting agents for approval. Deadline set by Prospect, if no contact from landlord then consent is assumed by default

4.3.4 Obtain measurements of window space and quotations from Smart City Dressing, the company recommended by the marketing team for fitting the displays

4.3.5 Obtain approval from the Licensing department

4.3.6 Send briefing note to Cllr Kitterick

4.3.7 Marketing team to supply artwork perhaps with input from outside companies

4.3.8 Smart City Dressing install graphic vinyls onto shop windows

4.4 Phase Two

4.4.1 This phase is being coordinated with the Arts Department to secure additional funding from the Arts Council. Artists have been contacted through Creative Leicestershire to produce original artwork to be used on vinyl graphics installed on empty shop windows across the city.

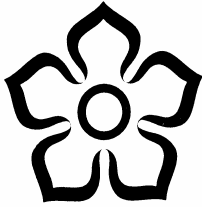
4.4.2 It is proposed that this is packaged as 'Art in the City' and will form a walking exhibition of art around the city. We are speaking to Leicester

- Sound to produce an audio tour of 'Art in the City' which will explain the inspiration behind each piece and provide details on the artist.
- 4.4.3 Also, we are reviewing the cost of using the inside of one of the empty units for a creative shop that would display different types of arts and sculpture. The viability of this idea will depend on the amount of additional budget required to cover the cost of rates, utilities and insurance.
- 4.4.4 We are working with DMU to explore the possibility of using an empty shop to display the student work.

4.5 Phase Three

- 4.5.1 An art group wishes to set up the 'Smallest Theatre' in an empty unit and we already have agreement from the agent acting for the landlord of a shop in St Martin's Square
- 4.5.2 We are looking at another proposal from Age Concern to set up an advice centre for people aged 60 and over giving advice on pensions, health care, insurance etc. Part of the unit would be used to sell to raise funds for the refurbishment of Catherine House
- 4.5.3 It is also proposed that an empty unit is used as a community information point, providing the opportunity to create awareness of the efforts from the environment team to delivery a clean city; provide advice on safe cycling, bus routes, Park and Ride and other services provided to the community
- 4.5.4 The timing for Phase Two and Three is programmed for February 2010 when we will have a clearer picture of which units are vacant.

Report written by Sarah Harrison City Centre Director
November 2009



Leicester

Minutes of the Meeting of the
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: THURSDAY, 11 FEBRUARY 2010 at 5.30pm

P.R.E.S.E.N.T.

Councillor Grant– Chair

Councillor Hall – In the Chair until Minute 49.

Councillor Glover

Councillor Newcombe

Councillor Potter

Councillor Senior

Councillor Thomas

Councillor Suleman

Also In Attendance

Councillor Westley

Cabinet Lead Member for Housing

* * * * *

143. CHAIR OF MEETING

RESOLVED:

Under Scrutiny Procedure Rule 6c, in the absence of Councillor Grant, the meeting agreed that Councillor Hall would Chair the meeting until the arrival of Councillor Grant.

144. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bhatti and Joshi. Apologies for lateness were received from Councillor Glover and Grant.

145. DECLARATIONS OF INTEREST

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

Councillor Senior declared a personal interest in Item 6 'Tracking of Petitions – Monitoring Report' as her partner worked in Transport Strategy and had been involved in dealing with an ongoing petition listed in the report. She also

declared that she had been consulted as a Ward Councillor in respect of the petition opposed to the Spinney Hills Schools Cycle Link.

Councillor Senior declared a personal and prejudicial interest in Item 9 'Culture and Leisure Task Group Review of the Special Olympics Leicester 2009' as she was a volunteer director on the Special Olympics Board. She undertook to leave the meeting during consideration of this item.

Councillor Senior declared a personal interest in Item 10 'Local Development Scheme 2010-2013' as her partner worked in transport strategy.

Councillor Potter declared personal interests in Item 13 'Final Report of the Adults and Housing Task Group Review of HomeCome Limited' and Item 14 'Final Report of the Adults and Housing Task Group Review of Housing Repairs' as she was a Council tenant.

155. FINAL REPORT OF THE REGENERATION AND TRANSPORTATION SCRUTINY TASK GROUP REVIEW OF THE IMPACT OF HIGHCROSS LEICESTER

Councillor Hall submitted a report that presented the findings of the Regeneration and Transportation Scrutiny Task Group Review of the impact on the City Centre of a year of trading of Highcross Leicester.

Councillor Hall introduced the report and explained that the Regeneration, Highways and Transportation Division would be asked to provide comments in response to the recommendations following this meeting. The response would then be presented to the Board in two months for further scrutiny.

Councillor Hall paid thanks to those officers within the Council who had provided written and verbal information, as well as the input of the Cabinet Lead Member. He was also particularly pleased with the level of contribution from private sector contacts.

Councillor Hall stated that the recommendations that arose from the review were split into large scale and strategic recommendations and short-term, imaginative steps. It was further noted that there was a need to improve the gateway approaches into the City

In response to the report, a comment was made in relation to the fact that 1% of those who gained employment as part of the Highcross Development had a disability and it was felt that this was particularly low. Councillor Hall agreed to ensure that the department would be asked to refer to this within their overall response to the report.

In light of the recommendation that major routes into the city should be improved, it was stated that this should be considered more widely than just in the interests of the Highcross.

A further view that arose from the discussion was that more should be done to

MINUTE EXTRACT

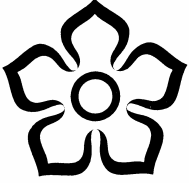
encourage cycling between the Highcross and other city centre developments such as Phoenix Square and Curve. Councillor Hall shared the view and hoped that discussions in relation to promoting this would take place.

Members of the Board shared the view within the recommendations that bus operators should run services that reflected the more flexible opening hours of city centres stores. It was also felt that the report should be sent to the bus companies for their information. Councillor Hall stated that there was a need to look at bus provision as part of an overall city centre strategy and that initial discussions on some of the key issues would take place with the City Centre Director. Furthermore, Councillor Hall stated that it would be useful to review how bus services could meet modern needs.

RESOLVED:

- (1) That along with the comments set out above, the recommendations of the Task Group be supported
- (2) That the report be re-submitted to the Board on 15 April 2010 to include a departmental response; and
- (3) That the report be sent to the local bus companies for their information.

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Leicester
City Council

WARDS AFFECTED
Castle Ward

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
OSMB

13th May 2010

**Divisional Response to the Regeneration and Transportation
Scrutiny Task Group Review on the impact of Highcross Leicester**

**Report of the Directors of Planning and Economic Development; Regeneration,
Highways and Transport; City Centre; and Environmental Services**

1. PURPOSE OF REPORT

To provide OSMB with a combined divisional level officer response to the Regeneration and Transportation Scrutiny Task Group review of the impact of Highcross Leicester.

2. SUMMARY

The Task Group report on the impact of Highcross Leicester is welcomed and a number of key areas of focus and potential improvements are noted. Each of the Task Group recommendations are responded to below in terms of current and proposed activity together with the potential for additional scrutiny focus particularly on gateways to the city.

3. RECOMMENDATIONS

OSMB are requested to note the comments in this report and consider implications for the Task Group report on the impact of Highcross Leicester.

4. REPORT

The Overview and Scrutiny Board has received a report from the Regeneration and Transportation Scrutiny Task Group on a review of the impact of Highcross Leicester. The report is an important piece of work highlighting the high value of Highcross and related activity such as the public realm improvements. The report identifies some of the key issues and challenges that remain in the City Centre. Divisional comments have been requested on this report which are set out below. These comments focus on the recommendations set out in Section 21 and 2.2 of the report to OSMB of 11th February 2010.

Strategic considerations

Divisional Comment:

Budget announcements made since the Task Group met will have a significant impact on the ability of the Council and its partners to carry out capital and revenue funded improvements highlighted by the Group. Inevitably projects will have to be implemented over time in a phased approach as and when funds become available.

4.1 Task Group Recommendation:

Major routes into the city need to be improved to attract more customers to the city centre as a whole, to reduce the semi-derelict aspect of parts of these approaches and to enhance the sense of a city under regeneration.

Divisional comment:

The appearance of major routes into the City are essential to improving the image of Leicester and to attracting inward investors and visitors to the City. Considerable investment has been made in recent years to gateway sites including Humberstone Road roundabout, Upperton Road Viaduct, car parking signage linked to Highcross, bus corridor projects and public realm improvements more generally.

Sites and buildings that are vacant, untidy and boarded up are a particular problem, more so since the onset of the recession which has seen a fall in development activity. Some activity is currently underway to encourage development and use of existing property (e.g. car showroom on A50 has been brought back into use) and investment in new infrastructure (e.g. highway regeneration scheme at Sanvey Gate on A50). Removal of the subway and public realm improvement work is being undertaken at Granby Street/St Georges Way which will greatly improve the look of this key gateway into the city centre linking to the station.

Work is underway to identify priority improvement actions as part of the City Centre Management Board approach which will help improve the appearance of major gateways to the City. Funding sources will need to be identified to carry this forward.

4.2 Task Group Recommendation:

Car parking standards should be raised and signage to them should be improved

Divisional comment:

Car parking will be subject to a supplementary planning document that will be prepared over the next 6 months to tie into the Planning Core Strategy and Local Transport Plan 3. This will consider issues relating to unauthorised use of vacant sites for parking, location and quality of authorised car parks, signage, charging, sustainability issues and business needs.

A workshop has been held with Highways and Transportation to discuss improving the clarity of signage into the City and related car parking signage. A task group has been formed to progress the ideas and actions with a view to possible implementation of measures from 2011 subject to approvals and funding.

- 4.3 Task Group Recommendation:
The areas between high-quality developments such as Highcross, Curve and the Phoenix Square should be improved to encourage users of Highcross Leicester to go to other parts of the City Centre.

Divisional comment:

A considerable investment has already been made in public realm to improve connectivity between city centre facilities. This will help in encouraging shoppers and visitors to move between areas within the city centre. Key new developments will also encourage greater movement in the city centre e.g. Curve, Phoenix Square and Enderby Park and Ride terminus.

Some investment is also being made in improving vacant shop units through the work of the City Centre Director to avoid 'dead' shop frontages. The city has however had a lower shop vacancy rate during the recession compared with many other comparable cities such as Derby and Nottingham. Further public realm works have recently been completed e.g. Cank Street, and others are due to start e.g. Granby Street linked to the New Business Quarter. The proposed improvement of the City Centre Market would assist in creating more movement between key centres of activity in the city centre retail circuit.

There is further discussion led by the City Centre Director on looking at improving the signage and lighting between different areas to form improved connections. Future marketing and PR initiatives will communicate the ease of connectivity between areas and short walking distances. Improvement on directional signage and parking signage will also help change perceptions about the distance between each area.

- 4.4 Task Group Recommendation
The policies developed by and with Job Centre Plus within Leicester should be used as a model for partnership and community cohesion work in other parts of the East Midlands, and indeed the UK.

Divisional comment:

The City Council has worked with JC+ to roll out this model as part of the Working Neighbourhoods Fund initiative. The new Multi Access Centres and the services delivered through them, together with linked employer engagement initiatives are a key element of this work. Opportunities to raise the profile of this work beyond the city would contribute significantly to the Talking up Leicester priority of the Council.

Management issues

- 4.5 Task Group Recommendation
Agencies, landlords and agents should work closely together to reduce voids within the City Centre. This should include using short-term promotions for the Centre or of creative use of space to provide art and other attractive options and outlets for talent within the city.

Divisional comment:

The City Centre Director is working closely with these groups to understand their needs and support them to help reduce voids. Work has also been undertaken to install images on vacant shopfronts to create visual interest and minimise 'dead frontages'. It is worth noting the difficulty that has been experienced in securing appropriate shopfronts for this project owing to vacant shops being brought back into use earlier than expected. The LCB Depot team have been supporting the reuse of private property for instance in Humberstone Gate and Rutland Street as a measure to bring vacant property back into use. This has helped address vacancy during the recession.

City Centre Management has received funding £52k from DCLG and an additional amount of £15k from the Arts Council to implement an 'Art Walk' initiative which will not only help to improve the look of empty units but encourage the public to walk around the city and explore areas they may not necessarily normal visit.

Empty shop windows have been used successfully to promote events and attractions such as the Christmas theatre productions, Comedy Festival, Spark Festival, Curve and Phoenix Square and the Art Exhibition at New Walk Museum,

City Centre Management informs landlords/agents if any shop windows have been cracked or broken so repairs can be carried out quickly. Leicestershire Constabulary has commented that the number of broken windows in the city centre has reduced since the vinyl graphic project.

4.6 Task Group Recommendation

Greater control should be exercised in planning and licensing terms to improve the quality of shop frontages and reduce the impact of short-term lets and the visual and oral impact of day-traders.

Divisional comment:

Many shopfront changes will not require planning permission and consequently the Council cannot exercise any formal control. Shop tenants subject to short term lets are unlikely to significantly alter shopfronts. Poor quality interim signage is often a problem but cannot be regulated by the Council. There is scope for the City Centre Director to influence landlords through City Centre Forums. Where planning controls can be exercised, particularly in conservation areas, planning staff will aim to negotiate a quality outcome for the streetscene.

4.7 Task Group Recommendation

Bus operators should run services reflecting the more flexible operating hours of city centre stores – for the benefit of shoppers and staff.

Divisional comment:

The Council will engage in discussions with the bus companies and the retail sector to identify any gaps in service provision and - where there is evidence of latent demand - consider how service enhancements can be funded until their commercial potential is able to be assessed.

4.8 Task Group Recommendation

A public-private partnership should develop a strong marketing campaign for the city centre based on strong iconic images which can be used at regional, national and international level to attract business and leisure customers to the city.

Divisional comment:

The City Centre Director has included this issue in the emerging action plan developed with centre stakeholders and she sits on the Talking Up Leicester Priority Board. A marketing forum has been set up under City Centre Management comprising of key stakeholders with the objective of bringing better coordination of marketing activity and consistency of message. The success of this group will depend mostly on the availability of marketing funding to implement the city centre marketing strategy and plan.

4.9 Task Group Recommendation

Strong management of the street scene should be deployed to reduce litter and help create a stronger sense of public “ownership” of public space and pride in the facilities on offer.

Divisional comment:

The new City Centre management arrangements will assist in improving the management of the street scene through bringing together a virtual team of council services and other partners to coordinate activity and events. This will contribute to developing more pride and ownership in public spaces.

Following a successful pilot, the City Warden service has been enhanced, with the number of Wardens in the City being increased to 22% (one per Ward) enabling the service to be rolled-out city-wide from May 2010. As well as increasing the Warden resources available for city centre work (including evenings and weekends) it will increase overall awareness and impact of the service and help deliver a zero-tolerance approach to litter, graffiti, flyposting, etc.

The Service will work closely with the “Cleaner City” street cleaning teams to improve the cleanliness of the city centre and tackle problems such as night-time flyering, trade waste/bins being left on the streets in the daytime etc.

Close liaison with the City Centre Manager will also help to ensure greater collaboration and support with the City Centre retail community.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

No significant issues

5.2 Legal Implications

No significant issues

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	No	
Policy	Yes	The Local Development Framework and Local Transport Plan will contribute to positive action identified in the report.
Sustainable and Environmental	Yes	Report refers to public realm improvement and bus operations.
Crime and Disorder	Yes	Well managed city centre will assist in reducing crime.
Human Rights Act	No	
Elderly/People on Low Income	Yes	Good access to city centre facilities is key to elderly people and those on low income.
Corporate Parenting	No	
Health Inequalities Impact	No	

7. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

Report to OSMB of Regeneration and Transportation Scrutiny Task Group Review on the impact of Highcross Leicester – 11th February 2010

8. CONSULTATIONS

Relevant Directors and Heads of Service

9. REPORT AUTHOR

Andrew Smith – Director of Planning and Economic Development – ext 7201



Leicester
City Council

MINUTE EXTRACT

Minutes of the Meeting of the
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: THURSDAY, 13 MAY 2010 at 5.30pm

PRESENT:

Councillor Grant– Chair

Councillor Joshi
Councillor Potter

Councillor Newcombe
Councillor Senior

Councillor Suleman

Councillor Westley

Cabinet Lead Member for Housing

* * * * *

203. APOLOGIES FOR ABSENCE

There were no apologies for absence.

204. DECLARATIONS OF INTEREST

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

Councillor Potter declared personal interests in Item 9, 'Final Report of the Adults and Housing Task Group Review of Choice Based Lettings' as she was the Task Group leader responsible for completing the review and she was a Council tenant.

Councillor Joshi declared a personal interest in Item 9, 'Final Report of the Adults and Housing Task Group Review of Choice Based Lettings', as he had a family member who was a Council tenant.

Councillor Newcombe declared a personal interest in Item 9, 'Final Report of the Adults and Housing Task Group Review of Choice Based Lettings', as he had a family member who worked for Adults and Housing.

In respect of Item 5 'Questions, Representations and Statements of Case'

Councillor Suleman declared that the Member of the Public who had submitted the representation concerning the Staveley Road/Evington Road junction was one of his constituents.

212. DIVISIONAL FEEDBACK ON THE REGENERATION AND TRANSPORT TASK GROUP REVIEW OF THE IMPACT OF HIGHCROSS LEICESTER

The Director of Regeneration, Highways and Transportation submitted a report that provided a response to the Regeneration and Transport Task Group Review into the impact of Highcross Leicester.

Mike Richardson, Head of Planning and Development Control, introduced the divisional response. He stated that the three Divisional Directors who engaged with the review welcomed the work undertaken and the outcomes that arose from it. The report responded to each of the recommendations put forward by the Regeneration and Transport Task Group.

In terms of the recommendation with regard to raising the standards of car parking and improving signage to them, it was explained that a comprehensive review of the Council's policies to car parking was to take place within the coming months. Furthermore, a divisional task group had been formed to specifically look at improving the clarity of signage into the City as well as car parking signage.

In connection with reducing voids, Mike reported that the City Centre Director was keen to further reduce the number of these, but that Leicester currently had a lower vacancy rate of city centre retail units than most other comparable cities. In addition, work was being undertaken to improve the standard of shop-fronts in Leicester.

Several Members were of the view that developers should be entitled to use vacant sites within the city centre for car parking, albeit on a temporary basis, and that this would create healthy competition for car parking in the city. In response, Mike reported that increasing the amount of car parking within the City Centre contradicted both national and local legislation and that increasing the usage of public transport alternatives, such as park and ride schemes was to be encouraged.

The legality of staff from private car parking organisations placing directional signage to their facilities was questioned. In response, Mike explained that any such signage placed on a highways structure would be removed by the Council.

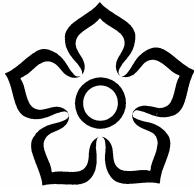
Following a query, Mike explained that the Task Group proposed by the division to consider how focussed work on potential regulatory and other proactive interventions could help improve the appearance of major gateways to the City, could be led by the division rather than the Highways and transportation Task Group.

MINUTE EXTRACT

RESOLVED:

That the Task Group report, with the departmental response and the observations outlined above, be referred to Cabinet, with the recommendation that the report be accepted, the response noted and a programme for future action be called for by Cabinet.

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Leicester
City Council

WARDS AFFECTED
All wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Children's Scrutiny Committee
Cabinet
2010**

**31st August 2010
6th September**

Leicester City Council's Pledge to Looked After Children and Leaving Care and the Children In Care Council

Report of the Strategic Director, Children

1. Purpose of Report

- 1.1 Care Matters introduced a mandate for all Local Authorities to make a Pledge, or Promise, to their Looked After Children and Young People, to set out what they undertake to provide for them. Care Matters also introduced the idea of a Council for Children and Young People "in care", which would allow them direct access to the Strategic Director, Children and the Lead Member, in order to enable their involvement in policy and service design at all levels of the organisation.
- 1.2 This report sets out the work completed by Leicester City Council in respect of the Pledge and Care Council and makes recommendations for the Local Authority, ensuring the pledge is fully integrated through the council.

2. Recommendations

- 2.1 It is recommended that Cabinet receive and endorse the content of this report
- 2.2 That the 'Pledge' is adopted by the City Council and monitored and reviewed accordingly.
- 2.3 The Children in Care Council continue to be supported and inform the Local Authority about the progress of implementing the Pledge.

3. Summary

- 3.1 There is an expectation for all local authorities to work with children and young people to develop a 'pledge' for the children in their care. This is their commitment to support the most vulnerable children and establishes Looked After Children as being integral to communities and neighbourhoods.
- 3.2 Care Matters identifies underpinning principles that Local Authorities must adhere to in complying with the basic statutory duties relating to Looked After Children. It places a responsibility on Local Authorities to ensure children in care have been consulted and involved in developing the pledge, the regular review of the 'pledge' and it is reflected in the Children and Young People's Plan.
- 3.3 The pledge is a statement about the support and services children in care can expect to receive in relation to: -
- what they can expect from Leicester City Council as a child in care
 - encouraging best practice
 - promoting better outcomes
 - reinforcing our corporate parent responsibilities.

4. REPORT

4.1 Background

4.1.1 The Care Matters programme requires every local authority to work with its key partners to produce a "pledge" for the children and young people in care. In addition to this there is a requirement for children to have the 'right to have their voice heard and influence the work of the local authority, through participation in a 'Children in Care Council'. (Care Matters: Transforming the Lives of Children and Young People in Care page 11)

4.2 Children In Care Council

4.2.1 In order to meet these requirements, work has been undertaken and a Children in Care Council was established enabling regular, good quality dialogue and involvement in planning and delivering services. To strengthen the quality of this work a new post of a care-experienced worker was developed to facilitate and advocate for Looked After Children and work with the Children in Care Council.

4.2.2 The Children in Care Council is here for children and young people that are currently in care or have left care, To date the Children In Care Council has a diverse membership of 15 children and young people. The council meets regularly and undertakes a range of work. The Children in Care Council role is to listen to children and young people in care and to work on their behalf to help improve services for them.

4.2.3 The types of activities undertaken thus far have included an exploration into the life experiences of all those young people involved in the care council. There has been a particular focus on important issues that the young people have faced when 'coming into care' 'being in care' & 'leaving care'. Issues that were

important were discussed and then collated by Tim Clare LAC – project worker and then through collaborative working were incorporated into the ‘pledge’. The aim of the CICC will then be to assess and evaluate the services looked after children receive working alongside the council’s pledge to view whether or not the pledge is being adhered to.

4.2.4 In terms of the composition of the CICC please note that it was open to all LAC and that young people were not “cherry picked”.

4.3 Pledge

4.3.1 Leicester City Council’s Pledge has been developed in consultation with a range of young people, the Corporate Parenting Forum and Operational Groups. A draft pledge was circulated to elected members, partners, carers and officers of the council for consultation. Amendments were made following a series of consultations over a 6-month period. The final Pledge consists of 55 statements of intent relating to all aspects of children’s care and relates to the Every Child Matters Outcomes For Children. The Pledge states how the City Council will ensure Looked After Children:-

- Stay Healthy
- Stay Safe
- Enjoy and Achieve
- Achieve Financial Well-being
- Are Involved in Positive Activities
- Are provided with good services that are fair and meets their needs

4.3.2 In June 2010 Children and Young People, Elected Members, Senior officers, the Strategic Director for Children and facilitators attended a joint event where all participants made a commitment and endorsed the pledge by signing an enlarged copy of the pledge. The plan is to have the pledge framed and placed in a prominent position within the Town Hall for all to see.

4.4 Future Plan

4.4.1 The Care Matter Board will monitor the pledge following endorsement by Cabinet and the Children’s Trust and it is intended that progress will be reported to the Corporate Parenting Forum on a regular basis.

4.4.2 Work will be progressed by the Care Matters Board in consultation with the Children In Care Council to ensure positive actions are agreed for the ongoing delivery of the pledge. A marketing and communication process will be agreed to ensure Looked After Children have ready access, understand and continue to contribute to the pledge.

4.4.3 It is intended that the Pledge will be issued to all Looked After Children, elected Members and officers of the Local Authority and Partners with professional responsibility to or working with Looked After Children, emphasizing the

expectation that in carrying out their duties they deliver all aspects of the Pledge throughout their work.

4.4.4 A Corporate Parenting and Safeguarding Training Program for Elected Members has now been established and there is a specific session on the Children in Care Council and the Pledge.

4.4.5 Both the Pledge and the Children in Care Councils views about the progress of the Pledge will be subject to Ofsted's Inspection Process for Looked After Children. Additionally, all Children in Care Council members are invited to meet with Dr Roger Morgan, Children's Rights Director, on behalf of the Government, to ascertain children's views on how Local Authorities are doing in meeting their 'promises' to children through the Pledge.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications

5.1.1 This report presents a progress update on the work completed across the Council to develop the Children In Care council and the Children's Pledge. As such there are no direct financial implications arising and no additional funding has been requested, although it should be noted that the funding for the dedicated worker is from the Care Matters Beacon Award and is time-limited (Colin Sharp, Head of Finance , Investing in our Children, Ext 29 7750).

5.2 Legal Implications

5.2.1 There are no direct legal implications (Kamal Adatia, Head of Legal Services, Ext 29 7044).

5.3 Climate Change Implications

5.3.1 N/A

5.4 Other Implications

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

Corporate Parenting	Yes	Entire report
Health Inequalities Impact	N/A	

6. Report Author

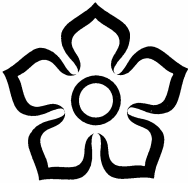
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Divisional Director, Social Care and Safeguarding
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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

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Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Cabinet
Council**

**6th September 2010
16th September 2010**

RUSHEY MEAD SCHOOL - SPORTS AND SCIENCE COLLEGE FINAL BUSINESS CASE DIRECTION OF TRAVEL

1. PURPOSE OF REPORT

1.1 The purpose of this report:

To secure approval of the direction of travel towards Final Business Case (FBC) for the Council's Building Schools for the Future Rushey Mead School project and to obtain the necessary authority to progress the project.

- 1.1.2 Cabinet received a report on 15th February 2010, presenting the Council's Outline Business Case. The OBC was approved as the 'Direction of Travel' for the BSF programme and described in some detail the BSF programme of educational transformation and plans to significantly improve outcomes for children, young people and their families and communities. It was noted in the last report that the analysis of the long-term affordability of the programme had been completed and the Cabinet approved an affordability position. Detailed financial and design plans for the Rushey Mead School project are now being developed for the Financial Close of the project.

2. SUMMARY

- 2.1 BSF is the most substantial programme of investment in Leicester's Schools for 100 years. The total programme will rebuild or remodel every secondary school (excluding the Madani High School, which was completed as a full new build in 2007 under 'Targeted Capital' funding granted from the then DCSF) with a total investment in excess of £324m. Four schools have already been successfully completed. There will also be substantial investment in Special schools and Pupil Referral Units. Rushey Mead School is the next school to be constructed under the programme.
- 2.2 The FBC will set out the detail of how the Rushey Mead School will be rebuilt, and is part of the formal process of securing government funding from Partnership for Schools (PfS). Plans and artists impressions of the new school are included at Appendix A with a description of the project given at section 4.2.

- 2.3 Additionally the approval of the FBC by the Council and PfS is the trigger for the implementation stage of the process to reach Financial Close and to begin the construction phase by awarding the contract to the Local Education Partnership (LEP). The LEP is the private sector partner procured as a prerequisite to BSF delivery. The contracts signed by LCC and Leicester Miller Education Company (LMEC – the company name of the LEP) gives exclusivity to the LEP for all BSF projects providing the Council is assured of the quality and affordability of each of the school projects. LCC is a 10% shareholder in LMEC and the Strategic Director, Development Culture and Regeneration sits on the LMEC Board of Directors.
- 2.4 A project of this nature conveys with it risk, which it is necessary for the Council to accept for the project to succeed. A risk log for the programme and Rushey Mead School project was included in the OBC approved by Cabinet in February 2010. This risk log is updated on a monthly basis.
- 2.5 Final amendments to the OBC were submitted to Partnerships for Schools on the 12th July 2010. This document set out relevant details for all remaining projects planned as part of the City's BSF programme including all remaining secondary schools, special schools and behaviour support settings. The approvals process by PfS will normally take approximately six weeks. Approval of OBC will be the trigger to begin moving all other projects towards their FBC.

3. RECOMMENDATIONS

- 3.1 The Children and Young People Scrutiny Committee is recommended to consider this report and make any comments it wishes for consideration by Cabinet.
- 3.2 Cabinet is recommended to:
- 3.2.1 Approve the direction of travel for the Final Business Case as presented in this paper.
- 3.2.2 Endorse the Director's Action in approval of the staged process towards Final Business Case.
- 3.2.3 Note that the Rushey Mead contract will be a 'Design and Build' contract, not a PFI contract
- 3.2.4 Approve the further design development of the Rushey Mead project on the basis that the cost capital build does not exceed £19,607,335. The FBC is to provide a separate cost analysis reconciled against the OBC for both the design and build plus the ICT elements of the project. The most recent analysis indicates the proposal is affordable and within the funding envelope.
- 3.2.5 Pursuant to 3.2.3, note the expenditure required to progress the project to completion as identified in section 5 below.
- 3.2.6 Approve the use of prudential borrowing against future receipts from land sales to support the project as shown in Section 5.1.2.

- 3.2.7 Approve in principle the expected commercial proposal offer from the LEP to pay the capital amount required for the Combined Heat and Power plant and to receive energy saving gains to repay that capital cost and thereby avoid any financial contributions from the City Council.
- 3.2.8 Authorise the Divisional Director, Learning Environment to negotiate on behalf of the Council project specific amendments to the standard form of contracts (without prejudice to final business case approval).
- 3.2.9 Following Cabinet approval of FBC, authorise the Head of Legal Services to sign necessary contracts to enable construction to start on the basis of delivering the scheme described in the FBC. These will be the Design and Build contract, FM contract and ICT contract as well as the commercial contract for the CHP unit.
- 3.2.10 Authorise the Chief Finance Officer to provide PfS with assurance that the Council understand this report is concerned with the Final Business Case (FBC). When submitting the FBC, the Chief Finance Officer is required to certify that the Council understands the content of the Final Business Case, and that it is affordable, value for money and deliverable.
- 3.2.11 Note the intention to provide flexible access for communities to facilities in the school and the use of 'zoning' of the school buildings to provide a more cost effective and environmentally sustainable solution to community use of these public buildings.
- 3.2.12 Authorise the Strategic Director Children, in consultation with the Cabinet Lead, to take such decisions as she thinks fit to implement the scheme within the scope of the FBC.
- 3.2.13 Note the requirement for Full Council approval of the FBC prior to sign off by PfS. Rushey Mead School FBC Direction of Travel report has been added to the full Council agenda of 16th September 2010.
- 3.3 Council is recommended to;
- 3.3.1 Add £19,607 to the Capital Programme for the Rushey Mead School project.
- 3.3.2 Approve the responsibilities and accountabilities delegated to Cabinet as set out in Section 3.2 above.

4. THE FINAL BUSINESS CASE

- 4.1 The Council and its partners' ambitions for children are to raise standards of attainment, improve their well-being and close the equality gaps in health and education. Although outcomes for children in Leicester continue to improve steadily, the Building Schools for the Future Programme offers a once in a lifetime opportunity to transform secondary education and bring about a step change. It also offers an opportunity to capitalise on this large investment of public funds to further the localities and neighbourhood agenda of the City Council.

To support these ambitions, the aims of the BSF programme are to:

- a) Position schools as vital hubs for neighbourhood working and community activities. Schools will be promoted as resources for the whole community with facilities that are accessible to all citizens and at all times of the week and year.
- b) Provide an inclusive learning environment within which every child can reach their full potential with personalised learning designed to meet their own individual needs;
- c) Provide all teachers with a 21st Century working environment; and
- d) Offer a comprehensive range of services within easy reach of every family.

4.2. Rushey Mead School BSF project description

- 4.2.2 Rushey Mead school is a high achieving college and is one of two City secondary schools awarded the Ofsted Outstanding category. It is a popular school and is heavily oversubscribed: with a published admission number of 1397 (PAN 1350) and with an increasing demand for places. The School has combined Science and Sport Specialism and is a newly designated High Performance Specialist Schools (HPSS) Leadership Partner School. Rushey Mead School serves a diverse multicultural community with 94.4% of students from minority ethnic groups, and 5.6% of students classified white. The local community has mixed levels of deprivation with 71.4% of students living in city wards such as Belgrave and Latimer which are classified as the within the 10% most deprived in the country.
- 4.2.3. The school has an excellent track record of achievement, however it delivers the majority of the curriculum from a poorly planned range of buildings, with poor adjacencies, and many in a very poor condition. The current site restricts the school in developing a more flexible and personalised curriculum, whilst the existing sporting and dining facilities undermine the school's efforts to promote healthy living. The school's interior needs to be enhanced, the number of buildings rationalised, the adjacencies improved and accessibility provided to all areas within the school so an inclusive curriculum can be delivered.
- 4.2.4 Rushey Mead School is situated in an urban location, close to one of the city's principal arterial routes. A small stream bisects the playing fields and divides the site. The stream presents both a constraint and an opportunity. By developing the sports facilities to the south of the stream along with the main school to the north, the existing geography of the site is reinforced. New opportunities for using the stream as a teaching and learning tool are created and the natural barrier created by the stream can be used to divide the public-facing and school-facing areas. This will assist the management of the out of hours use of the site.
- 4.2.5 The external envelope and cladding of the school has been subject to extensive scrutiny by the planning authorities. Through collaboration with school users and neighbours, and development of a close working relationship with the planners, proposals have been developed and the school has obtained planning permission. This process has included extensive work on the highways impact with the inclusion of a new roundabout and vehicular access to the school.

4.2.6 Scope of the Project

Procurement route:	Design & Build
Size:	1500 pupils (11-16)
Capital development option:	32% new build 39% remodel 29% leave alone
Minimum redeveloped floor area:	12,128 m ²
Target cost (inflated to Q1 2010):	£17,094,028

4.2.7 Following the issue of the New Project Proposal (NPP) letter in November 2010 the Council issued further instructions amending the terms of the letter and increasing the capital available, these are summarised below:

- Sustainability – a £1m grant secured by the Authority to support sustainability.
- Co-Location of an Integrated Services Hub (ISH) – co-location funding to locate central services at more accessible locations throughout the City.
- Kitchen and dining enhancement – funding to improve the dining experience and quality of food offered.
- Funding contribution from school to support new build option
- Additional funding from Authority prudential borrowing based on energy savings from sustainable energy applications, to support new build option. (This proposal has subsequently been revised with the LEP now to provide a commercial proposal).

4.2.8 The very significant additional funding referred to above has amended the target cost as follows:

PfS Construction	13,534,930	(Confirmed in Stage 0 letter from PfS)
PfS – ICT	2,198,000	(Confirmed in Stage 0 letter from PfS)
Council Receipts:	1,874,396	(From proposed land sale Prudential Borrowing in interim) Land for sale has been identified at a number of sites including Cherryleas Special School, Nether Hall Special School and City of Leicester (part of site). This land will be sold when market conditions allow a favourable price to be achieved. In the meantime prudential borrowing has been identified as a 'stop gap' to enable the BSF programme to proceed. The use of Prudential borrowing was approved by Cabinet as part of the OBC report in February 2010.
School:	297,852	(Deposited with LCC)
Co-location fund	150,000	(To be reviewed following reduction in

		funding announced in July 2010)
	551,957	
Kitchen and dining:		(DfE grant confirmed)
	1,000,000	
Sustainability:		(DfE grant not yet confirmed)
	<u>19,607,335</u>	
Total		

4.2.9 School Vision: Summary

Rushey Mead School aspires to be a community of learners, without boundaries, where every person matters and is valued for their uniqueness. The school will seek “next practice”, being vibrant and dynamic, and encouraging innovation underpinned by emotional intelligence and ethical values. The school seeks to engage with local, national, and global communities, building on the continued significant worldwide links and charitable foundation overseas, through reciprocal partnerships providing mutual learning experiences, expertise and extended services.

- 4.2.10 The school will be at the leading edge of educational change and technological progress, using innovative ICT to support a culture of inclusion for all learners.
- 4.2.11 The school will continue to be an ambitious college, characterised by high academic expectations. Building on the “outstanding” category awarded by Ofsted, Rushey Mead School is now aiming to be a world-class school, pursuing excellence in all facets of work. ICT will transform learning as learners make good use of increasing access to information in daily life, which will supersede the traditional college emphasis on knowledge acquisition and testing.
- 4.2.12 The school’s specialisms in Science and Sports will focus staff and students on healthy living and be of central importance along with the additional High Performing Specialism in Leadership Partnership which will underpin learning.
- 4.3 The BSF Programme has been through a programme assurance check by the ODI team and has been found to be in good health.
- 4.4 The Council received Stage 0 Approval from Partnership for Schools on the 14th April 2010 for the Rushey Mead project. The Stage 1 submission by the LEP was accepted by LCC and indicated that the project could be delivered within the affordability target. BSF Funding was approved by PfS on the basis of 32% new build, 39% remodel and 29% leave alone. On the basis of this, a Directors Action to approve the Stage 1 submission (under the Strategic Partnering Agreement) triggered the LEP work on the more detailed, ‘Stage 2’, which on approval will proceed to FBC. PfS have issued (conditional) stage 0 approval and the Council’s full OBC is now submitted. The LCC BSF programme is unaffected by the recent Government announcement.
- 4.5 Indications from the LEP are that stage 2 submission is progressing and will be submitted by mid September. There has been a period of intensive work undertaken by the LEP, Council and School and a series of design workshops have taken place with

school and Council Officers to progress the plans for the new school. The design proposal contains an innovative stand alone sports facility that can easily be segregated at evenings and weekends for community use, and also a new community 'hub' block that will be the featured 'signature' of the school and again will be a focus for community use.

- 4.6 The Council's OBC case is under active consideration by PfS and Treasury. Officers have made the case that a great deal of work has been put in to Rushey Mead school and that designs and costings are at an advanced stage.
- 4.7 The next stage will be the FBC (Final Business Case) which will be populated from the stage 2 submission and, depending on whether it is 'approved' or 'rejected' contract documentation will be subject to fine tuning and signing. The Strategic Partnering Agreement requires the Council to act reasonably in approving or rejecting a Stage 2 submission, if it unreasonably rejects then it becomes liable to pay the LEP'S abortive costs.
- 4.8 So as to enable a prompt decision, work has already started on the FBC as there are elements of this that can be completed at this stage eg confirmation of land ownership, school 'change' approvals etc, whilst there are other elements that require further detailed work that will be available shortly before the FBC submission date e.g. final detailed costings. When submitting the FBC, the Chief Finance Officer is required to certify that the Council understands the content of the Final Business Case, and that it is affordable, value for money and deliverable.

5 FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications

5.1.1 This report is concerned with financial implications throughout. These implications are significant and the key aspects to note are set out in the OBC which was approved by Cabinet on 15th February 2010. The following paragraphs relate to the Rushey Mead scheme specifically.

5.1.2 The project funding for Rushey Mead Funding is set out below:

PfS – Construction	13,534,930
PfS – ICT	2,198,000
Council Receipts:	1,874,396 (from proposed land sales –Prudential borrowing in interim)
School:	297,852
Co-location fund	150,000 (to be reviewed following reduction in grant funding)
Kitchen and Dining:	551,957 (DfE grant)
Sustainability:	1,000,000 (DfE grant)
Total	<u>19,607,335</u>

- 5.1.3 Capital costs will be kept within the funding available subject to any contingencies. Any such contingencies would be funded by Prudential Borrowing. Contingencies for the whole programme were set as being up to £12m for the purpose of estimating the resulting revenue repayment costs. The proposal regarding the combined Heat and Power Plant is set out in 4.6 (a) above.
- 5.1.4 It is proposed to fund the Council capital receipts from future sales of surplus land at other school sites as part of the BSF Programme (as noted in the SfC report). These capital receipts have not yet been realised and the Council is required to underwrite them in the short term, it is proposed to do this through Prudential Borrowing. If the receipts are ultimately not realised, the Programme contingency would be called upon. This itself would be funded from Prudential Borrowing and the repayment costs would be an annual charge to the BSF account.
- 5.1.5 Revenue - The revenue affordability over the 25 year life of the BSF contracts has been estimated, assuming that the school receives full Facilities Management and Lifecycle maintenance and evening availability aligned with community needs.
- 5.1.6 The ongoing annual revenue costs and funding have been estimated based on the planned design of the school and the current number of pupils (1,391). This shows that the annual costs would be £1.02m and the scheduled funding from the school would be £922,000. This would leave an annual shortfall of £101,737 between the school's contribution and the cost. This would transfer to the City-wide affordability gap to be funded 30% by schools and 70% by the Council.
- 5.1.7 School Affordability: A particular risk is the ability of secondary schools to afford their contributions into the future. Schools will make the 'scheduled' contributions already agreed which broadly match current spending on premises and costs to be covered by BSF contracts and will be required to contribute to 30% of the remaining City-wide revenue affordability gap. In addition, schools will need to provide fully for the ICT managed service and periodic refresh of ICT equipment which falls outside of the revenue affordability gap calculation. The Council will work with schools to set an appropriate budget, but noting that the responsibility rests with each school to ensure that its BSF contribution can be afforded.
- 5.1.8 The impact of the ICT contribution will vary from school to school depending on current spending from both revenue and from Devolved Formula Capital. The key point to note is that schools will be required to commit to setting aside money for a periodic refresh of the IT equipment in the school and the central data centre. The current ICT affordability model for the whole programme is being negotiated with the LEP and Northgate. (The ICT provider and part of the LEP supply chain).
- 5.1.9 The provision for the Clientside function was discussed in the TLE Clientside paper approved by Cabinet on 30th November 2009, which set out a five year cost and funding plan.
- 5.1.10 The implications insofar as they are currently understood of any future transfer to Academy status were set out in a separate report to the Performance and Value for Money Select Committee on 28th July 2010 and to the TLE Portfolio Board. This report outlined the implications of any changes to school governance in respect of land

transference and current investment through Building Schools for the Future. The report detailed current arrangements, risks and issues related to transference to Trust or Academy status. It was noted that the details underpinning new legislation recently passed by Government (Academies Act 2010) may alter the current arrangements significantly including risk profiles for the Council's land assets. It is not yet clear what the changes might mean since there has been little detail released to date. Once the picture had become clearer the potential impact can be better assessed and in the meantime the Committee asked officers to investigate what protection of assets (if necessary) might be legally available to the Council. Officers have begun this work and expect to report back to the Committee in early autumn.

Colin Sharpe, Head of Finance, Investing in Children. Ext. 29 7750

5.2 **Legal Implications**

- 5.2.1 The Council has entered into a Strategic Partnering Agreement with Leicester Miller Education Company for an initial period expiring 19 December 2015 and any proposed changes to what is currently the "strategic business case" need to be taken to the Strategic Partnering Board set up under that agreement.
- 5.2.3 The contracting process for contracts for the Rushey Mead School - Sports and Science College project will follow the "new projects approval process" in the partnering services contract that the Council has entered into with LMEC (The Strategic Partnering Agreement). However it should be noted that the "stage 0" PFS approval contains conditions, and that approval to the Council's whole wave OBC is awaited.
- 5.2.4 The agreed form of Design and Build Contract (as used for Fullhurst and Beaumont Leys schools) will be used for the Rushey Mead project. The ICT Managed Service for Rushey Mead Sports and Science will be effected contractually by "stapling" this onto the current phase 1 contract. This contract is for an initial period of 5 years from January 2008, but is extendable for a further period of 5 years. The whole wave proposal will contain a mechanism for all schools to have at least 4+ years managed ICT service, which will therefore mean that the contract will be re-procured through the Strategic Partnering Agreement by 2015. The proposal therefore effectively means that agreement will be needed with LMEC as to the extension of the ICT Managed Service Contract.
- 5.2.5 Contract prices for the Rushey Mead project are subject to benchmarking against (a) the Phase 1 schools, (b) the PFS data base and (c) local information.
- 5.2.6 The Council has power to enter into the various contracts under the Education Act 1996, School Standards and Framework Act 1998, the Local Government (Contracts) Act 1997 and Section 111 of the Local Government Act 1972 and under Section 2 of the Local Government Act 2000.
- 5.2.7 The Council has powers to finance capital investment within its affordable limit for borrowing under Section 2(1) of the Local Government Act 2003, having regard to the Prudential Code for Capital Finance in Local Authorities.

- 5.2.8 No interest in land is to be disposed of or transferred to the contractor or to a third party. The contractor's proposals do not require the acquisition of interests in land owned by third parties.
- 5.2.9 Staff affected by the FM Services and the ICT managed service will be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and work has been undertaken to identify those who would transfer under TUPE. The contracts will contain provisions reflecting the obligations of the parties under the TUPE regulations, and also the statutory code on non TUPE transfers, two tier workforce and pensions issues, where this is relevant.
- 5.2.10 Governing Body agreements will be needed in respect of the proposed contractual arrangements for Rushey Mead Sports and Science College. Rushey Mead School - Sports and Science College is a local authority maintained school with a governing body.
- 5.2.11 School change procedures will be needed if there are to be certain alterations to a school, for example enlargement, moving school sites. Further consent may be necessary in respect of loss of playing fields, although there is a "general consent" that may be relevant, depending on the proposals.
- 5.2.12 The Council has a minority share interest in LMEC and has appointed a director.
- 5.2.13 As these proposals are for a change to existing Council policy an Equalities Impact Assessment should be undertaken and taken into consideration.
- 5.2.14 Conditions of third party funding should be carefully examined and legal advice sought so that funding conditions align with the BSF contracts. It is common for funders either to restrict disposals of the funded facility and/or seek clawback at market values.
- 5.2.15 Legal work on this project will be primarily sourced in house, subject to the recruitment of a senior solicitor. This post is temporarily being covered by a locum as numerous attempts to recruit have been unsuccessful. External legal assistance is currently being procured, on the basis of a call off arrangement for specific project work and would be applied to this project if necessary. The cost of legal work will be accounted for as part of the clientside costs and estimates were provided as part of the build up of those costs

Joanna Bunting, Head of Commercial and Property Law, Tel; (0116) 2526450

5.3 **Climate Change Implications**

As part of the BSF Programme the Rushey Mead School project will be required to meet high standards of sustainability and energy usage as well as a requirement to meet BREEAM standards. Providing more energy efficient school buildings should help to reduce the Council's carbon emissions however, this is reliant on energy efficiency measures being implemented as planned and staff and pupils being given the necessary understanding of the energy saving features of the new buildings to be able to use these to the greatest benefit.

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

6. RISK ASSESSMENT MATRIX

6.1 The BSF Project has a detailed risk log. The risk matrix below only covers issues arising directly from this report.

	Risk: generic	Likelihood	Severity	Control Actions
1	PfS Approvals: Delay to approval of OBC or FBC causes programme to pause	L M	L M	Ongoing discussions and meetings with PfS.
2	Capital reconciliation costs underestimated or unforeseen. Funding inadequate / Capital receipts not achieved	L M	M H	Budget for contingency and value engineer as necessary. Ensure LEP only designs schools within funding envelope.
3	Ongoing project development costs: Expenditure on project development may not be recovered if project does not proceed	L	H	All expenditure assessed before commitment made. No unnecessary work commissioned at risk.
4	Government Policy: Cessation of BSF due to Government funding restrictions part way through the project. Changes in the status of schools leads to schools reviewing their commitments whilst the Council continues to hold the BSF contracts	L M	H M	The approval of an OBC by PfS on behalf of the government, confirms funding. The only variation arises from the inflation indexation which is set later when Stage 0 submissions are made for non-sample projects. A future agreement may however review the total programme in the light of funding constraints. Discussions would be held with the new Governing Bodies, Trusts, etc, Government direction would be sought if appropriate and the cost-sharing arrangements across all schools would be reviewed. P and VF Committee have requested a more detailed report on this.
5	Pupil forecasting: Failure to generate the expected numbers of pupils leading to a shortfall in funding	L	H	Pupil forecasts are based on 2018/19. All pupils attending secondary school at that time are already born. However, pupils may choose to attend school elsewhere.
	Risk: Project Specific	Likelihood	Severity	Control Actions
1	Capital overspend	L	H	Rigorous cost control and good project management will ensure that the likelihood of capital overspend is minimised.

2	Schools Contribution not affordable	L	H	In support of school proposed contributions we have letters of commitment from schools signed by both the Chair of Governors and the Headteacher
3	Rushey Mead becomes an Academy	M	H	Effective dialogue to be maintained with the school so as to ensure that they fully appreciate the consequences should they look to a change of status.
4	School becomes less popular	L	L	This is a very popular and successful school that is currently oversubscribed.

- 6.2 The programme is managed through a robust risk management process, with the programme risks register produced through a workshop facilitated by the Corporate Risk Manager, with all attendees from the programme core team, LEP and all the work stream leads. The programme risk register is updated on a quarterly basis.

Through the Corporate Risk Manager and the Divisional Director the major risks on the BSF programme are reported to the Strategic Priority Board and the Operations Board. As necessary the major risks on BSF are included on the Council's corporate risk register.

- 6.3 In mitigation of the above, in terms of capital receipts, the Council would not feel the full effect of any underachievement of capital receipts because of BSF funding rules which require part of the receipts to be paid to PfS. For example, if land sales only achieved 50% of expected values, the Council would still receive £2.1m, only £1m less than accounted for. In terms of possible overspend, it should be noted that Phase 1 was delivered within 3.4% of the estimated cost and affordability models have been built with a £12m contingency. In terms of pupil numbers, it should be noted that projected numbers are based upon children already born and the Council always has the option to omit or reduce the size of the proposed City Centre school if it becomes apparent that expected pupil numbers will not materialise. In summary, these risks will be mitigated by on-going programme management, for example reviewing the scope of future schools and buildings in the light of cost pressures and changes in pupil number forecasts.

7. REPORT AUTHOR

Helen Ryan
Divisional Director (LE)
Tel: 29 8791

Further Information

Weblink to PfS Website [Partnerships for Schools](#)

Background Papers

FBC Guidance document

OBC Report submitted to Cabinet [Leicester City Council - Agenda for Cabinet on Feb 15 2010 1:00PM](#)

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

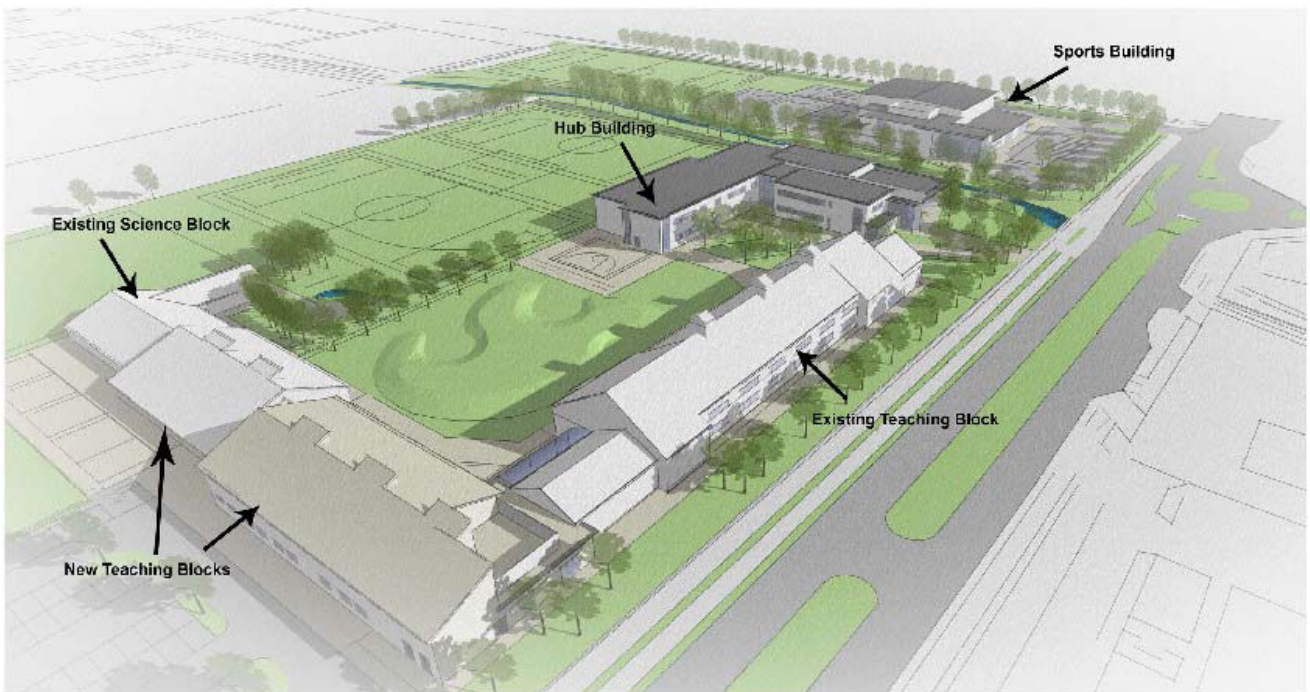
APPENDIX A



miller Rushey Mead School
Tuesday, 19th January 2010

View From Melton Road, at Junction with Laneborough Road

BBLB architects llp



miller Rushey Mead School
Tuesday, 19th January 2010

View From Melton Road, Rushey Close End.

BBLB architects llp



Miller Rushey Mead School
Tuesday, 19th January 2010

Main Entrance to Hub Building

BBLB architects llp

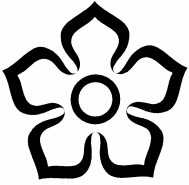


Miller Rushey Mead School
Tuesday, 19th January 2010

Main Entrance to Sports Building

BBLB architects llp

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Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Draft Leicester & Leicestershire Local Enterprise Partnership (LLLEP) Proposal

1. PURPOSE OF REPORT

The purpose of this report is to:

- (i) inform Cabinet of the Government's proposal to create Local Enterprise Partnerships (LEPs) to replace the Regional Development Agencies (RDAs)
- (ii) seek Cabinet approval of the key features and process for establishing the LLLEP
- (iii) seek Cabinet approval for the Leicester & Leicestershire Local Enterprise Partnership (LLLEP) proposal (Appendix 1) to be submitted to Government by the 6th September deadline

2. RECOMMENDATIONS (OR OPTIONS)

Cabinet members are asked to:

- (i) approve the submission of the Leicester and Leicestershire Local Enterprise Partnership (LLLEP) proposal to Government by 6th September 2010
- (ii) approve the key features and process for establishing the LLLEP

3. SUMMARY

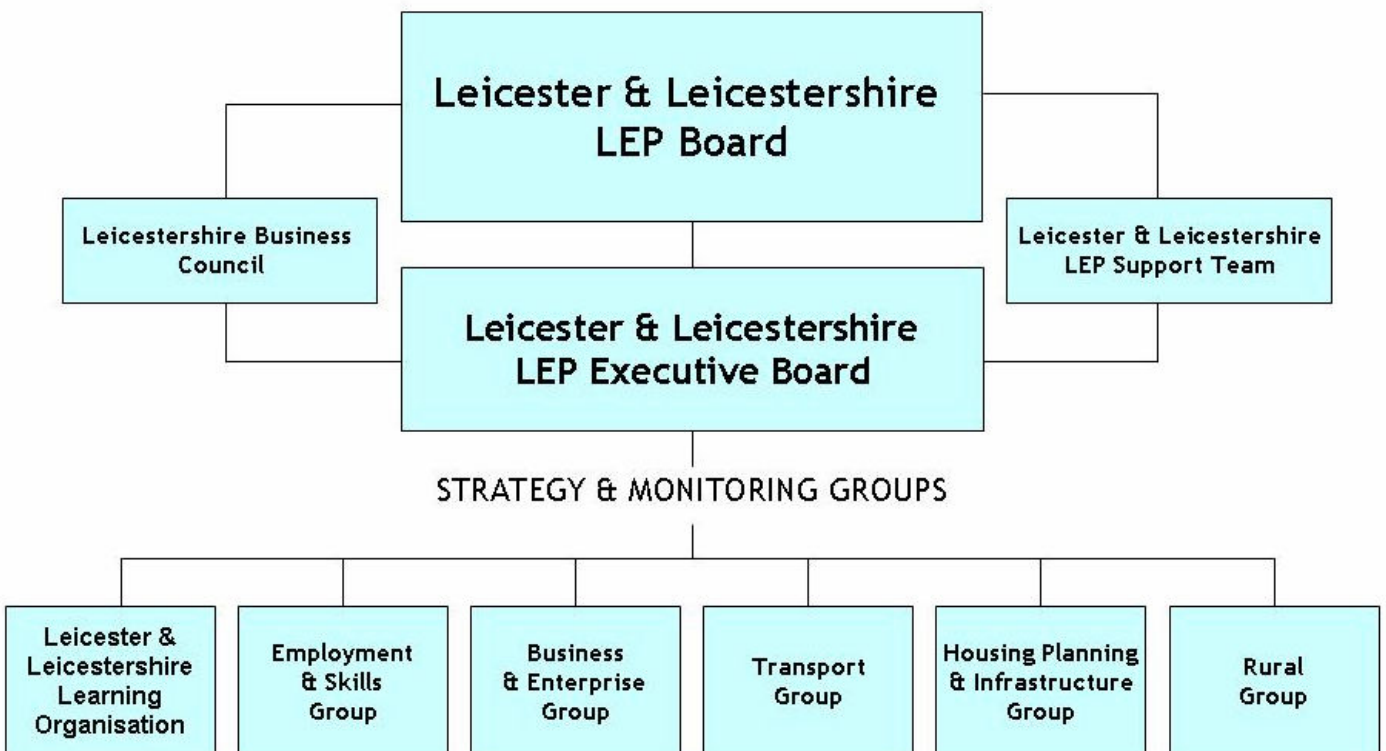
- 3.1 This report outlines the Government's proposal to create Local Enterprise Partnerships (LEPs) to replace the Regional Development Agencies and sets out a proposal for a Leicester and Leicestershire Local Enterprise Partnership (LLEP).

4. REPORT

- 4.1 The Decentralisation and Localism Bill was included in the Queen's Speech in May 2010. One of the key features of the Bill is to create Local Enterprise Partnerships (LEPs) to replace the Regional Development Agencies. On 29th June 2010, the Government wrote to all local authorities and business leaders in England to invite local councils, in partnership with their business communities, to submit LEP proposals to Government by 6th September 2010. The Government will not be issuing formal

guidance on the formation of LEPs and will consider all proposals from localities. A White Paper will be published in early October to provide further details.

- 4.2 The current Leicester and Leicestershire MAA Partnership was established to drive economic development following the previous Government's Sub National Review of Economic Development and Regeneration (SNR). Significant progress has been made over a short period of time during which there has been considerable economic uncertainty and a global recession. The Coalition Government's introduction of LEPs provides an excellent opportunity to build on our existing partnership and give it increased legitimacy given the demise of the RDAs and the Government's increasing emphasis on localism.
- 4.3 At its meeting on 1st July 2010, the Leicester and Leicestershire MAA Leadership Board agreed for a sub-regional LEP proposal to be prepared building on the foundations of our existing partnership, which is a strong model of joint leadership that covers the broad economic agenda. Appendix 1 sets out the draft proposal for the existing partnership to embrace the Government's new approach to localism and to take up the challenge of establishing a LEP with the minimal disruption to local delivery. The proposed governance structure for the LLEP is shown below:



4.4 Joint public and private sector leadership is essential to the successful formation and operation of the LLLEP. The Leicestershire Business Council was established to secure effective involvement and engagement of the private sector in economic development activities in the sub-region. The Business Council is leading the preparation of a long-term economic strategy for the sub-region and will play a key role in establishing the LEP. The Government's letter to local authorities in July stated that LEP's should be private sector led bodies that are chaired by a leading business representative. A series of discussions have taken place between officers of the City and County Councils and the Business Council and the following features and process for establishing the LLLEP have emerged:

- The LLLEP Board will include 50% business members and will be Chaired by a leading business representative
- Third sector representation on the LLLEP Board will not compromise the 50% private sector representation
- The Business Council and local authorities will jointly prepare a job description and person specification for the role of the Chair
- A public recruitment exercise will be undertaken and a Chair will be in place by 1st April 2011
- A joint selection panel with one representative from the City, County and Business Councils will be established to recruit to the position of the Chair
- The Business Council and local authorities will jointly prepare a job description and person specification for the private sector membership of the LLLEP Board
- The Business Council will undertake a public recruitment exercise to fill the 7 places on the LLLEP Board
- The LLLEP Executive Board will be jointly chaired by officers of the City and County Councils and a representative of the Business Council
- The LLLEP Support Team, based at the City Council, would provide on-going support to the LLLEP Board, Executive and other partnership Groups.
- The LLLEP would not be a planning authority but will influence planning decisions that impact on sustainable economic growth

5. LEGAL IMPLICATIONS

5.1 This report seeks approval to the proposal for a Local Enterprise Partnership in response to the Government's letter of 29 June 2010. The proposed LEP will act as strategic commissioner under the funding streams set out at paragraphs 4.9 to 4.15 of the proposal, subject to Government approval. At this stage the headline legal implications to note are:-

1. Potential accounting requirements if the LEP is a controlled or regulated Local Authority Company
2. The procurement framework for the proposed commissioning and delivery arrangements
3. TUPE and workforce issues if staff will transfer, for example from the Council to the LEP

4. Whether any "contracting out" arrangements are required from the Council to the LEP when the proposals come to be fine tuned

Joanna Bunting, Legal Services

6. FINANCIAL IMPLICATIONS

- 6.1 This report proposes that Leicester City Council provides financial administration, project evaluation, project monitoring and acts as accountable body for the ex EMDA regional fund, ERDF, HCA funds and any other funding which may be included in the "place based" budget. EMDA currently carry out these functions for the regional fund and ERDF funds. We would need to ensure that the City Council is sufficiently resourced and has adequate administrative procedures in place to provide this function in the future. This can be done when more details of how the new arrangements will operate are available.
- 6.2 It is assumed that there will be no transfer of existing EMDA staff under TUPE arrangements to the new body, which in this proposal would effectively be the LLLEP with the City Council as accountable body.
- 6.3 The detailed proposal highlights funding problems which have arisen under the existing regimes as a result of the inability to carry forward unspent funds from one year to the next. This has had serious impacts on projects in the past. The proposal is to allow more flexibility both in terms of carrying forward funding across years and transferring funding across themes. This would certainly make project planning and implementation easier. As accountable body we will need to ensure that future funding rules are clear.

Martin Judson, Financial Services

7. CLIMATE CHANGE IMPLICATIONS

- 7.1 This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets. Climate change will form an integral part of the LEP's scope as prescribed by Government guidance.

8. OTHER IMPLICATIONS

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

9. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

9.1 None.

10. CONSULTATIONS

10.1 Leicester & Leicestershire Leadership Board - 1st July 201
Leicester & Leicestershire Co-ordination Group - 29th July 2010

11. REPORT AUTHOR

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DRAFT PROPOSAL

LEICESTER & LEICESTERSHIRE

LOCAL ENTERPRISE PARTNERSHIP

(LLEP)

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1. INTRODUCTION

1.1 This submission sets out our proposals for a Leicester & Leicestershire Local Enterprise Partnership (LLLEP). It builds on the strong foundations of our existing sub-regional partnership which provides joint leadership to integrate activity across a broad economic agenda that is critical to achieving sustainable economic growth. The introduction of LEPs provides an opportunity for us to build on our existing partnership by extending the scope of activity and increasing our ability to take local decisions that achieve better outcomes more efficiently.

2. PROPOSED ROLE OF THE LEP

2.1 The *Leicester and Leicestershire LEP (LLLEP) will be a strategic commissioning body* which leads long-term economic change and transformation in the sub-region. Our LEP proposal is based on a strong shared vision and strategy which is underpinned by a strategic commissioning approach to better co-ordinate delivery and provide a greater return on public sector investment.

Shared Vision

2.2 The LLLEP proposal is based on a shared vision led by the private sector. The Leicestershire Business Council is developing a long-term economic vision and strategy for our sub-region which identifies the priorities for providing the best conditions and framework to enable the private sector to grow and flourish.

2.3 In future, resources will be targeted at tackling systemic issues within the sub-regional economy - investing in infrastructure, skills, enterprise and innovation with the aim to improve the environment within which businesses operate. Economic development in the sub-region will see a fundamental shift away from the culture of grants to one of investment and a focus on creating the right environment for businesses to succeed. In the current economic climate our investment needs to be much smarter, making effective use of increasingly limited public funds and integrating spend to greatest effect. The LLLEP will concentrate its efforts and resources on areas where we have the greatest degree of influence and where the impact will be most widely felt to help develop the local economy.

Scope

2.4 The LLLEP will provide strategic leadership for the following themes:

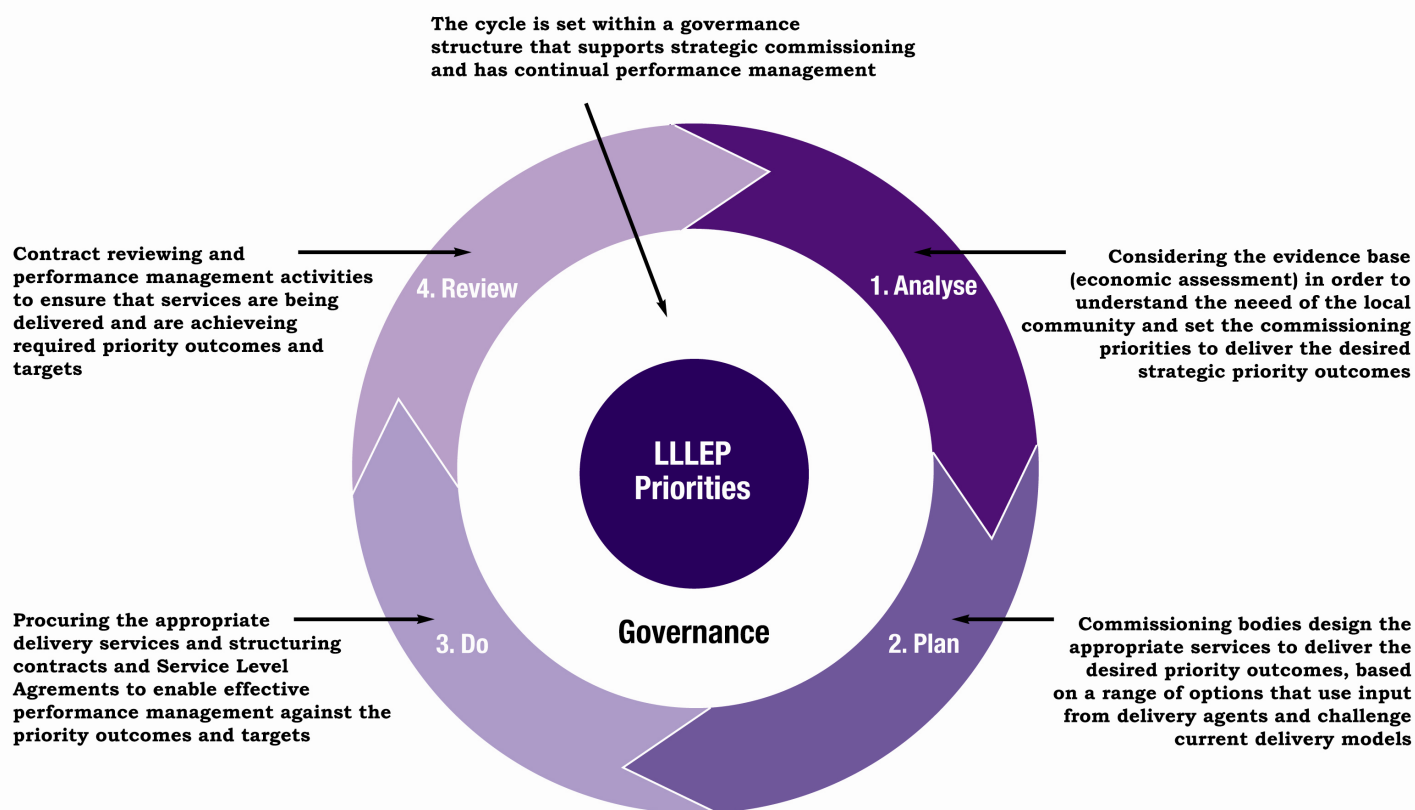
Enterprise and Innovation	Employment and Skills
<ul style="list-style-type: none"> • Promotion and development of an enterprise culture • Local business advice and support • Business start up provision • Growth and diversification 	<ul style="list-style-type: none"> • Primary, secondary and education at Key Stage 4 • 14-19 education and training • Further education • Higher education

<ul style="list-style-type: none"> • Access to finance for business • Inward Investment • Investor development • International trade (China and India) • Sector development and growth • Innovation and technology development and transfer • Research and development • Physical infrastructure to support business development and growth • Encouraging and developing Social Enterprise • Support for SMEs to access public procurement 	<ul style="list-style-type: none"> • Adult numeracy and literacy • Apprenticeships, including high level apprenticeships • Employer Engagement • Vocational training • Entry into employment • Volunteering • Economic and financial exclusion • Participation rates for vulnerable groups
Housing, Planning and Infrastructure	Transport
<ul style="list-style-type: none"> • Strategic planning support for local planning and delivery of growth • Housing, employment land and infrastructure • Regeneration of brown field sites • Strategic regeneration areas • Employment land and workspace provision • Low carbon and resource efficient development • City centre development • Town centre regeneration • Neighbourhood regeneration • Green infrastructure • Social and community infrastructure • Services and highway infrastructure 	<ul style="list-style-type: none"> • Strategic commissioning and delivery • Public transport provision • Congestion reduction • Transport infrastructure
Rural	
<ul style="list-style-type: none"> • Diversification • Technology and innovation in agriculture and horticulture • Sector development including the woodland economy and tourism • Accessibility including community transport and access to services • Provision of rural workspace • Affordable rural housing • Town and village centre development 	

Strategic Commissioner

- 2.5 The LLEP will adopt a strategic commissioning approach to deliver economic development and regeneration across Leicester and Leicestershire. This is the process through which we will ensure that the most cost effective services are

put in place to deliver our priorities. This approach requires all partners to consider the ways in which we spend public money, and the impact this has on our common set of priority outcomes. The diagram below illustrates the four stages of the strategic commissioning cycle; Analyse, Plan, Do and Review.



Capacity and Expertise

2.6 There is capacity and competency within our partnership to deliver our priorities. Arrangements are in place to deliver each stage of the commissioning cycle and we have capacity and expertise in economic research and analysis, strategy and policy development, procurement and contract management, and programme and performance management. We also have robust arrangements in place to undertake stakeholder and customer engagement and consultation.

2.7 We have established a shared service with responsibility for developing and implementing the partnership's strategic commissioning framework. The LLLEP Support Team is based at Leicester City Council and will provide the support function for the LLLEP. The core responsibilities of the Support Team are to:

- Support the LLLEP Board, Executive Board and Strategy & Monitoring Groups
- Prepare, consult and maintain the joint Local Economic Assessment (LEA)
- Develop, consult, implement and review a long-term Economic Strategy
- Develop and deliver a medium-term strategic commissioning strategy

- Prepare and oversee the implementation of 3-year joint commissioning plans
- Influence the strategies, plans and policies of regional and national agencies to ensure mainstream resources of national partner agencies are aligned to deliver the LLEP's priorities
- Commissioning, procurement, contract and programme management
- Performance management, monitoring and evaluation

2.8 The partnership has completed the analyse stage of the commissioning cycle by completing a joint economic assessment and preparing the draft **Leicester & Leicestershire Strategic Commissioning Strategy for Economic Growth 2011-2014** (Appendix 1), which sets our strategic priorities and outcomes for the next three years.

3. PROPOSED LLEP GOVERNANCE

Geography

3.1 The rationale for developing the LLEP is based on the geography of our sub-region. It also recognises an economic block with a population of one million people and a GDP of £18.5Billion pa. The sub-region functions as an integrated economic area because of its travel to work, retail patterns, inter-commuting and transport links. The LLEP will provide the opportunity for the Business Sector, the City, County and District Councils and third sector partners to continue to work together on shared priorities. The LLEP will also provide joint public, private and third sector leadership on a wide range of issues that impact on the local economy.



Travel to Work Areas in and around Leicester and Leicestershire.

As the map above shows the combined administrative boundaries of Leicester and Leicestershire are closely aligned to the formal Travel to Work Areas produced by the Office for National Statistics (ONS).

Leicester City Residents

- 82.4% work in Leicester
- 13% work in Leicestershire
- 95% of Leicester City residents work in the sub-region

Leicester City Workforce

- 54% come from Leicester City
- 35% come from Leicestershire County
- 89% of Leicester City's workforce lives in the sub-region

Leicestershire County Residents

- 66% work in the County
- 19% work in Leicester City
- 85% of Leicestershire County residents work in the sub-region

Leicestershire County Workforce

- 80% lives in Leicestershire County
- 6% lives in Leicester City
- 86% of the Leicestershire Workforce lives in the sub-region

Working across LEP Boundaries

- 3.2 The LLEP will work across boundaries on common strategic priorities and we have already explored this approach with neighbouring areas. This approach will enable co-commissioning of activities that deliver mutual economic benefits and efficiencies across LEP boundaries. We have a strong track record of successfully delivering projects and programmes across political boundaries including the New Growth Point across Leicestershire, Derbyshire and Nottinghamshire and regional ESF, ERDF and RDPE programmes.

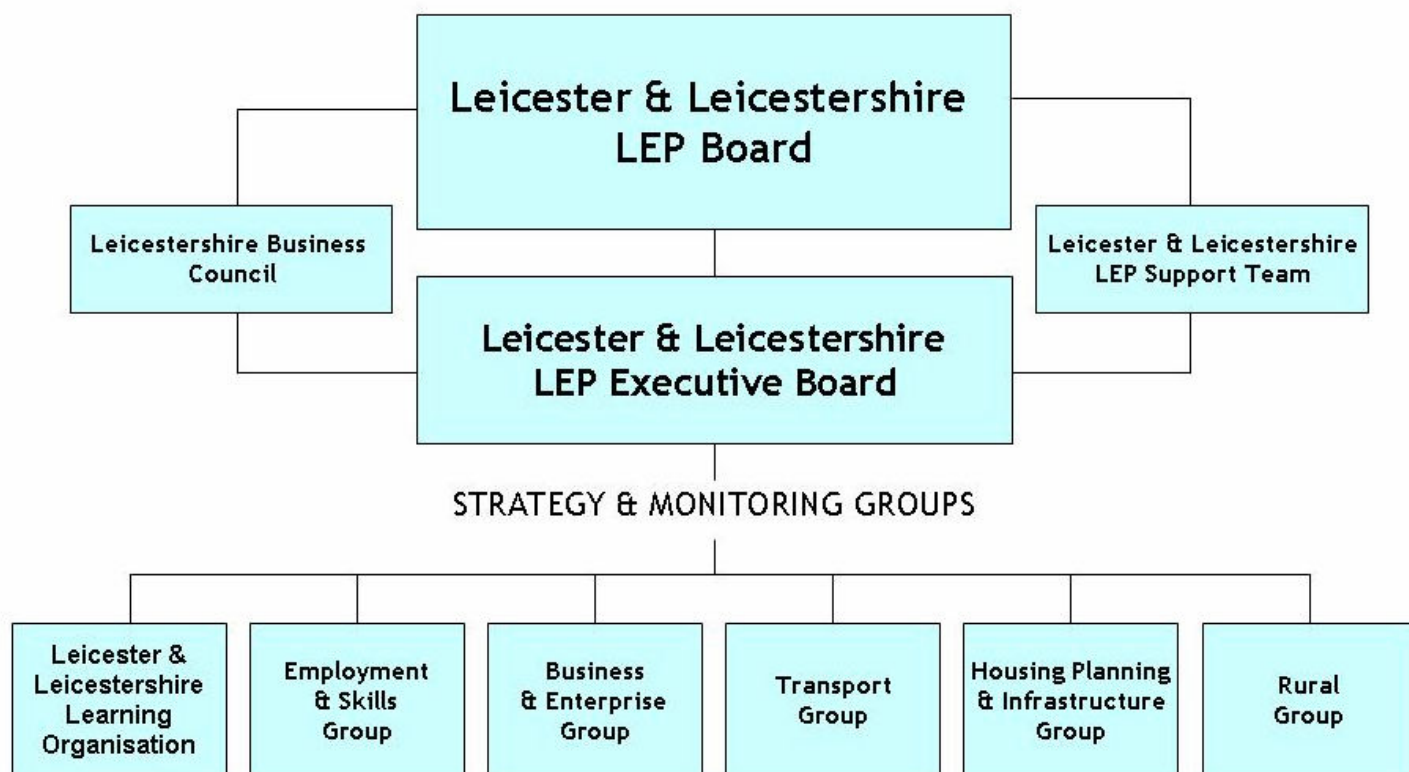
The following areas of collaboration are being explored:

- Northamptonshire – opportunities around M1 corridor and distribution
- Derby and Nottingham - East Midlands Airport and automotive sector
- Staffordshire - National Forest
- Warwickshire - automotive sectors
- Rutland and Lincolnshire - rural economy

A concept of 'enterprise hubs' will be explored whereby neighbouring LEPs can work together to plan major infrastructure and co-commission joint services which deliver common local priorities. For example, Nottinghamshire, Leicestershire and Northamptonshire have strong civic and economic links with China which have resulted in the establishment of a regional China Business Bureau. Should this remain a priority for the respective LEPs, then this would provide an opportunity to continue to co-commission this service across LEP areas.

LLLEP Structure

- 3.3 A key feature of the LLLEP is that it reflects our intention to integrate activity across a range of themes required to achieve real change.



- 3.4 The proposed LLLEP governance structure is based on the existing sub-regional partnership and the groups identified above are already in place to take on the responsibilities of the LLLEP. However, as part of the convergence there will be a review of the role and membership of the various groups to ensure that these are 'fit for purpose' in taking on the responsibilities of the LLLEP.

Representation

- 3.5 The private sector has a leading role at all levels in the governance arrangements enabling real engagement in developing strategy, co-ordinating delivery and in decision making. The Business Council is represented on each of the partnership groups, including the LLLEP Board, Executive Board and Strategy and Monitoring Groups, therefore the private sector will be actively involved in shaping strategy and making decisions on public funding expenditure.

LEP Board: Will comprise of 50% private sector and 50% public and third sector members. The Board will be chaired by a leading business representative:

- 7 Business representatives
- Leicester, De Montfort or Loughborough University representative

- 2 Leicestershire County Council representatives
- 2 Leicester City Council representatives
- 2 District Council representatives (representing 7 Districts)
- Voluntary and community sector representative

LEP Executive Board: Representatives from the public, private and third sectors will form the LEP Executive Board. The Executive Board will be chaired by officers of the City and County Councils and a representative of the Business Council:

- Strategic Director, Leicester City Council
- Assistant Chief Executive, Leicestershire County Council
- Chief Executive, District Council (representing 7 Districts)
- Chief Executive, Voluntary Action Leicestershire
- Director of Leicester & Leicestershire Learning Organisation (LLLO)
- Chair of Business & Enterprise Group
- Chair of Employment & Skills Group
- Chair of Housing, Planning & Infrastructure Group
- Chair of Transport Group
- Chair of Rural Group

LEP Strategy and Monitoring Groups: Representatives from:

- Public sector agencies
- Business representatives, including those nominated by the Leicestershire Business Council
- Voluntary and community sector representatives

Accountable Body

3.6 The Government will require a contractual arrangement with the appropriate accountable body through which the responsibilities and funding will be devolved from Central Government Departments and their agencies to the LLLEP. The formation of our current partnership produced three legal agreements that would form the basis of the contractual arrangements for the LLLEP:

RDA contract with the Local Authorities: This contract was signed between the RDA and the City and County Councils following the transfer of funding and responsibilities from *emda's* Sub-Regional Strategic Partnerships (SSPs) to the local authorities. This would form the basis of the contract between the LLLEP and Government.

Partnership Agreement: This agreement established the existing partnership and the shared service based at Leicester City Council and would form the basis of the LLLEP agreement locally.

Accountable Body Agreement: Leicester City Council currently acts as the accountable body for the existing partnership and the RDA's sub-regional

allocation. This agreement would continue and the City Council would act as the accountable body for the administration of LLLEP funds, including funding transferred from the RDA.

- 3.7 The above agreements have been in place since 1st April 2009 and would form the basis of the contractual arrangements to form the LLLEP to avoid incurring unnecessary additional legal costs.

Scrutiny

- 3.8 It is important to develop robust scrutiny arrangements to hold the LLLEP to account. The scrutiny function would:

- Examine decisions that have been made
- Evaluate policies, performance and progress
- Ensure that consultation, where necessary, has been carried out
- Highlight areas for improvement
- Ensure services are effective, efficient, and responsive to needs
- Review services
- Ensure that the LLLEP's activities represent value for money

- 3.9 Leicestershire County Council, Leicester City Council and the District Councils will consider appointing a Joint Overview and Scrutiny Committee for the LLLEP. Its role will be to perform overview and scrutiny functions on behalf of the Councils in relation to the delivery of joint services as outlined in the LLLEP agreement.

4. DELIVERY

- 4.1 Strategic commissioning is the process through which the LLLEP will deliver its priorities and achieve value for money. LLLEP's role is to develop strategy and commission activities to achieve its priorities from a neighbourhood level up to the sub-regional level and to influence the activities of partner agencies to deliver our priorities. The responsibility for delivery falls on those organisations that have been directly commissioned to deliver the activities and those that have successfully bid for these commissions.

Local Economic Assessment and Commissioning Strategy

- 4.2 The partnership has made considerable progress in delivering the first stage of its commissioning cycle. The outcomes of this stage have been the preparation of a comprehensive evidence base in the form of a joint Local Economic Assessment which has informed the preparation of the Leicester & Leicestershire Commissioning Strategy for Economic Growth 2011-14 (Appendix 1).

Leicester & Leicestershire Commissioning Strategy for Economic Growth 2011-14

4.3 Our Commissioning Strategy articulates the strategic priorities that the LLEP will deliver over the next 3 years to enable economic growth in our sub-region. A key component of the document is the performance framework which outlines the outcomes that we will deliver in order to achieve these priorities. The outcomes within the performance framework are based on the evidence in the economic assessment and focus on the economic weaknesses we need to address and the strengths upon which we can build. The strategic priorities that we will deliver in order to achieve our shared vision are:

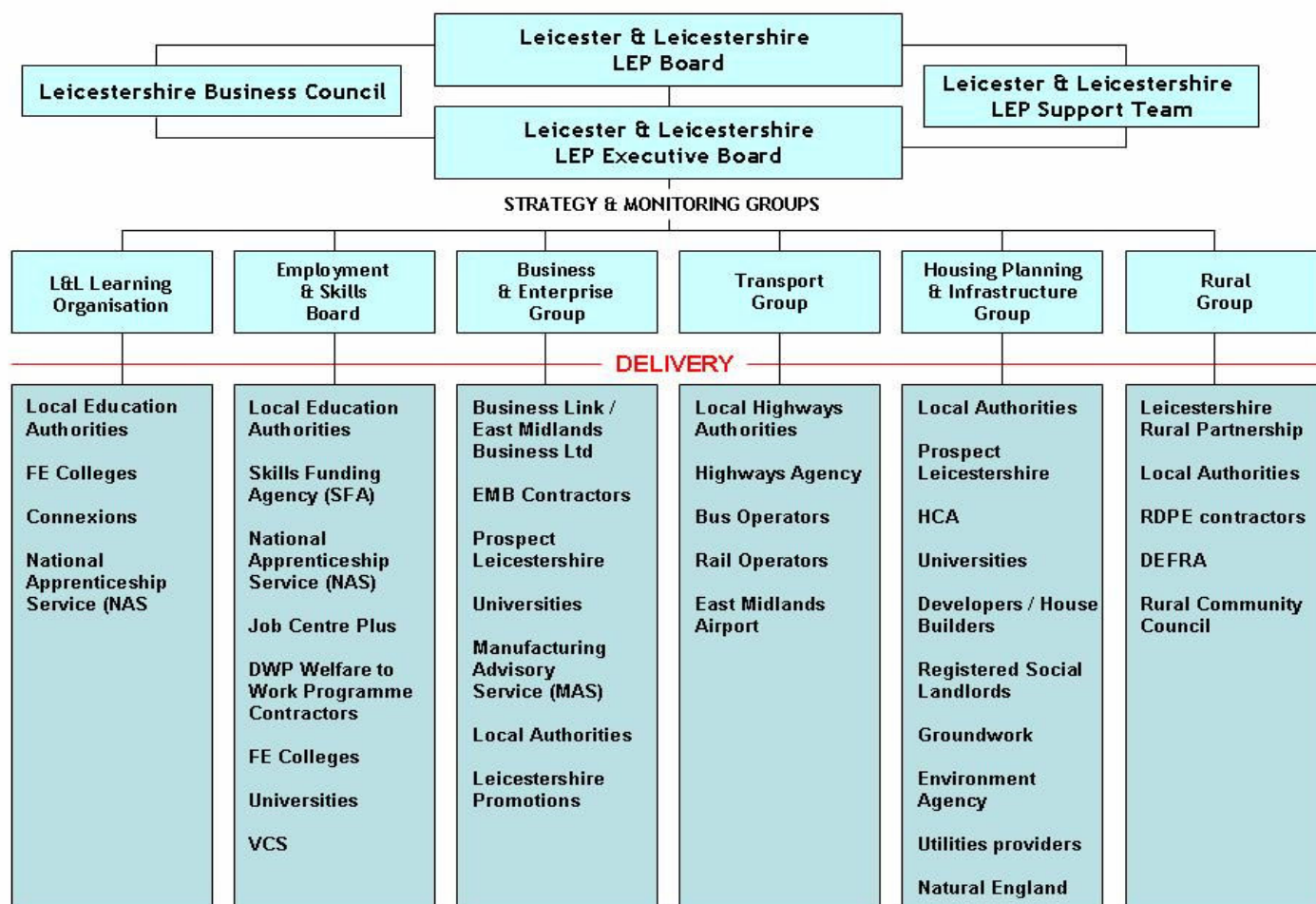
- *A productive economy with innovative and high performing businesses*
- *A highly qualified, skilled and motivated workforce in high value jobs*
- *Improved opportunities for vulnerable people and communities*
- *A highly sustainable environment with excellent infrastructure*

4.4 The Commissioning Strategy will be supported by 3-year strategic commissioning plans for each of the outcomes in the performance framework. Each strategic commissioning plan will:

- Identify national and local partners
- Set out a list of priority actions to deliver the outcome
- Outline the resources available
- Identify and assess the current commitments
- Propose and assess alternative and/or additional delivery options
- Identify performance measures and set targets for the next 3 years

Commissioning and Delivery

4.5 It is important to understand the distinction between strategic commissioning and delivery. The diagram below makes this distinction and illustrates the range of organisations that are responsible for delivering aspects of the LLEP's Strategic Commissioning Strategy for Economic Growth 2011-2014.



5. ASKS OF GOVERNMENT

5.1 There are a number of supporting measures that the Government could introduce to remove existing barriers which would allow the LLLEP to fully integrate and align resources to deliver the priority outcomes in our commissioning strategy.

5.2 We believe that this can be achieved through a place-based budget for economic development in Leicester & Leicestershire which reduces bureaucracy, simplifies delivery, increases efficiency and provides local accountability. A place based budget should:

- be **combined at national level** to make joining up locally as easy as possible;
- have a **consistent minimum** of rules and processes;
- have **maximum flexibility for virement** to ensure funding can be applied to greatest effect;
- be capable of being **applied to sub-regional priorities** that are agreed between national and local agencies and meet local and national priorities;
- be **allocated on a longer-term basis through a sub-regional 'place based budget'** approach where funding of projects is agreed by the LLLEP

Our key asks are:

- **Government Level** - Simplified longer-term funding streams aggregated were possible with consistent rules and maximum flexibility
- **Agency Level** - Reduced number of agencies with consistent approaches that allow for co-commissioning at a local level

5.3 The level of resources available from local authorities and national and regional agencies to deliver economic development and regeneration in Leicester and Leicestershire will be known after the Comprehensive Spending Review in October. We suggest that the place based budget approach outlined above is applied to the resources and funding identified below.

Regional Growth Fund

5.4 The Regional Growth Fund (RGF) aims to increase private sector employment in areas which are highly dependent on public sector employment. The economic assessment has revealed that 1 in 3 jobs in Leicester City are in the public sector and this presents a major challenge because of the cuts in public finance. The LLEP will seek to access RGF to implement key schemes such as the New Business Quarter and Leicester Science Park. These key projects will transform the sub-regional economy by stimulating growth in private sector investment and jobs. We have responded to the Government's consultation on RGF and have highlighted the need for the LLEP to co-ordinate RGF at a sub-regional level through a place based budget approach to maximise its impact.

RDA Funding

5.5 The current level of RDA funding allocation to the sub-region is limited and constrained by unnecessary controls. Under the principles of LEPs, the Government is seeking a governance model which will enable it to increasingly transfer funding and responsibilities from the regions to the sub-regions. The LLEP provides the basis to enable key strands of economic development activity to be co-ordinated effectively. We will seek funding devolution from Government to the LLEP on the basis of an alignment of objectives, programmes and outcomes established in both national and sub-regional strategy and the expenditure proposals set out in the related commissioning plans.

5.6 The Coalition Government's 'in year' cuts in public expenditure to tackle the national deficit resulted in *emda's* budget being cut by nearly 40% from £131m to £80m in 2010/11. If these cuts are an indication of future funding allocations, then the cuts would not affect the level of investment and delivery, but would be as a result of stripping away the administrative functions of the RDA. The allocation of the RDA's funding to the LLEP would enable us to make a significant investment in the local economy as opposed to the £2.25m we are currently being asked by the RDA to programme for in 2011/12.

- 5.7 The LLEP Support Team referred to in paragraph 2.7 is jointly funded by the local authorities, RDA and HCA. The annual operational cost of the service is currently £500k funded by a contribution of £240k from the local authorities, £210k from the RDA and £50k from the HCA. emda has confirmed that its contribution towards the service in 2011/12 will be £50k and there is no commitment for funding from the HCA beyond 2010/11. We will therefore seek a contribution from Government towards the operational costs of the LLEP from April 2011. This represents a major saving in comparison to the annual £23m administration funding that emda receives from Government. Should the responsibility for managing funding programmes such as European Structural Funds, Regional Growth Fund and other funding programmes transfer from existing agencies to the LEP, there will be additional programme management and administration costs for which we would seek financial support from Government

European Structural Funds

- 5.8 In 2007, the East Midlands region received approximately £300m through the European Structural Fund Programmes (2007-13). These Programmes are due to end in three years time. Due to both the economic climate and the need to ensure that we achieve maximum spend or risk having the European Commission claw it back, it will be important to keep funding flowing into those areas eligible for Structural Fund assistance. In addition to this, consultations will begin next year with the European Commission and Government on the future of the European Commission's Cohesion Policy post 2014.
- 5.9 The current ERDF programme managed by the RDA's is due to end in 2013. With the demise of *emda*, it will be important to keep funding flowing into areas until then, and so stability is necessary. To ensure local strategic decision-making can influence delivery at a local level without disrupting programme delivery, the LLEP is best placed to manage the European Structural Funds Programmes, giving greater local control. This will ensure the delivery of economic development opportunities driven by local priorities reflecting local need from the outset, yet minimising any bureaucratic burden.

Homes & Communities Agency (HCA) Funding

- 5.10 From 2011, the HCA is streamlining its programmes into a primarily single pot to deliver an agreed Local Investment Plan (LIP). We propose that this funding should be integrated with our commissioning strategy and incorporated into a placed based budget.

Impact and Performance

- 5.11 We propose that the performance management framework for the LLEP is closely aligned to national objectives through a Placed Based Budget Agreement. Financial and performance management will be undertaken by the LLEP Support Team which will be accountable to Government and locally for financial and performance outcomes. There will be robust monitoring of all

LLLEP interventions with appropriate impact assessments and performance measures.

Key Transformation Projects

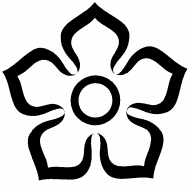
5.12 We believe that the private sector can only flourish and create employment opportunities if the environment in which it operates is conducive to business. The LLLEP will seek to build an investment climate in which private entrepreneurs will invest and generate jobs. The partnership will invest in the skills of people so they can participate in the economic growth generated by private entrepreneurs and become entrepreneurs themselves. The LLLEP's Commissioning Strategy will be supported by an investment plan that sets out the key projects that the partnership will commission to achieve our priorities. The partnership has already started to develop an investment plan and Appendix 2 outlines the wide range of investment opportunities in the sub-region that the LLLEP will seek to support through a place based budget.

6. NEXT STEPS

6.1 This LEP proposal puts forward a compelling business case for a Leicester and Leicestershire Local Enterprise Partnership (LLLEP). Our existing sub-regional partnership has been operating for 18 months and considerable progress has been made during this time. We have established a strong public, private and third sector partnership that has adopted a strategic commissioning approach to deliver effective and efficient economic development and regeneration services across Leicester and Leicestershire. We believe our current arrangements have laid a firm foundation for our LEP and that we are in a strong position to become one of the forerunners. We propose the following steps and timetable for establishing the LEP:

- **6th September 2010** - Submit proposal to Government
- **September to November 2010** - discuss and agree our proposal with Government
- **November to December 2010** - Establish LEP Governance and support service
- **February 2011** - Publish LEP Economic Strategy and Strategic Commissioning Framework
- **April 2011** - Shadow LEP arrangements established and transition from RDA to commence from 1st April 2011 and completed by April 2012.

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Leicester
City Council

WARDS AFFECTED

All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

6 September 2010

One Council Customer Service Promise and Standards

Report of the Director of Change & Programme Management

1. PURPOSE OF REPORT

The purpose of this report is to seek approval for a new One Council Customer Service Promise and revised Customer Service Standards. The report sets out details of the consultation process that has been followed to develop the promise and standards, and seeks support for development of a pilot that will help test out the best approach to managing and improving performance in relation to the standards.

2. RECOMMENDATIONS

Cabinet are asked to:

- 2.1 Recommend approval of the new One Council Customer Service Promise (section 3.5)
- 2.2 Recommend approval of the revised Customer Service Standards (section 3.6)
- 2.3 Support the development of a pilot improvement initiative that will contribute to the development of the corporate performance management framework in the area of customer service (section 3.7)

3. Report

3.1 Background

Service standards play an important role in ensuring that quality services are delivered to customers. Service standards guide managers on how they should design their systems and processes, guide staff on how they must undertake their work and empower customers to demand good service by relying on the knowledge that the people running the Council have laid down what should be done.

The Council has had corporate customer service standards for many years. These cover the common interactions between a customer and the Council. Staff are required to comply with the corporate standards and managers are expected to monitor performance to ensure the standards are met.

In 2008/9 a baselining review of customer service policy and practice was undertaken by the ODI team and found:

- Some services were applying and promoting customer service standards that were different from the agreed corporate standards in substance and style;
- Our customers were receiving ambiguous messages about the standards of service they should expect from the Council;
- Our staff and managers were getting confusing and conflicting messages about the level of service they should be providing;
- The Council, as a whole, did not have a strong and coherent customer service culture, and;
- LCC Mori Surveys have consistently shown a significant level of dissatisfaction with aspects of LCC customer service (see Appendix 1).

3.2 One Council Culture Change Project

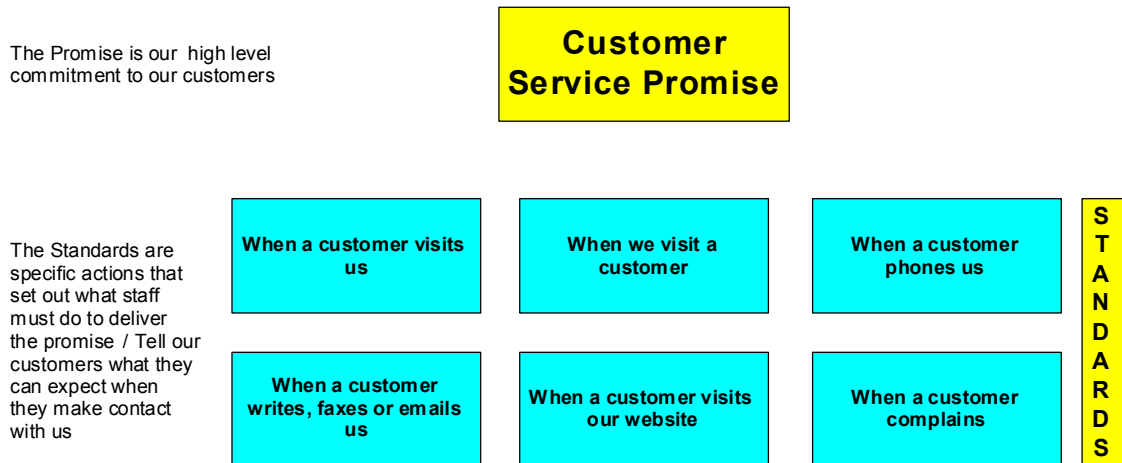
The One Council Culture Change Project was set up, as part of the One Council One Contact (OCOC) Programme within ODI, and tasked with

**“Developing a One Council approach to customer services
in that we have
one set of standards
and a structure and culture which supports these”.**

The terms of reference for the project are shown at Appendix 2. Achieving good customer service should be an important expectation, and even in times where resources become constrained there should be no reason that we cannot strive to provide excellent customer service.

3.3 Customer Service Standards Framework

After researching best practice in other leading local authorities, the ODI OCOC Team developed proposals for a customer service standards framework, consisting of a promise and detailed standards. This approach was approved by SMB on 13 April 2010.



The Customer Service Promise is a new development for LCC and is a set of eight high level commitments that tell our customers what they should expect when they interact with the Council. It covers the different methods that customers use to interact with us, including for example use of the website, which was not covered in the previous framework. The Promise sets out the commitments in plain and memorable language which would be understandable across the whole community. These are commitments that apply across the Council irrespective of the service provided and against which the quality of the Council's customer service is to be assessed. It is envisaged that corporate monitoring of performance against the Promise will be based around the MORI survey and surveys undertaken in divisions.

The City Council customer service standards were last revised in consultation with Services and customers in 2007. These are in place and Services are expected to comply with these (until such time if any that they are amended or replaced). In the Customer Service Standards framework the Standards tell our staff some key actions they must do in order to deliver the Customer Promise and tell our customers in detail the minimum level of service they can expect when they make contact with us.

It has always been anticipated that Services will add to the customer service standards where there are specific customer interactions (not catered for in the corporate set) and Service Managers consider it beneficial to set standards for staff and promote these to customers. Rationalisation and consolidation of these would be achieved through periodic corporate reviews of customer service standards in operation.

The OCOC Team have undertaken detailed consultation and engagement with a range of stakeholders to develop the promise and to refresh the existing customer service standards. This includes customers, members, managers and officers involved in delivering services.

Full details on how the Promise and Revised Customer Service Standards have been developed and the feedback received from key stakeholders during the work that took place between December 2009 and July 2010 are shown in Appendix 3.

3.4 Acceptability Testing on the Promise

Having developed a proposed Promise and refreshed standards acceptability testing was undertaken in June 2010 to check that the Promise was acceptable to our customers and to Councillors. The ODI OCOC Team consulted with:

- Leicester citizens through the online “Have your Say” consultation facility;
- The People Panel, Housing user groups, Voluntary Action Leicester and Library users; and
- The Leader and Members through workshops, 1-1 meetings and questionnaires.

In total we received 252 responses from customers and 18 responses from Councillors. The consultation exercise showed high levels of acceptability of the promises both from customers (see table 1) and Councillors (see table 2).

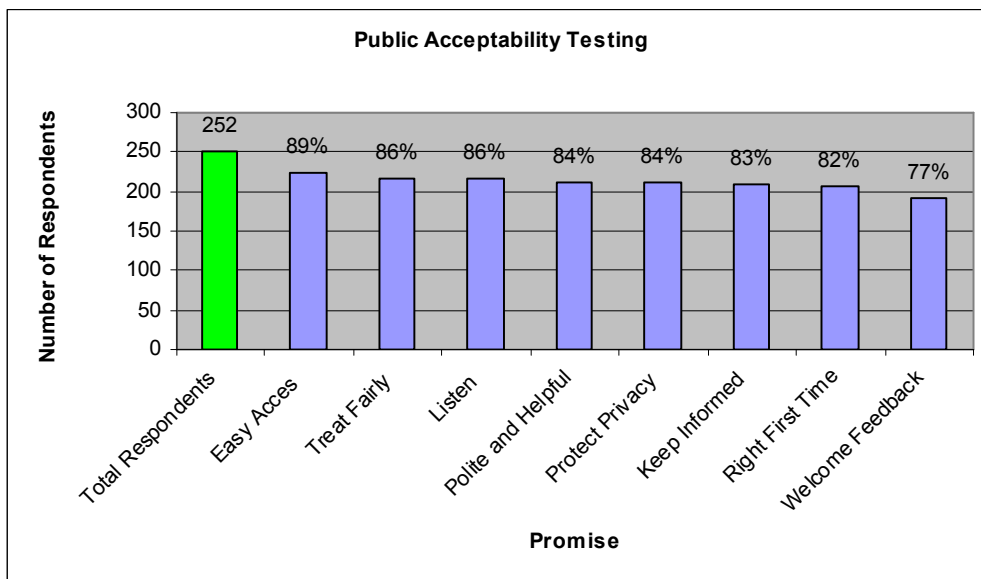


Table 1: Customer Acceptability

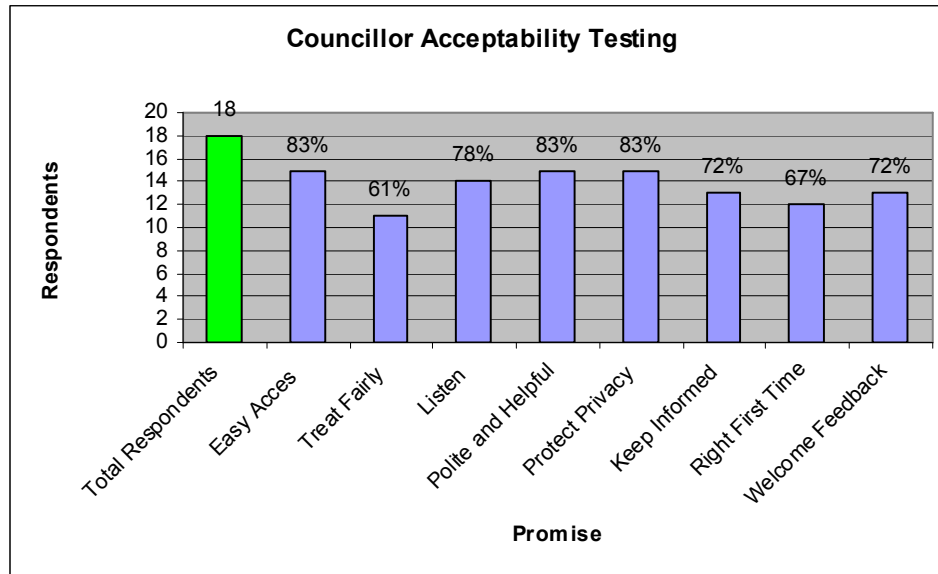


Table 2: Councillor Acceptability

3.5 The proposed One Council Customer Service Promise

The table below sets out the new Promise which is being proposed for adoption by Cabinet.

🚩 Cabinet are asked to approve the Promise as set out in the table below.

Promise proposed for adoption by the City Council from October 2010
We will:
1. Be polite, professional and helpful
2. Listen to you so we can better understand your needs
3. Aim to get things right first time
4. Keep you informed
5. Treat you fairly and with respect
6. Make it easy to access our services
7. Protect your confidential information and privacy
8. Welcome your feedback and tell you how it has made a difference

3.6 The Proposed One Council Customer Service Standards

The table below sets out the revised customer service standards which are being proposed for adoption by Cabinet.

✚ Cabinet are asked to approve the Standards as set out in the tables below.

A. GENERAL

Current Standards	Proposed Standards
	When you contact us:
	1. When you contact us we aim to deal with your enquiry fully, and if this is not possible we will attempt to agree on a course of action to satisfy your enquiry.
	2. If we cannot help you for any reason, we will always tell you why.
When you are waiting for a service or response: We will advise the customer about when they can expect to receive the service they have requested and keep them informed of any changes to this.	3. When you are waiting for a service, we will tell you when you can expect to receive the service requested, and will keep you informed of any changes to this.

B. TELEPHONE CHANNEL

When we answer the Telephone:	When you phone us:
We will answer within 20 seconds.	1. We will answer your call within 20 seconds (6 rings). This means: A. The call is answered within 20 seconds by a member of staff where there are no automated facilities OR ; B. The call is answered within 20 seconds by a member of staff before an automated telephone system answers; OR ; C. The call is answered within 20 seconds by an automated telephone message, telling you how long the wait is going to be or that you are in a queue, and the call will be answered shortly.
We will greet the caller in a courteous manner, giving our name or section as appropriate.	2. We will greet you politely, giving the name of the organisation / section and the person's name.
	3. We will always confirm the identity of the caller, if we are discussing your personal information.
We will only transfer a call if we are sure who to transfer the call to. Otherwise we will arrange to call the customer back.	4. We will only transfer your call, if we are sure who to transfer the call to. Otherwise we will arrange to call you back.

We will arrange to call back or write to the customer if an immediate response is not possible. This contact will be made in an accessible way to meet the customer's needs, e.g. minicom, fax or interpreter if appropriate.	5.If we need to call you back or write to you, we will ensure this contact is made in an accessible way to meet your needs e.g. email, fax, letter or interpreter.
	6.When our lines are closed we will ensure that you are greeted with a helpful recorded message explaining service opening hours and alternative access methods e.g. the council's web site.
	7. All voicemail answering messages will be kept up to date.

C. FACE-to-FACE

When you visit our reception areas:	When you visit us:
We will have helpful and welcoming staff wearing name badges.	1.We will have helpful and welcoming staff wearing name badges.
	2 We will greet you on arrival, to ensure you know where to go, and what to expect.
We aim not to let customers wait any longer than 15 minutes but, if necessary, we will keep them informed about any delay.	3. You will be seen within 15 minutes from arrival, and kept informed of any delays.
	4.If you attend a prearranged meeting you will wait no longer than 10 minutes.
	5.If we are unable to keep an appointment, we will contact you as soon as possible, to apologise and to arrange another appointment.
	6.We will make sure you can discuss matters in private with us, if you need to.
Upon your visit our reception areas will:	
* be clearly signposted;	7.Our reception areas will be clearly signposted, accessible, clean, and welcoming, with up to date information relevant to you.
* be accessible, clean and tidy;	
* clearly display information about other relevant services, including those provided by other agencies, and how to contact them;	
* have a freephone, and access to a minicom in main reception areas to allow customers to contact other Council Offices;	8.We will have a free phone in our main reception areas to allow you to contact other Council Services.
* have information about Council services in different languages, where appropriate	9.We will provide you with information about Council Services in different languages in the most cost effective way.
* offer interpreters and ensure they are available if booked in advance;	10.We will offer you a face to face interpreter, when we know in advance that you are coming to see us. Otherwise we will offer you a telephone interpretation service when you visit our offices.
* preserve confidentiality where requested, and advertise this fact widely so that customers know they can ask for this to be done; and	Covered by the PROMISE
* cater for the needs of visiting children and babies as far as possible.	

D. AT HOME OR BUSINESS

When we visit your home or business we will:	When we visit you:
	1. Where a face to face meeting with one of our staff is necessary, and it is not possible for you to visit us, then we will offer you a home or business visit.
We will make appointments, in advance wherever possible. We will identify ourselves as Council employees with a name badge or warrant card or agreed password if appropriate. When we arrive, we will explain who we are and the purpose of our visit.	2. If appropriate, we will always try to visit by appointment and will clearly explain the purpose of our visit. If we anticipate a delay, we will aim to let you know at least one hour before the time of the appointment.
	3. We will let you know as soon as possible if an appointment has to be rearranged.
	4. We will identify ourselves to you as council employees with a name badge, warrant card or agreed password if appropriate.
	5. We will provide a direct point of contact, so that you can check the identity of the visitor, before allowing entry into the your property.
We will be polite, friendly, and conduct our business efficiently.	Covered by the PROMISE
We will let the customer know what will happen next as a result of our visit.	6. We will let you know at the end of the visit what will happen next, and keep you informed of progress.

E. WEB CHANNEL

When you visit our website:	When you visit our website:
NEW STANDARDS	1. The information on our website will be up to date and easy for you to understand.
	2. We will aim to design our web services so that you are only three clicks away from the information you need.
	3. We will promptly publish information on the website when access to our services and facilities changes, or is disrupted.
	4. Where you can make a payment online, we will make it easy for you to carry out transactions on line.
	5. Our website will be secure so you can be confident that your personal information is safe when undertaking transactions.
	6. Our website will tell you all the ways in which you can access our services including mobile phone and digital television.

F. LETTERS AND EMAILS

When we receive your letters and emails:	When you write or email us:
We will respond, or let the customer know how we are dealing with the matter, within ten working days.	1. When you send us a letter, we will contact you within 10 working days at the very latest, with a full response. OR let you know what is happening with the enquiry, how long it is likely to take to complete, and the name and contact details of the person dealing with it.
	2. If you e-mail a publicised email address, then you will receive an automatic message informing you of our standard for responding to email enquiries.
	3. When you email us, we will contact you within 5 working days at the very latest, with a full response. OR let you know what is happening with the enquiry, how long it is likely to take to complete, and the name and contact details of the person dealing with it.
<p>We will write in a way that is easy to understand and use languages other than English when appropriate. We will arrange for Braille, large print or audio formats when requested.</p> <p>We will advertise widely the fact that alternative formats are available if people ask for them.</p> <p>We will give the name of the person or section to contact and provide a telephone or minicom number.</p>	<p>4. If we know that your preferred language is not English or you need a response in a different format, i.e. large print or audio, then we will try to respond to you within 10 working days, but it may take us longer to do so.</p> <p>5. We will write to you in Plain English and always give you the name and full contact details of the person sending you the letter or email.</p>

G. EQUALITIES

Providing Equal Access	Providing Equal Access
We will ensure that all customers have access to our services and we will not discriminate on the grounds of age, disability, gender, race, religion or belief, or sexual orientation.	1. We will ensure that you have an equal opportunity to access our information and, if appropriate, our services irrespective of your age, disability, gender or gender identity, race, religion or belief, or sexual orientation.

H. DEALING WITH CUSTOMER COMMENTS, COMPLIMENTS COMPLAINTS

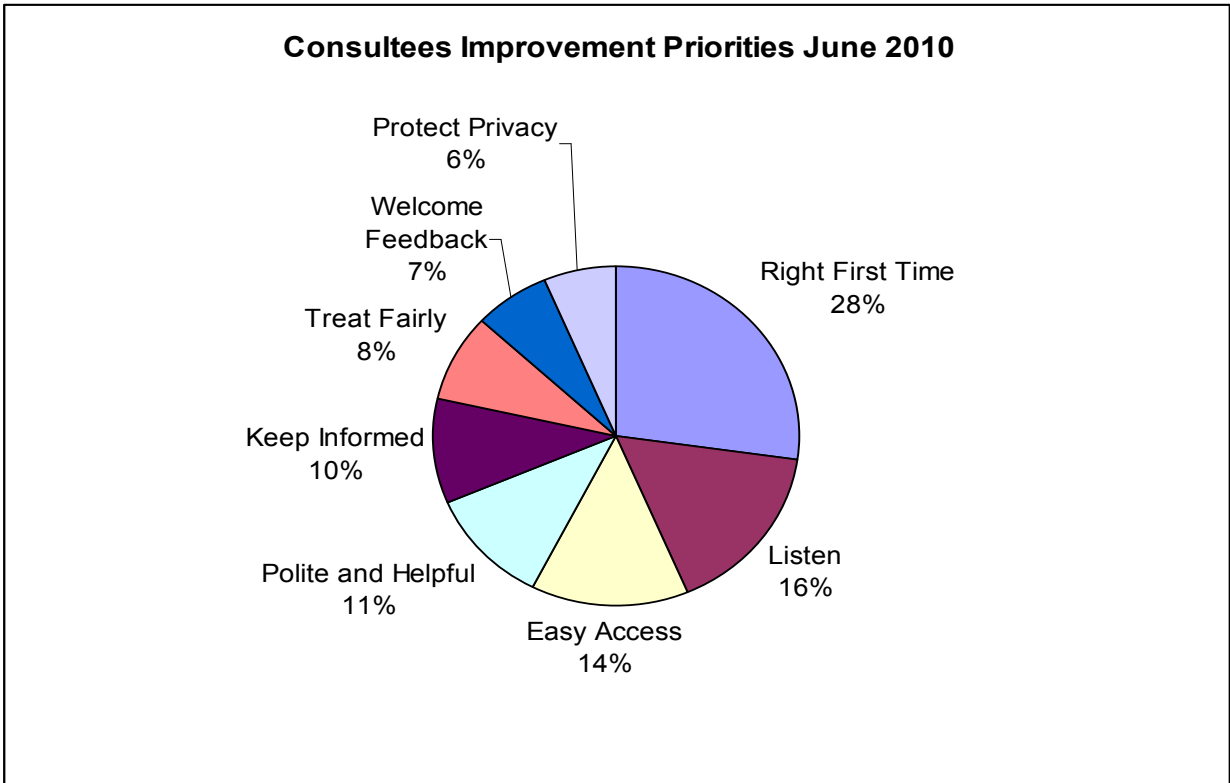
	If you want to make a Comment, Compliment or Complaint
	1. Every member of staff will be able to inform you about where they can make a comment, compliment or complaint.
	2. We would like to know when we get it right. We welcome suggestions you may have on how we can improve our services.
	3. If you are dissatisfied with our service, you have the right for it to be investigated.
	4. Once a complaint has been made an acknowledgement will then be sent to you within 24 hours telling you the name and telephone number of the person to be contacted in the event of any further queries on your complaint.
	5. We will notify you in writing of the outcome of the investigation within 10 working days at the very latest of the complaint being received. If we cannot complete an investigation within 10 working days we will tell you why.
	6. On conclusion of an investigation we will inform you of what you can do next, if you remain dissatisfied.
	7. If we have got things wrong, then we will apologise, and try to put things right.

3.7 Customer Service Improvement Priorities

The OCOC Culture Change Project includes a work stream to develop a Customer Service Performance Management Framework that integrates with the corporate approach to performance management. High level proposals based on the corporate management model of 'Analyse, Plan, Do, Review' were prepared and tested with Strategic Directors and Divisional Directors in April 2010. The high level proposal envisages an annual assessment of customer service performance leading to the development of service improvement plans and the initiation of appropriate service improvement activities.

Regular monitoring of performance against the standards is primarily a function of operational managers. SMB noted that the suite of standards was extensive and that corporate monitoring arrangements should be reasonable and proportionate for the purpose of corporate oversight of performance. It is envisaged that a number of the standards will be incorporated in the basket of corporate health indicators which is currently under review.

As part of consultations with senior managers and the acceptability testing in June 2010 with customers and councillors the ODI OCOC Team requested consultees to identify the one commitment in the Promise which they regarded as requiring most improvement. The reason for this was to explore the possibility of running a pilot service improvement project.



The most popular improvement priority by a significant margin – across customers and Councillors - was "Get things right first time". Amongst LCC managers 50% of respondents chose this as the priority.

A number of Heads of Service have registered an interest in working with the ODI OCOC Team on a short duration pilot improvement initiative focused on “get things right first time”. It is envisaged that this work will contribute to the development of the Corporate Performance Management Framework in the area of customer service.

✚ Cabinet are asked to approve the proposal for a pilot improvement initiative.

4. Communication Plan

The ODI OCOC Team are aiming to achieve comprehensive public, Councillor and staff awareness of the Customer Promise, and understanding among key staff groups of how it and the revised Standards affect them and what action they need to take. A focused and single-minded approach to communications over the coming months is key to progressing the Council's vision of improved services and increased customer satisfaction.

The ODI OCOC Team is consulting with the City Council's marketing and communications staff to help define the key messages and the elements of the promotional campaign. OCOC, ODI and SMB will receive progress reports on the developing promotional campaign. The broad proposals are as follows.

Managers and Staff – Aug – Sept

In the lead in to the public launch, throughout August and September the ODI OCOC Team are proposing a range of promotional activities focused on managers and staff to make them aware of the Promise and Standards before the launch and to ensure they know what actions need to be taken (e.g. removal of outdated standards posters, amendments to websites) at the end of September.

Councillors – Sept

A separate stream of work is envisaged with Councillors. Councillors are recognised as key stakeholders in the Council's customer service in that they interact with many customers in their surgeries and at ward meetings. The ODI OCOC team will be looking to develop materials that will assist Councillors to promote the message among constituents, for example, through posters at council surgeries and ward meetings.

Public - Oct

The key event in the promotional campaign is the public launch of the Promise and Standards in the week commencing 4 October 2010. This is National Customer Service Week. It is envisaged that an annual campaign will also be developed to raise awareness of the promise and standards throughout the year

Beyond the immediate promotional launch the ODI OCOC Team are looking to embed the Promise and Standards in other developments, namely, the behavioural competency framework for LCC staff and the Employee Code of Practice.

5. Training

Effective communication is one strand to embedding the promise and standards into everyday practice, but they need to be reinforced through effective staff training. Work is also underway within the ODI OCOC Team to develop the training offer to incorporate a clear focus on the Promise and Standards.

Mandatory E-Module - Awareness Raising

The ODI OCOC Team have commenced work with City Learning on the production of a Mandatory e-training module to support awareness raising among staff. It is envisaged that

this will start to be rolled out to staff in September and that all staff with access to PCs would have completed the module by the end of December 2010.

Corporate Induction

The newly revised corporate induction includes the Council's customer service standards and the material will be amended in line with the Promise and Standards adopted by Cabinet.

The Training Core Offer

A high level mapping exercise has been undertaken of the Customer Service Promise and the City Learning suite of training courses. There is a good correlation between the training courses available to front line/operational staff and the Customer Service Promise.

Before the 'customer service' training offer is finalised further, more detailed examination is required of the content of the current training courses.

The City Learning team's capacity to design and deliver a significant level of new training interventions to support the Customer Service Promise and revised Standards is limited in the period October-March 2011 due to other scheduled initiatives, e.g. roll out of the new appraisal scheme. The commissioning of external suppliers may be required.

Managers toolkit

The correlation between training courses available for managers and the Customer Service Promise is weaker. For example, there is no internal provision of training courses to equip managers with the knowledge/skills to 'get things right first time' such as 'business process re-engineering' and 'lean systems approaches'.

Further consideration of the development needs of managers as regards delivery of service improvement is required.

6. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

6.1. Financial Implications

The recommendations contained within this report do not require any additional resources to those approved as part of the 2010/11 budget in February 2010. It is likely that service managers may need to re prioritise resources to ensure certain standards are met such as ensuring that information on websites is up to date and emails responded to within 5 days.

However, consideration should be given to the recent budget announcements and in-year reductions to the Council's funding before making further commitments in 2010, pending a review of the budget position for 2010/11 by Cabinet.

Alison Greenhill
(Interim Chief Accountant)

6.2 Legal Implications

There are no legal implications. Peter Nicholls (Director of Legal Services)

6.3 Climate Change Implications

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

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement

7. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities Policy	yes	See below 7.1
Sustainable and Environmental		
Crime and Disorder		
Human Rights Act	yes	Promise includes promise to 'protect confidential information and privacy'
Elderly/People on Low Income		Promise includes promise to 'make it easy to access services'
Corporate Parenting		
Health Inequalities Impact		

7.1 Meeting our Statutory Equality Duties

Our current equality duties cover race, disability and gender equality and require us to:

- Eliminate discrimination
- Promote equal opportunity
- Promote good relations.

"In terms of the Customer Service Promise and Standards, their inclusive and consistent approach to clarifying our position regarding customer access to information and services to all potential residents in the city, contributes to meeting our duty in regard to promoting equal opportunity.

By our front line staff understanding the implications of diversity in regard to responding to Customer Service queries, and clarifying to existing and potential customers how we will respond to their queries by acknowledging and being able to meet their particular communication needs, we are promoting equal opportunity across all equality strands (age, disability, gender or gender identity, race, religion or belief, or sexual orientation).

By being able to consistently apply these promises and standards across the city, ensuring that different communities have no barriers put in their way to getting this information, we are promoting good relations across the city. Any perceived unfairness regarding the allocation of resources, services or information on how to get those services, can undermine community cohesion across the city. Equality of process in this case contributes to good relations."

Irene Kszyk, Corporate Equalities Officer

8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

13 April 2010 SMB Report – One Council Customer Service Pledge and Standards Framework

9. CONSULTATIONS



Key stakeholder	Date Consulted
Benchmarking authorities Bexley Council, Derbyshire County Council, Kent County Council, Blackburn and Darwen County Council, Westminster City Council, Wandsworth Council, Wigan Council, Sunderland Council, Hartlepool Council, Nottingham City Council, South Tyneside Council.	Nov, Dec 09
Cabinet Briefing	2 Aug 10
Members	Jan, Jun 10
Leader	Jul 10
SMB	Apr, Jul 10
Organisational, Development & Improvement Board (ODI)	Jul 10
Directors	Jan, Feb, Apr, Jun 10
Heads of Service / Service Managers	Jan, Feb, Mar, Jun 10
One Council Contact Board (OCOC)	Apr, Jul 10
Senior Managers Advisory Group (SMAG)	Feb, Apr, Jun 10
One Council One Contact Network group	Jan, May, Jun 10
Leicester City Council Organisational, Development & Improvement Team	Jan, Feb, May 10
All Trade unions	Jun10
St Matthews Tenants Association + Users	Jan, Feb10
Leicester City Primary Care Trust	Jan, Feb10
LCC Leisure Centres, Housing Services, City Learning, 50+ Network Group, Black Workers Group, Gay, Lesbian ,Bisexual and Transgender Group, Disabled Group, Christian Fellowship Group, Christian Fellowship Group, Young Persons Group, Front Line Staff, Customer Services and Contact Centre	Jan, Feb10
Leicester Residents via Have your say on line consultation facility	Jun 10
People Panel (588)	Jun10
Housing user group housing service improvement (43), Revenues & Benefits (200)	Jun10
Voluntary Action Leicester (VAL) user group	Jun10
Libraries user group	Jun10

10. REPORT AUTHOR

Taj Kennedy, Project Manager, Organisational, Development & Improvement Team

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

APPENDIX 1

LCC MORI SURVEY		
Was getting hold of the right person easy [2005]	56%	37%
Overall the quality of Council services is good (2008)	57%	21%
Informed about the services, standards and benefits the Council provides (2008)	38%	55%
Informed about who to contact at the Council to find out about services and facilities (2008)	39%	53%
When you last contacted the Council, did you find staff helpful? [2005]	70%	23%
The Council treats all people fairly (2008)	49%	30%
Informed about how to complain (2008)	38%	55%

Terms of Reference: The One Council Culture Change Project

Aim of Project:

“Developing a One Council approach to customer services in that we have one set of standards and a structure and culture which supports these”.

The objectives of the project are:

- a) To review and re-issue corporate customer service standards on a basis of a One Council approach informed by best practice and key stakeholders.
- b) To embed the customer service standards across the organisation through:
 - A customer service performance management framework that integrates with the corporate approach to performance management;
 - A robust communication strategy for internal staff and our external customers and;
 - A customer service training strategy that includes use of E-learning opportunities.

The One Council Culture Change Project along with the transformational projects relating to the web, telephone and face to face channels is expected to deliver consistent level of high quality customer service resulting in:

- Improved customer satisfaction results
- Reduce complaints of poor customer service
- Improved reputation of the council

Developing the One Council Customer Service Promise and Standards Dec 09 - Jul 10

The Promise and the revised Standards have been developed after benchmarking with other excellent authorities, consultations with customers, staff, managers and councillors. This work started in December 2009 and is coming to a close in July 2010. The list of consultations are shown in section 9 of the report.

Benchmarking of LCC's customer service standards against those of other excellent authorities found that:

- We shared a common approach in setting out service standards by access channel;
- We lacked standards for website and email communications;
- LCC's level of service (targets) for specific actions, such as responding to postal and telephone enquiries, were generally in line with those set by other authorities.

In drawing up a revised set of Customer Service Standards the ODI OCOC Team sought to:

- plug gaps in the suite of standards, e.g. web standards;
- clarify the standards (reduce ambiguity about applicability) and;
- mindful of the Council's desire to become an Excellent Council by 2012 to propose levels of service (targets) for a number of the standards which, while realistic, would nevertheless stretch performance.

A. Consultation with Senior Management

In April 2010, SMB considered the concept of a general Promise and detailed Standards. SMB supported the approach, suggested some changes in wording of the Promise and Standards, supported the proposals to plug gaps in the suite of standards and agreed them, subject to further consultation with and sign up from Divisional Directors. .

Divisional Directors responded positively to the concept of a Promise and identified some of the limits to general commitments, for example, that the commitment to protect privacy and confidential information would in some cases be overridden by the duty of safeguarding. This issue had been discussed by SMB in April 2010 and the consensus was that the power of a simple Promise would be undermined by attaching conditions or qualifications to any of the commitments.

As regards the applicability of the standards, officer responses demonstrated the difficulties of designing one set of corporate standards that would be applicable across the diverse range LCC's interactions with customers. What is perfectly reasonable in one interaction would be the opposite in another interaction. For example, a prescription to visit businesses by appointment would completely undermine the effectiveness of those regulatory activities using 'spot checks'. The ODI OCOC Team have sought to write the standards in a way which makes it very clear which customer interaction is covered.

As regards to levels of service, for example response times to letters and emails. There were those who supported tightening them up to drive improvement, those who said the

limited changes proposed would make little or no impact on overall customer satisfaction, those who said these could not be delivered without significant extra resources and those who insisted on collecting quantitative data in order to measure performance.

Given that existing 'levels of service' are broadly in line with those of excellent councils SMB agreed the proposals, on the understanding that delivery of the ODI transformational projects and other corporate initiatives (Performance Management) would enable the 'levels of service' to be re-set at a later point.

B. Consultation with Customers and Councillors

In preparing for political approval, it became clear that the Promise and Standards had changed significantly from those used in the original consultation with customers and councillors in January 2010. There was a possibility that the draft and revisions had diverged from customers expectations.

The ODI OCOC Team undertook acceptability testing in June 2010. The outcomes are:

- The consultation exercise showed high levels of acceptability of the Promise and standards both from customers and councillors.
- Two proposed commitments in the Promise have been revised following consultation they are "Get things right first time" and "Welcome your feedback because it helps improve our services"
- Changed the presentation of the commitments in the Promise to reflect the importance indicated by consultees.

Two commitments were subject to significant discussion. They were:

"Get things right first time"

The promise to "Get things right first time" generated significant feedback and active discussion. There was support for this as an ideal to which the Council should aspire.

Views were expressed that given the diversity and complexity of the issues that the Council was tackling, and that decisions and action need to be taken sometimes in the absence of full information, that it was unrealistic even for highly professional staff to always "get things right first time".

A further view was that 'no one is perfect' and an unqualified commitment to 'get things right first time' was an unattainable commitment.

There was a concern that this commitment particularly would be used to criticise and mock the Council unfairly when problems were due to reasons outside our control.

The counter view expressed was that "get things right first time" is a very powerful message used in many other organisations to invigorate service improvement at the Service and individual worker level. Saying something like "aim to get things right first time" would send

the message to the customer that “we’ll try but if we don’t achieve this then this is alright” and provide the unprofessional manager or officer with the excuse “well I did try!”

The arguments are well balanced. In this case the ODI OCOC Team is proposing an amended commitment, namely, **“aim to get things right first time.”**

“Welcome your feedback because it helps to improve our services”

While the draft commitment to “Welcome your feedback because it helps us to improve our services” received a respectable level of acceptability this was noticeably lower than the others. Some consultees reported that it sounded like ‘management speak’ and was ‘inward looking’.

There has been senior management questioning of whether the Council does enough to tell customers about what we do with their feedback. We may welcome feedback, but what do we do with it when we have got it? In order to keep customers involved in service improvement the Council should provide feedback. The “You said, We did” mentality should be built into our work and feedback should be posted on the web, link magazine, but also in prominent place in the neighborhoods. An adjustment is being proposed based on alternative suggestion by a consultee.

This commitment has been changed to **“Welcome your feedback and tell you how it has made a difference.”**

Other Feedback from Councillors on Customer Service

Councillors felt that customers should be made to feel valued and treated as an individual. At LCC the service is process driven and too bureaucratic. When dealing with customer queries staff need to take a common sense approach and be flexible in applying policies.

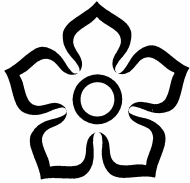
Councillors were frustrated that customers received a poorer level of service than when a Councillor rang on behalf of the customer. They felt that customers should get the “customer service” that is given to councillors and that staff attitudes needed addressing.

There was strong support that we needed a consistent level of customer service across the organisation but also a consistent level of customer service in neighbourhoods across the city. Councillors wanted to know where they fitted into this work – there was a suggestion to develop a section in the standards for staff on “how to deal with a member” but also all councillors should be trained in customer services as part of their induction process.

APPENDIX 4

How we intend to implement the Promise and Standards

- Directors have signed up to comply with the Promise and Standards from October 2010.
- In September, all managers will receive a team briefing pack which will include the Promise and revised Standards and a letter from the CEX. The letter will tell managers how we will monitor performance against the standards, what actions need to be taken to promote and comply with the revised corporate standards by the end of September e.g. remove out of date standards posters and leaflets, put arrangements in place to review service owned web content, check that “of hours” messages are still current etc.
- A mandatory E-training module is being developed to raise awareness of good customer service, the Promise and Standards and how we will monitor performance against the standards. It is envisaged it be rolled out to staff in September and that all staff with access to PCs would have completed the module by the end of December 2010.
- The Corporate Induction programme will be amended to include the Promise and revised Standards.
- Regular monitoring of performance against the standards is the function of operational managers. Managers will be expected to undertake regular testing of their services, e.g. through mystery shopping, and to include questions around the Promise and Standards in surveys undertaken in their divisions.
- Arrangements to deliver corporate assurance of compliance with the Promise and Standards are being designed along the lines of an annual targeted audit/inspection programme utilising ‘reality checks’ such as mystery shopping.
- A corporate customer service balanced scorecard will be developed which will be aligned against the Promise and draw on some of the standards to ensure informed reporting of customer service performance. This work will contribute to the review of the basket of corporate health indicators.
- As part of the wider corporate customer service strategy, arrangements for an annual assessment of corporate customer service performance including customer surveys and mystery shopping are being designed and this will lead to the initiation of service migration, channel shift and service improvement projects; and guidance for Service Directors in compiling their service improvement and efficiency plans.
- A pilot improvement initiative focused on “get things right first time” and “avoidable contacts” will be undertaken to trial a corporate approach to improvement and identify key lessons.
- The Team are looking to embed the Promise and Standards in other developments, namely, the behavioural competency framework for LCC staff and the Employee Code of Practice.
- The Promise and Standards adopted at the cabinet meeting on 6 September will be communicated to managers, staff, partner agencies and our customers.



Leicester
City Council

WARDS AFFECTED
All



FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

OSMB
Cabinet

2nd September 2010
6th September 2010

The Safer Leicester Partnership Anti-Social Behaviour Strategy and Policy

Report of the Strategic Director of Adult and Communities

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present two inter-related partnership documents, namely the Anti-Social Behaviour (ASB) strategy and ASB policy; for consultation. The aim of the strategy is to provide an overview of how we will address ASB in Leicester within a partnership context. The policy is a public facing document, intended to inform the residents of Leicester;
- our definition of ASB,
 - who they can report ASB to and
 - What they can expect in terms of a responsive service.
- 1.2 This report offers Members an opportunity to influence the formulation of the strategy and policy, prior to it being presented to the Safer Leicester Partnership (SLP) Executive and Cabinet.

2. SUMMARY

- 2.1 It is a requirement of the Crime and Disorder Act 1998 for Community Safety Partnerships (CSP) to have a strategy which reflects a partnership approach to tackling and responding to ASB in neighbourhoods.
- 2.2 The development and publication of the SLP ASB strategy will ensure a more cohesive and responsive approach to dealing with ASB across our neighbourhoods. The policy will support continued work to ensure that partners take an incremental approach when responding effectively to ASB.
- 2.3 The strategy action plan is currently being developed and will be linked to the Neighbourhood Working Group's delivery plan to ensure that there is a continued multi-

agency response to dealing with ASB which is linked to early intervention and prevention.

2.4 The ASB strategy action plan will also be linked to the established Local Area Agreements, reporting on the following national indicators;

- *National Indicator 21:
Dealing with local concerns about ASB and crime issues by the local council and police, and*
- *National Indicator 27:
Understanding of local concerns about ASB and crime issues by the local council and police*

3. RECOMMENDATIONS

3.1 It is recommended that;

- a) The Members provide comments on the documents as part of the consultation process; particularly as formal agreement and adoption of these documents may necessitate services to amend current working practices.
- b) Once the strategy, policy and action plan have been developed and agreed, Members are asked to review and evaluate these documents to an agreed timescale to ensure that they remain “fit for purpose”.

4. REPORT

4.1 The SLP ASB strategy is aligned to the SLP delivery plan, which sets the partnership response to tackling ASB. The strategy’s focus is on prevention of ASB and ensuring that services responding to and dealing with ASB are fit for purpose and contribute to the recommendations of the strategy action plan.

4.2 The strategy is aligned to our ASB minimum service standards which have been recommended for publication by the Home Office. There are areas that require development to make sure that the service standards reflect the practice of all agencies across the partnership.

4.3 The main focus of the strategy is the action plan which, as well as reducing ASB, will have a positive impact on the perceptions that local people have about how partners respond and deal with ASB.

4.4 The agreement and adoption of the strategy will pave the way for continued work on tackling the ASB agenda. Both documents highlight the SLPs expectation that a 3 tiered approach (prevention, problem-solving and enforcement) be uniformly adopted to respond to ASB.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications (Ravi Lakhani, Accountancy, Extn 8806)

5.1.1 ASB strategy and policy is funded through a variety of sources. These are;

- Direct sources of funding specifically allocated for ASB,
- Indirect sources of funding for posts or activities whose primary function is not to deal with ASB but deal with it as part of their function, and
- Funding allocated towards ASB by other partners such as the Police

5.1.2 For the 2010/11 financial year the direct sources of funding are detailed below.

Funding element	Amount '£000	Funding Body
Leicester Anti Social-Behaviour Unit (LASBU)	550.0	LCC General Fund £277.3k, HRA £272.7k
Challenge and Support project	112.5	ABG (one year funding only)
Total	662.5	

5.1.3 The ASB strategy will need to be delivered with these funds as there is no other funding available for this purpose.

5.1.4 From 2011/12 all sources of funding for ASB are at risk, as the Government aims to cut the deficit by reducing spending.

5.2 Legal Implications (Sarah Khawaja, Senior Solicitor, Extn 6399)

5.2.1 Leicester City Council has a statutory obligation, in accordance with section 6 Crime and Disorder Act 1988 (CDA), to, "formulate and implement ...a strategy for the reduction of crime and disorder in the area." The Authority must, amongst other things, obtain the views on the strategy of Persons or Bodies in the relevant area.

5.2.2 Leicester City Council must then produce a document detailing its policy for tackling ASB in its area

5.2.3 Therefore following the recommendations of this report will enable Leicester City Council to comply with its legal duties under the CDA 1988 relating to ASB

5.3 Climate Change Implications (Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement Extn 6770)

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

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References within the report
Equal Opportunities	Yes	EIA to be added
Policy	Yes	4
Sustainable and Environmental		
Crime and Disorder	Yes	Whole report
Human Rights Act		
Elderly/People on Low Income		
Corporate Parenting		
Health Inequalities Impact		

7. BACKGROUND PAPERS:

Strategy
Policy

Appendix 1
Appendix 2

8. CONSULTATIONS:

Neighbourhood Working Delivery Group, SLP
Creating Thriving and Safe Priority Board

18th June 2010
24th June 2010

9. REPORT AUTHOR(s):

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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)



Safer Leicester Partnership ASB Strategy 2010 – 2013

Draft v2

Executive Summary

Welcome to the 2010 – 2013 Safer Leicester Partnership Anti-Social Behaviour (ASB) strategy.

The Safer Leicester Partnership is committed to preventing and minimising, the impact that ASB has on individuals and communities. Working together towards the following priorities, members of the partnership aim not only to reduce ASB but prevent it from occurring.

The following have been identified as our priorities:

Improving perceptions of ASB in local neighbourhoods:

- Nationally and locally, teenagers hanging around on streets are often the most common reported ASB in perception surveys. There has already been some positive work with young people through an increase in available positive activities for young people. Further work will include regular consultation with young people, development of intergenerational work and further work within schools.

Prevention and reduction of ASB in local neighbourhoods:

- The SLP want to ensure that incidents of ASB are reduced and that the use of preventative services is introduced much early to ensure that issues do not escalate, and thereby we raise public confidence in our services. This includes regular consultation with people in neighbourhoods in order to identify and tackle ASB as it occurs; working closely with ward committees, Joint Action Groups, tenants & residents and other community groups.

Dealing with and understanding ASB and crime in local neighbourhoods:

- Ensuring that through the effective use of partnership tools and powers; we reduce ASB. Work in this area will include continuing to work closely with the Police, Area Housing managers, housing teams including social landlords and city wardens and will include regular patch walks, intelligence gathering and sharing and using this to enable us to continue to respond effectively to ASB.

Community engagement, consultation and feedback:

- This will include ensuring an established and agreed timetable of community consultation and will include communication, using a variety of sources about what we are doing as a partnership to tackle ASB.

Performance monitoring through partnership working:

- We want to ensure the continued use of the three-tiered approach to responding to ASB (prevention, intervention and enforcement). There will be continued improvement in the collection and analysis of data about ASB across our neighbourhoods, enabling resources to be focused efficiently.

The Safer Leicester Partnership (SLP) works to ensure that all citizens of Leicester feel safe within their communities and benefit from an improved quality of life and well being as a result of partnership action to reduce crime and substance misuse.

This Strategy provides an overview of how we will continue to address Anti-Social Behaviour (ASB) and the harm that this can cause. It makes clear how partners will work together to implement the powers given by the Anti-Social Behaviour Act 2003.

The SLP will continue to review progress against this strategy and ensure that changes to service delivery to tackle ASB are made in line with any changes to neighbourhood concerns including local and national policy.

The Safer Leicester Partnership cannot tackle ASB effectively on its own; working in partnership with a variety of partner's lies at the heart of this strategy. The Action Plan provides a detailed framework for achieving our aims and objectives and assigns clear responsibility for delivery within prescribed timescales.

Progress against the strategy and the plan will be monitored and reported through the Neighbourhood Working Delivery Group of the Safer Leicester Partnership and through regular communication with partners and citizens of Leicester.

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What is ASB?	6
Types of ASB in Leicester	7
Context	9
Responding to ASB in Leicester	10
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Working with victims and witnesses of ASB	13
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Vision

The vision of the Safer Leicester Partnership is:

“To ensure that all citizens of Leicester feel safe within their communities and benefit from an improved quality of life and well being as a result of partnership action to reduce crime and substance misuse”

To support this vision the SLP is committed to working in partnership by aligning work and priorities to the following national Indicators:

Building stronger neighbourhoods through;

- dealing with local concerns about ASB and crime issues and (LAA NI21)
- through the understanding of local concerns of ASB through the local council and police (LAA NI27)

What is ASB?

The Crime and Disorder Act 1998 (as amended) defines ASB as:

“Acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator”

ASB can be considered ASB by one person but can be seen as acceptable behaviour to another. The subjective and constantly evolving nature of ASB can make it difficult to identify a single definition of ASB.

It can include:

Misuse of public space	Disregard for community/personal well-being	Environmental damage	Acts directed at people
Drugs/substance misuse & dealing	Noise	Criminal damage/vandalism	Intimidation/ Harassment
Street drinking	Rowdy behaviour	Litter/rubbish	
Begging	Nuisance behaviour	Graffiti	
Prostitution	Hoax calls		
Kerb crawling	Animal related problems		
Sexual acts			
Abandoned cars			
Vehicle related nuisance			

Partners of the SLP do not classify the following as ASB (not an exhaustive list):

- Lawn mowing
- Vacuuming
- Walking across wooden floors
- Washing machines
- Children/young people falling out with each other
- Cooking smells
- Children/young people playing or being near their home

The above are considered to be elements of everyday living; however the SLP acknowledge that instances such as these could escalate and will need to be managed effectively.

Types of ASB in Leicester

Leicester City is a diverse community centrally located within the East Midlands and is placed as the 20th most deprived local authority in England in 2007.

Overall crime levels are reducing in relative terms within the Leicester City area. However the most deprived wards suffer the highest levels of ASB. Complaints from citizens tend to focus on neighbour nuisance, noise and rowdy behaviour. Perception of crime is fluctuating across the City.

Levels of crime and cases reported

Leicestershire Constabulary:

Across Leicester City there has been a decrease in incidents of ASB reported for the period April – September 2009 compared to the same period in 2008. The total number decreased by 7% from 14,341 to 13,385 with reports being broken into the following categories:

Rowdy and inconsiderate behaviour: 59%

Vehicle nuisance, inappropriate vehicle use/hoax calls and neighbour disputes and abandoned vehicles accounted for 32% of total number of incidents

The peak months for ASB incidents during this period has been identified as September and the peak times have been identified as Monday, Friday, Saturday and Sunday between 1800 and 2100.

The Confidence, Reassurance, Accessibility and Visibility Evaluation (CRAVE) survey for the period October – December 2009 shows that 16.3% of people across the City felt that ASB was high.

Leicester Anti-Social Behaviour Unit (LASBU):

LASBU receive the majority of serious ASB incidents and works in partnership to respond to them.

For the period March to May 2010 there were 78 recorded and investigated incidents; with rowdy and inconsiderate behaviour the highest percentage of cases, at 18.75% and second highest being neighbour dispute of 17.5% of cases.

Leicester City Council Housing department:

The Leicester City Council Housing receives and deals with large amount of ASB incidents. Tenancy Service officers and Housing Managers work very closely with partners in neighbourhoods to prevent, respond and deal with ASB.

For the period April 09 to March 10 a total of 2055 incidents of ASB were recorded across neighbourhood housing offices. The biggest recorded incidents were Abuse/Harassment/Threatening behaviour of 35.82% followed by Noise issues at 32.85%.

Leicester City Council Noise Team:

Leicester City Council's Noise Team receives the majority of noise complaints about domestic and commercial noise made to the City Council. Complaints about domestic noise include loud music, audible alarms and DIY. These complaints are about noise from privately owned properties as well as those owned by LCC, Housing Associations and private landlords.

For the period April 09 – March 10, the Noise Team received 2023 initial complaints about domestic noise. The majority of these complaints were about loud music. The Dog Warden Service also received 367 initial complaints about barking dogs during the same period.

Other:

There are a number of other recorded incidents including issues like graffiti, fly-tipping and needle finds.

Context

This Strategy is not a stand-alone document and must be set within a national, regional and local context and must be informed by our organisational plans and strategies.

National context

Respect Action Plan:

Launched in January 2006, this national policy aimed to ensure that any approach to anti-social behaviour involves a balance between enforcement measures and support initiatives. Key proposals included a network of family Intervention Projects, and Respect Standards for Housing Management.

Anti-Social Behaviour Act 2003:

This legislation placed an obligation on Social landlords to make a summary of their ASB policies and procedures publicly available and introduced a number of tools, which should be utilised to tackle ASB

Regional and local context

Organisational context:

The SLP strategy is linked to and informed by key elements of the overall SLP delivery plan and links to delivery groups. This work is linked to a number of different strategies and delivery plans across the partnership including the Leicester City Council Housing Strategy, the Domestic Violence Strategy, The Children's and Young Peoples, Joint Strategic Need Assessments, work on community cohesion and neighbourhood management. As well as links with partner agencies.

Housing service standards ASB:

In conjunction with tenants and residents groups and the Service Improvement Panel, the Leicester City Council Housing Department have produced a set of service standards related to a number of areas of housing management function.

This includes a commitment to respond to and deal with Anti-Social Behaviour and links to the service standards across the Partnership.

Responding to ASB in Leicester: The three-tiered incremental approach

Structure:

The Safer Leicester Partnership is made up of a variety of partners across the city that responds and deals with crime and ASB reduction.

Partnership working:

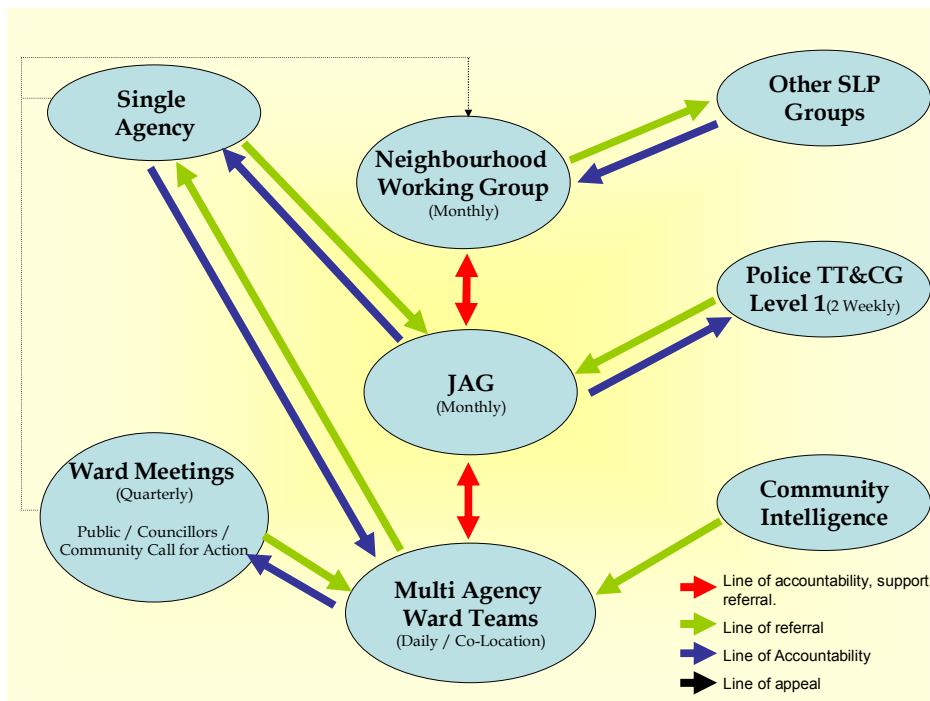
Working in partnership with public, private and voluntary sector stakeholders is an essential feature of the SLP approach to responding to and dealing with ASB.

The Safer Leicester Partnership takes the lead for community safety throughout Leicester, the priorities for which are set through local strategic partnership and local area agreement (LAA).

Joint Action Groups (JAGs):

There are 6 ward based JAGs across Leicester City with a variety of representatives. The aims of the JAGs are to:

- Problem solve issues, which need co-ordination and to share information and intelligence
- Develop multi-agency solutions/interventions
- Co-ordinate resources to achieve maximum impact



The approach

Prevention:

This focuses on ways of ensuring that ASB can be prevented from occurring. Supporting people and educating them to effectively deal with behaviours and problems can help develop and support preventative measures.

Prevention programmes include targeted support and activities for young people, programmes within schools and other educational establishments and community capacity building within local neighbourhoods.

There are a number of intervention and prevention services across the City, which provides diversionary activities and supporting in responding to and dealing with ASB in our neighbourhoods.

Preventative services include:

These services work with families and young people to support them with a number of issues including ensuring ASB are stopped. These are examples of some of the provision available:

Family Intervention Project
STAR
Catch 22
Junior YIP
Youth Services
Education Welfare

Problem solving:

Despite a focus on the preventative agenda there will be issues and incidents of ASB that will need to be tackled.

There is a framework for responding to ASB that the Partnership uses which includes the following:

- Interviews and warnings
- Advice letters
- Warning letters
- Acceptable Behaviour Agreements and Good Neighbour Agreements
- Fixed Penalty Notices
- Injunctions
- Dispersal powers
- Demoted tenancies and Possession Orders

- Drink Banning Orders
- Anti Social Behaviour Orders (ASBOs)

Case Conferencing

This is an integral part of a multi-agency response to responding to and dealing with the effects of long term and serious ASB, particularly where there are concerns of vulnerability, safeguarding or abuse.

The establishment of a robust case conferencing framework will form an integral part of responding to ASB across the Partnership.

It is hoped that the robust case conferencing framework will ensure that services can be directed and managed to those, which need the support the most.

Enforcement

Despite having a range of preventative services there are sometimes cases where further and immediate action needs to be taken.

Leicester City Council's Noise Team can take enforcement action under various pieces of legislation. This action includes service of abatement notices and for persistent offenders, obtaining a warrant from Leicester Magistrates Court. The warrant is then used to gain entry to a perpetrator's property to remove noise equipment.

Leicester Anti-Social Behaviour Unit deals with the most serious cases of ASB in partnership with other agencies including local authority housing and the Police.

LASBU and partners will and can utilise a number of tools and powers to tackle the serious ASB. Across the Partnership there are a number of available enforcement measures to deal with aggressive and persistent ASB.

As a Partnership we recognise that sometimes preventative measures may not work and we will need to escalate responses and undertake serious enforcement to tackle the persistent problems.

Work with victims and witnesses

Being a victim of ASB can be distressing and traumatic and if the right support services are not there make you feel vulnerable and isolated. The partnership wants to ensure that all victims and witnesses of ASB receive support during the whole process of dealing with their complaint or issue.

Where victims of ASB feel supported they are more likely to act as a witness in order to stop others being subjected to that behaviour. Fear of reprisals is the biggest deterrent to reporting ASB and acting as a witness. Dedicated witness support schemes have a valuable role to play in managing expectations and helping witnesses feel confident that they will receive support and information at every stage.

In partnership with Leicester Victims Support, the Leicestershire Constabulary and LASBU have commissioned a service to support victims and witnesses of ASB. This includes emotional and specialist support attending court and afterwards and can offer independent advocacy where appropriate.

This will encompass:

- Provision of tailored emotional support
- Advocacy support to victims and witnesses on the range of services and agencies available to them, including addressing any fears of intimidation or retaliation.
- Emotional support after the hearing to help the victims and witnesses put the experience behind them.
- Provision of service via outreach, one to one sessions and telephone.
- Signposting (via LASBU) of practical support.

Vulnerability:

“A person is vulnerable / at risk if as a result of their situation or circumstances they are unable to protect themselves from harm”.

Some people may be less able than most to manage social relationships required for living without issues and dispute within their local neighbourhoods and communities. This may include:

- People with mental health problems
- People with drug and alcohol problems
- Young people leaving care
- People with learning disabilities

It is important to note that vulnerable people living within our communities are no more likely to cause ASB than someone who is not classed as vulnerable. However this does not mean that people cannot take responsibility for their own actions but are offered help and support to enable them to live in a socially acceptable manner.

If we have any concerns about anyone involved in ASB being vulnerable or have concerns about safeguarding we take the following actions:

- Check with all relevant agencies to see if they have any details of needs, support or agencies working with them
- Make contact with support providers to arrange a meeting offer support and agree a way forward
- Organise a case conference if applicable
- Follow procedures that we would for anyone involved in ASB but take into account any unusual or special circumstances that may require an alternative response to resolution

We also want to ensure that communities in Leicester are able to understand how their behaviour may impact on other people. We work closely with faith groups and neighbourhood groups to ensure that everyone can live together and understand other people's view, thus promoting community cohesion. We do not want to become complacent in this and will continue to work and develop this area to meet the changing needs of our communities and neighbourhoods.

Achievements

The Partnership has been successful in responding to and dealing with a range of ASB with a number of positive interventions and projects:

The following are just a snapshot of good practice across the Partnership:

Challenge and Support Project:

The Challenge and Support Project is designed to ensure that a coordinated approach is taken to the delivery of support alongside the use of anti-social behaviour tools and powers on young people. It should ensure that at every stage local services are working together to assess young people's needs. By offering appropriate support to young people involved in or at risk of anti-social behaviour to help them change their behaviour alongside enforcement action where appropriate.

Currently in Leicester 280 young people have been worked with providing a variety of challenges and support including street based teams offering alternative youth provision and reducing the number of incidents of serious ASB and entrants to the Youth Offending Service.

Partnership Working:

The Leicester Anti-Social Behaviour Unit and the City Council Housing department have worked together with other agencies including the Police and the Noise Team on a number of successful cases to deal with ASB.

This has included offering mediation services, taking enforcement action and in some cases taking legal action which has resulted in possession and ASBO's.

By working together in partnership, prevention and intervention has meant less resources being spent on expensive legal work.

City Wardens:

The pilot City Wardens service has been so successful that it has been extended so that now each ward in the City has a warden.

It is hoped that the presence of the City Wardens will improve reporting of incidents like littering and graffiti and enable a quicker response.

What next? Moving forward

The Safer Leicester Partnership does not want to become complacent in responding to and dealing with ASB across our neighbourhoods.

Therefore to ensure that we continue to develop services to meet local need and continue to develop neighbourhoods where people are happy and living harmoniously together, with little fear of crime or ASB we need to ensure services are responsive.

We need to ensure that services are responsive and that Partnership working is at the heart of the work we deliver.

A robust action plan has been drawn up to ensure that the priorities set out in this document are actioned and ensure continued improvements in service delivery to tackle Anti-Social Behaviour.



Safer Leicester Partnership ASB policy

Policy Statement:

The vision of the Safer Leicester Partnership (SLP) is:

“To ensure that all citizens of Leicester feel safe within their communities and benefit from an improved quality of life and well being as a result of partnership action to reduce crime and substance misuse”

We are committed to promoting understanding, tolerance and respect within the community, encouraging residents to resolve issues themselves wherever possible. Where problems escalate into more serious and widespread issues we will proactively work with partners and citizens to tackle such behaviour.

We recognise that Anti-Social Behaviour (ASB) can have a devastating effect on the quality of lives across our neighbourhoods and communities as a whole. The Safer Leicester Partnership recognises that we have a duty to tackle and prevent ASB through a balance of prevention, intervention and effective enforcement.

We will take prompt action and support victims and witnesses and other vulnerable community members who suffer from ASB.

What is Anti Social Behaviour (ASB)?

The Crime and Disorder Act 1998 (as amended) defines Anti-Social Behaviour (ASB) as:

“Acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator”

ASB can be considered ASB by one person but can be seen as acceptable behaviour to another. The subjective and constantly evolving nature of ASB can make it difficult to identify a single definition of ASB.

It can include:

Misuse of public space	Disregard for community/personal well-being	Environmental damage	Acts directed at people
Drugs/substance misuse & dealing	Noise	Criminal damage/vandalism	Intimidation/ Harassment
Street drinking	Rowdy behaviour	Litter/rubbish	
Begging	Nuisance behaviour	Graffiti	
Prostitution	Hoax calls		
Kerb crawling	Animal related problems		
Sexual acts			
Abandoned cars			
Vehicle related nuisance			

Partners of the SLP do not classify the following as ASB (not an exhaustive list):

- Lawn mowing
- Vacuuming
- Walking across wooden floors
- Washing machines
- Children/young people falling out with each other
- Cooking smells
- Children/young people playing or being near their home

The above are considered to be elements of everyday living; there will be times when issues could escalate and these can be responded to.

Our Approach:

The Services we offer to tackle ASB across the Partnership are supported by our minimum service standards and a commitment from all partners and agencies to ensure that ASB is tackled.

We aim to:

- Reduce perceptions of Anti-Social Behaviour across every neighbourhood:
- Take reported cases of ASB seriously, recording and investigating and keeping victims of ASB informed of action taken:
- Ensure an effective link between neighbourhood policing and neighbourhood management:
- Provide regular information to residents, victims and witnesses on what actions are being taken:
- Offer support and practical help to victims of ASB:
- Provide the right to complain, if effective action is not taken to deal with your concerns:

How we respond and deal with ASB

The three-tiered incremental approach:

In order to respond effectively to ASB across our City and neighbourhoods, we have a grading system for ASB, which helps us to identify and help us to prioritise each incident. Each incident is assessed individually and placed into one of three following categories:

Types of Anti-Social Behaviour		Prevention, remedies and tools available	Service Standards
Very Serious	Hate Crime Domestic violence Sexual harassment Threats or actual violence Drug misuse, production or Supply Dangerous dogs	Premises Closure order Possession Notice of seeking possession Demotion Anti-Social Behaviour Order ASB injunctions Parenting orders Parenting agreements/contracts Acceptable behaviour contracts Warning letters Drink banning orders	Contact within 1 working day with agreed actions
Serious	Noise Nuisance (including shouting & arguing, playing loud music, TV or having parties) Drug use, smells etc Verbal abuse Alcohol related nuisance Prostitution Intimidation	Advice and support Interviews with both parties Mediation if appropriate Work with partners Advice letters and use of the incremental approach	Contact within 3 days and overall response within 28 days
Noise Nuisance - initial response to complainant within 3 working days then within 1 hour responding to incidents within service hours			
Minor	Vehicle nuisance Parking disputes Animal nuisance Graffiti Litter/fly-tipping/rubbish Poorly maintained gardens	Basic advice Signposting to other agencies Mediation the incremental approach Fixed penalty notices	Contact within 3 days and overall response within 28 days
	Criminal damage		

Incidents in all categories may be dealt with by a number of different partners and agencies across the Safer Leicester Partnership.

Prevention:

This focuses on ways of ensuring that ASB can be prevented from occurring. Supporting people and educating them to effectively deal with behaviours and problems can help develop and support preventative measures.

Prevention programmes include targeted support and activities for young people, programmes within schools and other educational establishments and community capacity building within local neighbourhoods.

There are a number of intervention and prevention services across the City that provides diversionary activities which responds to and deals with ASB in our neighbourhoods.

Problems solving:

Despite a focus on the preventative agenda there will be issues and incidents of ASB that will need to be tackled by one or more agency.

There is a framework for responding to ASB that the Partnership uses which includes the following:

- Interviews and warnings
- Mediation
- Advice letters
- Warning letters
- Acceptable Behaviour Agreements and Good Neighbour Agreements
- Fixed Penalty Notices
- Injunctions
- Dispersal powers
- Demoted tenancies and Possession Orders
- Drink Banning Orders
- Anti Social Behaviour Orders (ASBOs)

Case Conferencing:

The establishment of a robust case conferencing framework forms an integral part of responding to ASB across the Partnership. This is a multi-agency approach to responding to and dealing with the effects of long term and serious ASB, particularly where there are concerns of vulnerability, safeguarding or abuse.

A robust case conferencing framework ensures that services are managed and directed to those that need the support the most.

Enforcement:

Despite having a range of preventative sources there are sometimes cases where further and immediate action needs to be taken.

Leicester Anti-Social Behaviour Unit (LASBU) responds and deals with the most serious cases of ASB in partnership with other agencies including local authority housing and the Police.

LASBU and partners utilise a number of tools and powers to tackle the most serious ASB cases.

Responding to Vulnerable Individuals and Communities:

Some people may be less able than most, to manage social relationships required, for living without issues and dispute within their local neighbourhoods and communities. This may include:

- People with mental health problems
- People with drug and alcohol problems
- Young people leaving care
- People with learning disabilities

It is important to note that vulnerable people living within our communities are no more likely to cause ASB than someone who is not classed as vulnerable. However this does not mean that people cannot take responsibility for their own actions, but may mean that they require additional help and support to enable them to live in a socially acceptable manner.

If we have any concerns about anyone involved or reporting ASB being vulnerable or have concerns about safeguarding we take the following actions:

- Check with all relevant agencies to see if they have any details of needs, support or agencies working with them
- Make contact with support providers to arrange a meeting to support a way forward
- Organise a case conference if applicable
- Follow procedures that we would for anyone involved in ASB but take into account any unusual or special circumstances that may require an alternative response to resolution

Types of support available to victims and witnesses:

Being a victim of ASB can be distressing and traumatic and if the right support services are not there, ASB can make you feel vulnerable and isolated. The Partnership wants to ensure that all victims and witnesses of ASB receive support during the whole process of dealing with their complaint.

Where victims of ASB feel supported, they are more likely to act as a witness in order to stop others being subjected to that behaviour. Fear of reprisals is the biggest deterrent to reporting ASB and acting as a witness. Dedicated witness support schemes have a valuable role to play in managing expectations and helping witnesses feel confident that they will receive support and information at every stage.

In partnership with Leicester Victims Support, the Leicestershire Constabulary and LASBU, a service is being offered to support victims and witnesses of ASB. This includes emotional and specialist support, attending court and afterwards and can offer independent advocacy where appropriate.

This will encompass:

- Provision of tailored emotional support
- Advocacy support to victims and witnesses on the range of services and agencies available to them, including addressing any fears of intimidation or retaliation.
- Emotional support after the hearing to help the victims and witnesses put the experience behind them.
- Provision of service via outreach, one to one sessions and telephone.
- Signposting (via LASBU) of practical support.

ASB and Domestic Violence:

The Partnership recognises that some reports of ASB may be linked to other crimes and issues, including domestic violence.

The Partnership works in conjunction with Domestic Violence agencies to support victims and perpetrators.

Hate Crime:

The Partnership also recognises that unfortunately some people are not tolerant of others in terms of their gender, sexuality, religion, age, race or disability and this can lead to them committing a hate crime. The Partnership is committed to addressing this issue and has a dedicated officer and reporting mechanism to ensure that hate crime is dealt with and responded to promptly.

How to report ASB:

Across Leicester City there are a number of ways that the people of Leicester can report ASB.

Leicestershire Constabulary:

If it is an emergency or a crime is taking place then call 999.

Calls can also be made to the police non-emergency number 0116 2222222.

(The police work in partnership with a number of agencies across the City to respond to and deal with ASB and where necessary support legal sanctions and criminal convictions.)

Leicester City Council:

There are a number of ways that ASB can be reported to the City Council depending on the issue.

Customer Services:

The main customer service line is 0116 2527000 and calls received on this number during the opening hours will be directed to the right department or the police if this is a criminal or police matter.

Alternatively, people can visit a customer service centre or neighbourhood centre near to their home, the complaint will be directed to the most appropriate department to respond and manage the issue.

Leicester City Council Housing:

The Leicester City Council is responsible for approx 20,000 homes of various tenures all across the City. There are 13 neighbourhood housing offices right across Leicester. Tenancy Services Officers will help tenants deal with ASB and they also follow the three-tiered incremental approach and offer a number of solutions and preventative measures to help people deal and respond to ASB.

Other services responding to ASB:

There are a number of internal department and sections at Leicester City Council that respond to and work across neighbourhoods to deal with issues and concerns.

This includes:

City Wardens who help to improve the quality of the local environment, engage with local communities and provide a visible approachable “on the street” point of contact for the public. They can ensure that issues are dealt with and provide a link to other agencies, departments and partners to tackle and respond to ASB.

Noise Team who respond to both residential and commercial concerns around noise and have a number of tools and powers available to them to respond and deal with persistent noise issues.

Environmental Crime Team deal with a number of issues around fly-tipping, and illegal dumping and support the work of other agencies.

Licensing Team is another important department in responding to and dealing with problem premises and issues around the nighttime economy and alcohol fuelled ASB. They will also be able to respond and deal with issues of underage sells including alcohol and fireworks, which can contribute to ASB.

There are a number of homes across the City that are owned by Registered Social Landlords (RSLs). Some tenants of these properties may be victims of ASB or be involved in ASB and we are committed to working with Landlords to ensure that support is provided to help reduce incidents of ASB.

Any responses and case management will be in line with the recently published minimum service standards.

How do we deal with ASB issues in the private sector including homeowners?

We recognise that anyone in our City could be involved or on the receiving end of ASB across our neighbourhoods.

The Partnership will and does respond to all reports and concerns of ASB and will ensure that everyone has access to the same levels of support and service to help them deal with the issue.

Monitoring performance:

We have a structured review process in place to monitor progress towards effective management of ASB. We have a range of computerised reporting and recording systems, which allows us to collect a wide range of statistics and management information on a monthly basis.

We monitor and report progress against our ASB strategy and delivery plan for the Neighbourhood Working Delivery Group.

We will use data available to us to support resource allocation and project development to enable us to continue to deal with and respond to concerns of ASB.

Relevant Performance data will be shared in communications with the citizens of Leicester and data information is available on the local police website.

Satisfaction surveys are sent out across Leicester to tenants and victims of ASB to enable us to see how effective we have been in responding to issues again we will use this to help us to shape our services.

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**CABINET
AUDIT COMMITTEE**

**6TH SEPTEMBER 2010
15TH SEPTEMBER 2010**

SHARED INTERNAL AUDIT SERVICE

Report of the Chief Finance Officer

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to inform members of the potential for the development of a shared Internal Audit Service between Leicestershire County Council and Leicester City Council, together with a number of Leicestershire District Councils.

2. BACKGROUND

- 2.1 The economic situation dictates that the environment in which local and public authorities are operating is changing rapidly and in particular there is now a paramount need to generate savings. These savings are being identified not only within individual authorities but in conjunction with other organisations to obtain better economies of scale.
- 2.2 The Leicestershire Public Services Board, which includes representatives of all major public services in the city and county, is evaluating a number of services for potential sharing. Internal Audit is one of them.
- 2.3 The retirement of the Chief Internal Auditor at Leicestershire County Council together with the on-going need to secure efficiencies at the City Council via the Organisational Development and Improvement Programme provides an opportunity for both Councils to consider seriously a shared service approach. The two sections are broadly the same size in terms of budget (£900k) – Leicester City is slightly larger in terms of staff numbers (24 v. 22).
- 2.4 In the short term this may involve bringing the two sections under a single organisation to provide internal audit services to these organisations, with the longer term aim being to provide a high quality service to a larger number of participating organisations. At least two district councils have expressed an interest.
- 2.5 The most developed Shared Internal Audit Service that involves a County and District Councils is the South West Audit Partnership (SWAP). This is a partnership of Somerset County Council and five district councils. SWAP stated the key benefits were:

- Productivity increased by 25%
- Specialists more affordable on costs shared
- Costs reduced by 10%
- Quicker decision making
- Fewer changes to audit plans as client has to specify what not to do

2.6 Other Local Authorities have established consortia, including the Welland Partnership (Melton, Harborough, East Northants and Rutland) and Consortium Audit (Corby, Kettering, Northampton and Wellingborough). North Yorkshire CC and York City have recently established a company that provides audit to both organisations.

3. RATIONALE

3.1 A shared service would involve changes to the way in which the internal audit service is provided.

The key benefits are:-

- a) More effective use of the total audit resource available to all participating authorities. As a result of knowledge sharing, the quality of audit can improve both in relation to individual topics and more generally. This is because research and development work is undertaken once only and as a result can be done in more depth. Audit programmes and other audit resources will also only be developed once. In addition, best practice in terms of service delivery of front line services could be shared. Capacity can also be developed in specialist areas such as ICT, environmental auditing, partnerships etc.
- b) Economies of scale in terms of management structure, working practices and systems. As an example, an Audit Section of four staff still has to maintain an Audit Manual, ensure compliance with the CIPFA Code of Practice, and compile Audit Plans, Outturn reports and keep up to date with current audit practice.
- c) Enhanced career development and career opportunities for staff.
- d) The new organisation could become more entrepreneurial in outlook in terms of bidding for other contracts and reviewing how the service is delivered. This could drive costs down. Effectively, the Shared Service would become a Trading Organisation, able to increase its establishment of auditors to meet demands.
- e) The relationship between the Chief Finance Officer and the Audit Service is governed by commercial style contracts. Experience elsewhere suggests the service would then be focused more on delivery of the service (audit plan) and costs.

Some of the key challenges are:-

f) The major change could (if managed badly) result in a fall in morale and the loss of staff and/or increased turnover. Internal audit is essentially a knowledge based function and both Authorities currently have staff with high levels of technical and local service knowledge who would be difficult to adequately replace.

g) The change will occur at a period when internal audit is undertaking an important role in relation to extensive changes taking place within each authority. Undertaking its own change may undermine its effectiveness in this role, at least for a period of time. Nonetheless, the scale of change facing local government means that it would be unrealistic to exempt any service and internal audit would in any event be subject to review as part of the Support Services Transformation Programme.

h) A method of prioritising clients' work that is time or resource constrained will have to be accepted by all parties, especially where key managers' and specialised staffs' time is involved. This may be particularly relevant where outside agencies such as external audit or government departments are actually making the demands and setting the timetables.

i) For efficiencies to occur, the service will change from being 'tailored' to a 'standard service'. Time and training costs will be incurred as old practices and systems are given up and the standard ones are adopted across both sites. Some differences can be accommodated. However, core elements of the service will need to be standardised, for example reporting style. Both parties will need to acknowledge the need for better planning and a reduction in separately commissioned work.

j) At present many authorities do not have a client/contractor split for internal audit. Under the new model a more formal split will be necessary. This will mean that some of the tasks undertaken by the internal audit manager such as reallocating audit resource will need to be undertaken by the "client". This may require the reallocation of resources. Alternatively such work will need to be clearly stipulated in a service agreement and paid for.

4. NEXT STEPS

- 4.1 The first step will be to appoint a shared Head of Audit whose initial responsibility will be to carry out a detailed review of both sections to recommend the best model to take this forward. This will include determining which authority "hosts" the arrangement, or whether it is self-standing.
- 4.2 Review of staffing within the City Council will be carried out by the shared head of Audit, and consultation will take place under normal staffing protocols.
- 4.3 A shared service model has implications for the current support services review work, which would no longer be carried out under the auspices of ODI. Instead, it is anticipated that the shared head would be given a savings target to achieve through re-modelling of the two sections.

5. RECOMMENDATION

5.1 Cabinet is asked to agree the appointment of a joint Head of Audit.

6. FINANCIAL IMPLICATIONS

6.1 The estimated total cost of the shared Head of Audit is between £70,000 and £80,000 for a full year. The split between Leicester City and Leicestershire County Councils will be a matter for negotiation between the two authorities.

7. LEGAL IMPLICATIONS

7.1 Legal Powers are available to establish shared service arrangements as proposed. There will be a need to consider the impact on staff affected including TUPE implications. There will be a need for one employing authority.

8. CONSULTATION

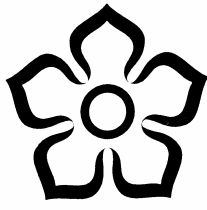
8.1 The Trades Unions have been consulted.

Report author:

Steve Charlesworth
Head of Finance – Financial Control

Ext.: 7495
21 July 2010

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



Leicester
City Council

SECOND DESPATCH

CABINET – 6 SEPTEMBER 2010

Further to the agenda for the above meeting which you should have already received, please find attached the following papers:

ANY OTHER URGENT BUSINESS

The Leader has agreed that this item will be considered as urgent business on the grounds that due to negotiations, it has not been possible to release the report prior to this and an urgent decision is required to ensure continuity of service.

A private appendix to the report, marked “Not for Publication” is also attached for Members only. The appendix is exempt from publication under the provisions of Schedule 12A of the Local Government Act 1972 (as amended), as it contains information in respect of which a claim to legal professional privilege could be maintained and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. If Cabinet wishes to discuss the contents of the private appendix, it is recommended that Cabinet resolves to move into private session, taking into account whether this would be in the public interest.

Paragraph 5, Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

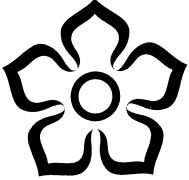
PHOENIX SQUARE FILM AND DIGITAL MEDIA CENTRE

AOUB1

Councillor Wann submits a report that informs Cabinet that Leicester Arts Centre Trust (LAC); the operator of the Phoenix Square Film & digital Media Centre, have advised of a significant forecast end of (financial) year deficit. Cabinet is asked to approve the recommendations set out in Paragraph 3 of the report.

Heather Kent/Julie Harget
Democratic Support: Internal 39 8816/8809
External 0116 229 8816/8809

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Leicester
City Council

**WARDS AFFECTED
CASTLE / CITY WIDE**

**OVERVIEW & SCRUTINY MANAGEMENT BOARD
CABINET**

**2 SEPTEMBER 2010
6 SEPTEMBER 2010**

PHOENIX SQUARE FILM & DIGITAL MEDIA CENTRE

Report of the Strategic Director Development, Culture & Regeneration

1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- a) inform Cabinet that Leicester Arts Centre Trust Limited (LAC); the operator of the Phoenix Square Film & Digital Media Centre, have advised of a significant forecast end of (financial) year deficit, and
- b) seek Cabinet approval for urgent expenditure of up to £250,000 in the current financial year, subject to approval by the Chief executive /Chief operating officer and in consultation with the chief finance officer and upon completion of milestones associated with the business plan.
- c) to ensure the continued operation of the Phoenix Square Film & Digital Media Centre, and
- d) inform Cabinet of a range of proposed steps to help increase footfall into and through the Cultural Quarter

2. SUMMARY

- 2.1 On completion of the construction of Phoenix Square last August the Council leased the Phoenix Square Film & Digital Media Centre to LAC for a term of 60 years. In addition, the Council provides a revenue grant of £309,800 per annum for the management and operation of this part of the Phoenix Square complex in accord with the terms set out in the Service Level Agreement. De Montfort University (DMU), in accordance with a separate Collaborative Agreement with LAC, provide a contribution to support the presentation and exhibition of work that is created using digital and or new technologies.
- 2.2 LAC Executives reported to the LAC Board of Directors at their meeting on 5 July 2010 a forecast end-of year deficit in the region of £257,000. At that meeting the LAC Board agreed a number of actions to 'arrest' and or mitigate the forecast deficit.
- 2.3 Since that time, Council Officers have worked with LAC executives to review the business to identify the key factors contributing to the forecast deficit and to identify the actions necessary to improve the company's financial performance and ensure a sustainable operation of the Phoenix Square Film & Digital Media Centre going forward.

- 2.4 Council Officers have met with De Montfort University (DMU) and Blueprint Executives and both parties have expressed their commitment to work with the Council and LAC to find a solution to the current financial situation, their desire to ensure the continued operation of Phoenix Square Film & Digital Media Centre, and of their commitment to work with us to help increase footfall into the Cultural Quarter.
- 2.5 The Council's primary interest is in the overall success of Phoenix Square and any solution to resolve the current financial situation needs to ensure that the Council is able to act swiftly in the event that LAC fails to turn the business around.

3. RECOMMENDATIONS

- 3.1 Cabinet is recommended to:
- a) Approve expenditure of up to £250,000 in accordance with the above delegations to enable a negotiated agreement with LAC, that involves the purchase of the cinema equipment (leased back to LAC) to secure the continued operation of Phoenix Square Film & Digital Media Centre by the current operator LAC against clear milestones demonstrating a move towards sustainability associated with future release of funding
 - b) Delegate authority to the Director of Cultural Services in consultation with the Chief Finance Officer and the Director of Legal Services to finalise the heads of terms and legal agreements with LAC
 - c) That, under Cabinet Procedure Rule 12 (d) there be no call in of this decision for reason of urgency, namely the immediate consequences of the amount of the forecast deficit of the operator of Phoenix Square Film & Digital Media Centre
 - d) Confirm the action taken by the Deputy Chief Executive to make an advance payment of £41,500 to LAC (comprised of the final £18,600 of 2010/11 revenue grant and £22,900, of the £250,000 additional support referred to in recommendation a) above) please reflect the earlier statement
 - e) support the proposed actions to raise the profile, improve access and develop footfall into and through the Cultural Quarter

4. REPORT

Background & Context

- 4.1 As referred to in paragraph 2.1 above, on completion of the development and construction of Phoenix Square last August the Council leased the Phoenix Square Film & Digital Media Centre to LAC for a term of 60 years. In addition to this the Council provides a revenue grant of £309,800 per annum for the management and operation of this part of the Phoenix Square complex in accord with the terms set out in the Service Level Agreement. DMU, in accordance with a separate Collaborative Agreement with LAC, provide a contribution to support the presentation and exhibition of work that is created using digital and or new technologies. DMU also provided a capital grant to LAC in 2009, for the purposes of meeting initial equipment costs.
- 4.2 LAC is a registered charity and company limited by guarantee. Both the Council and DMU can nominate 2 representatives to the Board of Director's; all other Members of the Board are independently recruited.
- 4.3 As mentioned in paragraph 4.1 above the Council provides an annual revenue grant of £309,800 per annum. The grant is provided to LAC for the purposes listed below:

- a) Support the programme of 'specialist cinema' which includes screenings of independently-produced, non-commercial and non British-made films, alongside selected 'mainstream' movies. The term 'specialist cinema' is used under the definition provided by the UK Film Council and Europa Cinema.
- b) Programme of education and outreach activities and services as specified in the Business Plan with a view to serving and reaching new & diverse audiences
- c) Programme of digital media, art and other digitally-created work and installations in the Cube and other public areas of the Phoenix Square Film & Digital media Centre, accessible to and allowing participation by a wide range of audiences
- d) Access to production facilities and training for children, schools, young people, youth groups, colleges, HEI's, community groups, disabled people and hard-to-reach communities
- e) On-line services that relate to all of the above elements of service provision by using web technology to engage all potential audiences

Review of Business Plan & Options to manage the forecast end-of-year deficit

- 4.4 Since LAC reported their forecast end-of-financial year cash position Council and DMU Executives have worked with LAC Executives to review the business to identify the key factors contributing to the forecast deficit and to identify the actions necessary to improve the company's financial performance and ensure a sustainable operation going forward.

The council and DMU are committed to the continued success of Phoenix Square and have a strong desire to see the offer as articulated in 4.3 being sustained, however there is a recognition that this is a delicate balancing act and it is a fact that the deficit financial position must be quickly and resolutely resolved

- 4.5 The review of the business identified that there are a number of actions that LAC should take to turn its business around. These actions were agreed by the LAC Board at its meeting on 3 August 2010, and can be summarised as:

- Review the organisational and staff structure to establish a more efficient and streamlined staff team focused on delivery of the core business
- Review the marketing, promotion and publicity plan and implement a re-invigorated strategy focused on maximising attendance and increased cinema admissions
- Review the schedule of cinema screenings and, as appropriate, re-schedule the programme to maximise the number of people attending each screening

- 4.6 LAC have advised the Council and DMU that the expected outcome of the actions, listed in paragraph 4.5 above, will result in a forecast full year recurrent saving of around £290,000 and resultantly advise that the forecast the end-of-year deficit will reduce to £230,000. The net part year savings achieved in the current financial year are low as the costs of redundancies totalling around £80,000 will have to be met in this financial year.

- 4.7 LAC following its meeting on 3rd August 2010 commenced, on 13th August 2010, its staff consultation to create a new Organisation / Staff Structure. The outcome of the first phase of the consultation and the proposed structure arising from this were reported to and agreed by the LAC Board at its meeting on 24th August 2010 for further consultation (on Friday 27th August 2010) with those affected by the proposals.

Subsequent to the outcome of this consultation 9 positions are forecast to be made redundant on 31st August 2010. If, as a result of the final consultation, substantial changes to the staff structure arise, these will be reported to a special meeting of the Board provisionally scheduled for 7th September 2010.

4.8 Council Officers in discussion with DMU reviewed a number of options to manage the Phoenix Square Film & Digital Media Centre's revised forecast end-of-year financial position. These were:

- Option 1 – to let LAC go into administration, which would have led to the closure of Phoenix Square, generating long-lasting reputation (and some commercial) damage
- Option 2 – to continue to support LAC but with a full appreciation of the risks
- Option 3 – a negotiated agreement with LAC, involving the purchase of the cinema equipment by the Council (leased back to LAC)

4.9 Option 3 is the preferred option as this option ensures that Phoenix Square continues to operate without any closure period. It would result in the Council negotiating an arrangement with LAC to purchase the cinema equipment, changes to the existing contractual requirements and future milestones such that if LAC fail to turn the business around, the Council could terminate LAC as the operator of Phoenix Square Film & Digital Media Centre as cleanly as possible. It will put in place measures for the council to closely monitor, in consultation with DMU, LAC's performance, giving early warning if LAC's financial health deteriorates. The linkage between achieving milestones and funding is a clear necessity to ensure that there is a process of diligence by the council in administering public funds.

Members are asked to note that termination, at a later date, would cause a period of disruption whatever safeguards are put in place.

4.10 DMU and Blueprint have expressed their full support for Phoenix Square Film & Digital Media Centre, and to working with the Council to find a solution to the current / forecast LAC financial situation. In particular DMU have facilitated the delivery of Option 3 outlined in paragraphs 4.8 and 4.9 by not seeking any charge of interest on the cinema equipment which was originally purchased by LAC with the capital funding support provided by the University.

4.11 It is further proposed that in order to effect delivery of option 3 the board is strengthened by the addition of new members bringing additional skills

Support measures to enable LAC's continued operation of Phoenix Square Film & Digital Media Centre

4.12 By the time Cabinet receive this report and in order to help LAC maintain their cash flow the Council has paid to LAC all of the 2010 /11 revenue grant and an additional £22,900.

- 4.13 De Montfort University is providing valuable support and contribution to both the Council and LAC, in order to secure a sustainable future for Phoenix Square. Their support includes a £60,000 advance payment of its contribution under its existing Collaborative Agreement with LAC covering the period to January 2013 and the utilisation of existing DMU resources to continue the development of the digital programme and production activity. This should enable LAC to reduce its direct costs as part of the proposed recovery plan. In addition as noted in paragraph 4.10 the University is not seeking a charge of interest on the equipment that will be subject to the proposed agreement between LAC and the Council. The University will also work with the council ,i) to support how the facilities are used to enhance creative and media work and ii) the development of the cultural quarter as a whole
- 4.14 In the current year the Council is recommended to provide up to £250,000 capital funding to purchase the cinema equipment and to work with LAC and DMU to assess ways in which the building and the immediate environs around it can be better utilised for event, project and other promotional activity to secure a sustainable future for Phoenix Square.

Actions to raise the awareness of the Cultural Quarter, address some of the barriers in accessing Phoenix Square and to help increase footfall into and through the Cultural Quarter

- 4.15 There are some broader issues relating to footfall , the regeneration of the cultural quarter as a whole , collaborative working between venues in the area and the interconnectivity to the city as a whole which the Chief Executive has asked for a strategy to address.
- 4.16 An initial scope of that brief has been conducted which will be subject to further partnership discussion to include partners such as the council ,DMU , Prospect Leicestershire, Curve and the voluntary sector including citizens eye . An indicative list of actions to raise awareness, address some of the barriers to access and to help increase footfall into the Cultural Quarter is listed below. It should be noted that the ideas listed are intended to indicate the range of potential interventions that could be made.
1. Signage. To review pedestrian signing and route-ways to the Cultural Quarter and specifically to Phoenix Square. Explore the option to have a new external sign placed on the Northern end (visible from Humberstone roundabout) of Phoenix Square.
 2. Parking.
 - i) To explore the potential to increase the number of 'on street' parking spaces in the Cultural Quarter and specifically on Morledge, Burton, Midland and St Nicholls Streets.
 - ii) To explore the potential to develop a temporary car park on the un-developed site adjacent to Phoenix Square and or secure the consent of the property owner to make use of the Car Parking area in front of the unused Glynn Webb site on Burton Street

3. Animating the Cultural Quarter.
 - i) Collaborate with DMU, Phoenix Square, Curve and LCB Depot to explore options to promote a regular programme of student and community led performances, arts and other appropriate activities within the Cultural Quarter area
 - ii) Work with, as appropriate, Leicester Festival Organisers / Organisations to develop the Cultural Quarter as a focus for the City's Festival programme
 - iii) Continue to develop the St George's Festival in partnership with the Cultural Quarter Business Association (CQBA), DMU and other organisations as appropriate
 - iv) Submit an application to Arts Council England, under the Grants for the Arts programme, to support development of a quality programme of Festivals and Street activity within the Cultural Quarter
 - v) Explore the opportunity and practicality, in liaison with the Head of Markets & Enterprise, of potentially hosting speciality markets as appropriate along Halford Street effectively linking the City Market and Orton Square
4. Work with the Cultural Quarter Collaboration Group (facilitated by Prospect Leicestershire) to take forward the Cultural Quarter Property Strategy – promoting the area for Businesses and retail.
5. Work with the CQBA and the City Centre Director to maximise linkages between the Cultural Quarter and the core of the City Centre retail offer (in particular Highcross Leicester) and to develop; mechanisms to increase the number and range of destinations in the Cultural Quarter (niche retail, cafes and bars)
6. Communications. Establish a stakeholder and partners (representatives from Curve, Phoenix Square, Council, DMU etc) to develop a communications plan to raise the profile of the Cultural Quarter and to maximise opportunities for cross / joint promotions and publicity.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

The cost of up to £250,000 would represent a first call on the £2.6 m resources set aside for the 2011/12 Capital programme.

Mark Noble, Chief Finance Officer

5.2 Legal Implications

Subject to consideration of the legal advice provided in the report on the Private Agenda of this meeting the Council has powers to take the action proposed under the provision of sections 145 and 111 of the Local Government Act 1972. It is unlikely that the proposed assistance would amount to 'state aid' and would in any event (subject to the signing of a suitable service level agreement) would be compatible and lawful.

Joanna Bunting, Legal Services

5.3 Climate Change Implications

There are no climate change implications associated with this report.

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	
Corporate Parenting	No	
Health Inequalities Impact	No	

7. RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
1. Reputational damage. (High profile scheme that as to date attracted media and press interest)	H	M	Stakeholder's communications personnel agree internal and external communications plan. LAC lead all communications and prepares a statement that focuses on how Phoenix Square will operate in the future to ensure continued public access to a wide ranging programme of films and media.
2 Loss of confidence in Phoenix Square – impacting on sales / lets of residences and workspaces	M	H	Proactive approach to communications to maintain confidence in the offer
3 LAC fail to sustain the operation after the additional funding is provided.	M – H	M-H	Milestone Plan, Finance Monitoring arrangements to give early warning and New Agreement giving the Council the right to give notice of termination

L – Low
M – Medium
H - High

L – Low
M – Medium
H - High

8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

Cabinet Report dated 29 October 2007

9. CONSULTATIONS

Sheila Lock Chief Executive

Andy Keeling, Chief Operating Officer & Deputy Chief Executive

Richard Watson, Director Cultural Services

Mark Noble, Chief Finance Officer

Martin Judson, Head of Finance

Joanna Bunting, Legal Services

Nick Rhodes, Head of Markets & Enterprise

Dominic Shellard, Vice Chancellor, DMU

John Cunningham, DMU Director of Finance

10. REPORT AUTHOR

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