

Leicester
City Council

WARDS AFFECTED:

Beaumont Leys,
Belgrave,
Charnwood,
Coleman,
Eyres Monsell,
Latimer,

Mowmacre,
New Parks,
North Braunstone,
Saffron,
Spinney Hill,
West Humberstone,
Wycliffe.

Cabinet

14 Jan 2002

Year 2 & Year 3 Neighbourhood Renewal Fund (NRF) Priorities and Process

Report of Director of Housing

1. PURPOSE OF REPORT

1.1 This report suggests a framework for the NRF for Years Two and Three. It draws on some of the lessons learnt from the First Year and includes the observations and views from the organisations and groups involved in the NRF Sub Group of the Leicester Partnership (LP).

2. SUMMARY

2.1 This report provides:

- A more strategic use of the Fund that builds on existing partnerships to ensure ownership and commitment.
- An approach that is not wholly reliant on competitive bidding but recognises partnerships may wish to seek proposals.
- Integrating the existing targets of partnerships with the Public Service Agreements targets and to use appropriate local targets.
- A greater focus on bending mainstream resources in the development of programmes.
- Implicit in all developments should be a focus redressing inequality.

2.2 NRF progress reports will be made during the year.

3. RECOMMENDATIONS

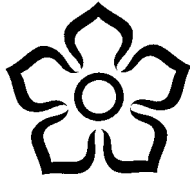
- 3.1 That the strategic resource allocation and priorities (para 2.4), criteria for schemes (para 4) and process and timetable (para 5) are approved.
- 3.2 Agree to consult with other partners within the framework of the Leicester Partnership and its sub partnerships.
- 3.3 That the LSP and its sub partnerships are consulted and the NRF sub Group provides a score card to assess schemes.

4. FINANCIAL IMPLICATIONS

- 4.1 The NRF is £6 million in Year Two and £8 million in Year Three. The Fund comes to Leicester City Council as unhypothecated grant and all of the Council's financial regulations apply to the Fund.

REPORT AUTHOR

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Year 2 & Year 3 Neighbourhood Renewal Fund (NRF) Priorities and Process

SUPPORTING INFORMATION

1 BACKGROUND

- 1.1 The aim of the Neighbourhood Renewal Fund (NRF) is to narrow the gap between deprived neighbourhoods and the rest of the country. In Leicester 13 Wards are identified in the Index of Multiple Deprivation as being some of the most deprived Wards in the Country (see appendix one). The Fund is intended to act as a catalyst in marshalling mainstream resources to reduce the deprivation gap. In order to assist the process, the Government have attached Public Sector Agreement Floor Targets (see appendix one) to the Fund.
- 1.2 The Leicester Partnership are charged by the Government of developing a Neighbourhood Renewal strategy and putting in train uses of the Fund to meet the strategy and associated targets, however, executive decision making remains with the Cabinet of Leicester City Council.
- 1.3 In Year One Cabinet approved the allocation of £4.204 million of first year NRF funding to a number of services and projects that met the criteria for the Fund set by Government, the City Council, and the Leicester Regeneration Agency. The Government guidance was issued very late and had significant changes in it compared to the original announcements on the fund. Despite these difficulties the Council and its partners managed to successfully develop a one-year process and programme.
- 1.4 Over £20 million of proposals were submitted for Year One, which had a budget of £4 million. Organisations were invited to bid yet several key agencies and organisations did not submit proposals at all.
- 1.5 There has been a very useful post mortem of the first year allocation process and the findings of that have been incorporated into the suggestions in this paper. Please see the report of Andrew Ross prepared for the LP for further information.

- 1.6 The Government have recently published their guidance on the Community Chest Fund, which is complimentary to the NRF. This fund is available to community groups and community based projects who can apply for amounts from £50 to £5 000 to support their activities.

2 A STRATEGIC APPROACH

- 2.1 The LP tasked a sub group to develop a strategic approach after widespread consensus that years two and three of the NRF should take place within a more strategic framework than occurred in year one. There was a strong desire to link the NRF in a targeted way to the overall community planning processes and thematic approaches via the existing partnerships.
- 2.2 The second and third years should enable a strategic allocation of resources that can be matched to mainstream programmes, within the priorities set out in the National Neighbourhood Renewal Strategy, the Community Plan and local service and investment plans.
- 2.3 Suggestions for uses of the NRF that have been made by the NRF sub group of the LP for years two and three include the following:

- a) An indicative sum to each Community Plan theme Partnership.

There are six community themes and each either has an established partnership or one is currently being developed.

These are:

Community Safety	Leicester Partnership Against Crime and Disorder
Diversity	Currently being established and led by the Centre for Integrated Living
Education	Several citywide partnerships targeting different age groups but an inclusive citywide partnership is being established
Environment	Partnership being established and led by Environ
Health & Social Care	Health Executive Board
Jobs & Regeneration	Leicester Regeneration Agency

There is still an expectation that the NRF should be targeted at those wards classified as deprived in the IMD 2000 (see appendix one). Also the NRF should contribute to the PSA floor targets.

Within the Community Plan each theme has a series of targets attached to enable the fulfilment of the plan's aims, all of these targets should be considered together.

A score-card against which proposals can be measured is suggested, this will be designed to encourage cross cutting activities designed to contribute to more than one target and multi agency responses to ensure appropriate coverage of the issues. Furthermore the local PSA targets being developed could be included, however more weight should be given to the floor targets as these are explicitly linked to the Fund. This system needs to ensure it does not mitigate against the community and voluntary sectors from being full and equal partners in this process.

This suggestion is able to meet the objectives as outlined in the cover report. Each partner needs to look to bend its resources towards the identified priorities. In recognition of the very wide health and education inequalities in the City these two partnerships should be prioritised in this process.

b) Support for community involvement and neighbourhood co-ordination of services.

A fundamental aspect of the National Strategy for Neighbourhood Renewal is to reorientate services to be more responsive to specific neighbourhood needs. The Government has described effective engagement with the community as one of the most important aspects of the work of LSPs. Included within this should be pump priming to enable communities to draw down main programme funding to meet their own priorities.

To fulfil both Government and local priorities this work will have a dual emphasis, to greater empower communities within neighbourhoods and to improve services and accountability for services in neighbourhoods, for more detailed information please refer to the report of the Revitalising Neighbourhoods project team (October 2001) and to the executive summary of that report in appendix 3.

The LP support the proposed changes and recognise the value of using the NRF to pump prime this process.

c) Monitoring and Management Costs of the NRF

In the first year the City Council have born the administration, management and monitoring costs of the Neighbourhood Renewal Fund to enable as many proposals to be developed as possible. This position cannot be continued into years two and three on what will be a £14 million programme. This idea reflects that Leicester City Council is ultimately responsible and accountable to Government for this fund and robust management and monitoring mechanisms will be necessary.

2.4 The table below represents a suggested sum to the ideas suggested.

IDEA	PARTNERSHIP	PRIMARY ACTIVITIES	YEAR 2 AMOUNT (£ 000s)	YEAR 3 AMOUNT (£ 000s)
An indicative sum to each Community Plan theme partnership. The indicative nature of this table is reinforced by the encouragement of cross fertilisation when proposals are developed.	Crime and Disorder	e.g. crime reduction and prevention, community safety, tackling inequality	410	566
	Education	e.g. standards, school premises, life long learning, youth and community, work force development, cultural developments, tackling inequality.	1742.5	2405.5
	Health and Social Care	e.g. primary care, adults and children social services, tackling inequality.	1281.25	1768.75
	Regeneration (Jobs)	e.g. employment and training, business development, work force planning, cultural developments, tackling inequality.	563.75	778.25
	Diversity	e.g. housing, support for people from abroad, equality, cultural developments, tackling inequality.	768.75	1061.25
	Environment	e.g. environmental quality and services, transport, cultural developments, tackling inequality.	358.75	495.25

2. Community involvement and neighbourhood management		e.g. Community Forums, Co-ordination of services, neighbourhood decision making and planning	725	725
3. Management and monitoring costs		e.g. Financial and project appraisals, project support, monitoring, progress reporting and programme problem solving	150	200
TOTAL			6000	8000

2.5 The rationale for apportionment between the suggestions is:

Management and Monitoring – This is a flat 2.5% charge against the fund.

Community Involvement and Neighbourhood Management - These are the implementation costs of establishing neighbourhood decision making forums, neighbourhood planning and co-ordination of services, including the piloting of neighbourhood service delivery. The costs are shown in the detailed project report (Revitalising Neighbourhoods) already circulated and discussed by the LP.

Community Plan themes - The remainder of the fund has been allocated to this use and the table shows indicative amounts.

The rationale for apportionment of indicative amounts between the partnership themes is:

Each Partnership theme starts with a base of 5% of the remaining Fund (The remaining Fund is now equal to 100%).

A weighting of 1% per Ward is given to the numbers of Wards in the worst 10% for that theme that are included in the composite index i.e. the worst 13 wards.

Partnership	%
Crime & Disorder	0% (no specific theme)
Education	11%
Health	3%
Employment (regeneration)	4%
Housing (diversity)	9%
Child poverty (Health & Education)	12%

A further weighting of 1% per National PSA Floor target linked to each Community Plan Partnership

Partnership	Target	%
Crime & Disorder	1 Target	1%
Education	2 Targets	2%
Health	3 Targets	3%
Jobs	2 Targets	2%
Housing (Diversity)	1 Target	1%
Environment	2 Targets	2%

To reflect the priority of Education and Health these Partnerships receive an additional 10% and 8% respectively. In acknowledgement of crime and fear of crime being the biggest single concern of local communities the Crime and Disorder Partnership receives an additional 2%.

Partnership	%
Education	10%
Health	8%
Crime and Disorder	2%

The totals are as follows:

Theme/Partnership	%
Crime & Disorder	8%
Education	34%
Health	25%
Employment & Jobs (Regen)	11%
Housing (Diversity)	15%
Environment	7%

- 2.6 The Diversity Partnership benefits from 10% of their total allocation being derived from housing deprivation and targets. This will need to be reflected in their programme development. Also the Education and Health Partnerships should seek to link activities with the Children's Fund and it's priorities.
- 2.7 Based on the index of deprivation activities should be targeted to address specific deprivation factors and ensuring improvements that are outlined in the PSA floor targets, appendix one summarises this position.

3 PRIORITY NEIGHBOURHOODS

- 3.1 To ensure the uses of the fund are targeted at the wards for which it has been granted, the table below illustrates those wards that are

classified as being in the 10% of most deprived nationally. These wards should be cross referenced with 2 above.

Ward	National Rank (worse first)	Ward	National Rank (worse first)
North Braunstone	57	Belgrave	517
Wycliffe	150	Eyres Monsell	594
Spinney Hill	371	Coleman	599
Saffron	383	Beaumont Leys	600
New Parks	410	Latimer	612
West Humberstone	488	Charnwood	621
Mowmacre	490		

- 3.3 The above table is provided as information to the Leicester Partnership and the Council's Cabinet to enable a dual focus to be maintained in terms of activity (the Community Plan themes and Floor targets) and location (the wards classified as deprived).

4 SPECIFIC CRITERIA FOR ALL FUND PROPOSALS

- 4.1 Whilst it is wholly appropriate for individual partnerships to set their own priorities and in some instances local targets this should be in a strategic framework supported by the LP and agreed by Cabinet. This framework should include:
- a) A clear commitment to enhancing performance, improving outcomes in deprived communities and a measurable contribution to the PSA targets.
 - b) Maximising match funding and mainstreaming to enable the fund and it's objectives to be stretched. This should include other area based initiatives e.g. Sure Start and main programme activities e.g. the Housing Capital Programme.
 - c) Clear lines of accountability and management arrangements that include a named Council Officer being identified for each proposal to ensure compliance with financial regulations.
 - d) Each proposal must have a clear exit strategy that is not reliant on future speculative arrangements. There are four possible alternatives. Either the fund is used to pump prime changes to reorientate services or continuation mainstream funding is agreed or a strategy is developed that has agreed alternative funding sources or the project has served it's purpose and stops.

5 PROCESS AND DECISION MAKING

5.1 The process and timetable suggested is:

- ❖ LSP recommend this approach to Leicester City Council Cabinet
30 November 2001
- ❖ Balanced score-card developed by NRF sub group reflecting the priorities and criteria within this report
December 2001
- ❖ Cabinet decision
14 January 2002
- ❖ Community Plan partnerships seek proposals and prepare indicative programmes
Dec – Feb 2002
- ❖ NRF sub group consider programmes and proposals against balanced score-card
March 2002
- ❖ NRF sub group report to LSP and LSP makes recommendations to Cabinet
March/April 2002
- ❖ Cabinet Decision
April 2002
- ❖ Detailed appraisal by the Neighbourhood Renewal Team
April/May 2002
- ❖ Develop financial/payment and continuous appraisal and monitoring systems
Feb/May 2002

5.2 Each partnership will be responsible for developing its own programme and should cross-reference their programme developments with that of the other partnerships. They will need to ensure that their work is carried out in an open and transparent manner whilst remaining accountable to the LP.

6 BACKGROUND PAPERS – Local Government Act 1972

6.1 Background papers are held at the Braunstone Police Station and include:

- Local Strategic Partnerships – Government Guidance (2001)
- Notes of the NRF Sub Group (2001)
- Lessons Learn't from 1st Year (Leicester City Council 2001)

7. CONSULTATION

- 7.1 This report is being twin tracked. It has been developed by an NRF sub group of the LP. The sub group includes representation from each of the Community Plan theme partnerships and the Cultural Strategy. This group reported back to the LSP at the end of November and wider partnership consultation has been undertaken.

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Appendix One

Deprivation Factors and PSA Targets by Ward

This table identifies deprived wards, their deprivation factors and the associated relevant targets. This table is derived by combining the Index of Multiple Deprivation 2001 with the Floor Targets.

Ward (Worst First)	Deprivation Factors	Relevant PSA Targets
North Braunstone	<ul style="list-style-type: none"> • Worst for Education, Income, Child poverty • 2nd worst for Employment and Health • 8th worst for Housing 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Increase Employment rate. ▪ Reduce by 10% the gap in life expectancy compared to whole population by 2010. ▪ Reduce by 60% the conception rate of under 18s by 2010. ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Wycliffe	<ul style="list-style-type: none"> • Worst for Employment and Health • 2nd worst for Income and Child poverty • 5th worst for Housing 	<ul style="list-style-type: none"> ▪ Increase Employment rate. ▪ Reduce by 10% the gap in life expectancy compared to whole population by 2010. ▪ Reduce by 60% the conception rate of under 18s by 2010. ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Spinney Hill	<ul style="list-style-type: none"> • Worst for Housing • 3rd worst for Income and Employment 	<ul style="list-style-type: none"> ▪ Reduce the number of families living in non decent social housing by 33% by 2004.

Ward (Worst First)	Deprivation Factors	Relevant PSA Targets
Spinney Hill ctd..	<ul style="list-style-type: none"> • 6th worst for Child poverty 	<ul style="list-style-type: none"> ▪ Increase Employment rate. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Saffron	<ul style="list-style-type: none"> • 3rd worst for Child poverty • 4th worst for Income & Employment • 8th worst for Education • 14th worst for Housing 	<ul style="list-style-type: none"> ▪ Increase Employment rate. ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
New Parks	<ul style="list-style-type: none"> • 2nd worst for Education • 4th worst for child poverty • 5th worst for Income 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
West Humberstone	<ul style="list-style-type: none"> • 3rd worst for Health • 5th worst for Education • 9th worst for Child poverty • 10th worst for Income • 11 worst for Housing 	<ul style="list-style-type: none"> ▪ Reduce by 10% the gap in life expectancy compared to whole population by 2010. ▪ Reduce by 60% the conception rate of under 18s by 2010. ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.

Ward (Worst First)	Deprivation Factors	Relevant PSA Targets
Mowmacre	<ul style="list-style-type: none"> • 3rd worst for Education • 5th worst for Child poverty • 8th worst for Income 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Belgrave	<ul style="list-style-type: none"> • 6th worst for Housing • 7th worst for Income • 11th worst for Child poverty • 14th worst for Education 	<ul style="list-style-type: none"> ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Eyres Monsell	<ul style="list-style-type: none"> • 6th worst for Education • 7th worst for Child poverty • 9th worst for Income 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Coleman	<ul style="list-style-type: none"> • 10th worst for Child poverty • 11th worst for Education and Income • 13th worst for Housing 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Reduce domestic burglary by 2005 to no more than 3 times the national average.
Beaumont Leys	<ul style="list-style-type: none"> • 7th worst for Education • 8th worst for Child poverty • 12th worst for Income 	<ul style="list-style-type: none"> ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004. ▪ Reduce domestic burglary

Ward (Worst First)	Deprivation Factors	Relevant PSA Targets
Beaumont Leys ctd...		by 2005 to no more than 3 times the national average.
Latimer	<ul style="list-style-type: none"> • 3rd worst for Housing • 13th worst for Education and Income 	<ul style="list-style-type: none"> ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004.
Charnwood	<ul style="list-style-type: none"> • 4th worst for Housing • 6th worst for Income • 10th worst for Education • 12th worst for Child poverty 	<ul style="list-style-type: none"> ▪ Reduce the number of families living in non decent social housing by 33% by 2004. ▪ Increase attainment in English & Maths at Key stage 2. ▪ At least 38% of children achieve A-C by 2004.

Source: DTLR 2001

PSA TARGETS 2001

Issue	Govt lead	Local lead	Target
Jobs	DWP	Employment Service, New Deal partnership, Action Teams for Jobs	Over the 3 years to 2004, taking into account the economic cycle, increase the employment rates of the 30 local authority districts with the poorest initial labour market position - and reduce the difference between their employment rates and the overall rate.
	DTI	Small Business Service	Generate more sustainable enterprise in disadvantaged communities
	DWP	Employment Service, New Deal partnership, Action Teams for Jobs	Over the 3 years to 2004, taking into account the economic cycle, increase the employment rates of people with disabilities, lone parents, ethnic minorities and over-50s, and narrow the gap between these rates and the overall rate
	DTI	Regional Development Agencies	Improve the economic performance of all regions, measured by the trend growth in each region's gross domestic product per capita
Crime	Home Office	Crime and Disorder Reduction Partnerships	Reduce domestic burglary by 25 per cent, with no local authority district having a rate more than three times the national average (by 2005)
Education	DfES	Schools and Local Education Authorities	Reduce to zero the number of local education authorities (LEAs) where fewer than X per cent of pupils achieve the expected standards of literacy and numeracy, narrowing the attainment gap(X to be set in 2001)
	DfES	Schools and Local Education Authorities	Increase the percentage of pupils obtaining five or more GCSEs at A*-C (or equivalent), with at least 38 per cent to achieve this standard in every LEA by 2004
Health	DH	Health authorities/ Primary Care	To develop targets in 2001 to narrow the health gap in childhood and throughout life between socio-

		Trusts and Primary Care Groups/ local authorities	<p>economic groups and between the most deprived areas and the rest of the country:</p> <ul style="list-style-type: none"> i. Starting with Health Authorities, by 2010 to reduce by at least 10% the gap between the quintile of areas with the lowest life expectancy at birth and the population as a whole. ii. By 2010, to reduce the conception rate among under 18s in the worst quintile of wards by at least 60%, thereby reducing the level of inequality between the worst quintile and the average by at least 26% by 2010. <p><i>Health inequalities target:</i> starting with children under one year, by 2010 to reduce by at least 10% the gap in mortality between manual groups and the population as a whole.</p>
Housing and the environment	DTLR	Local authorities and Registered Social Landlords	Ensure that all social housing meets set standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004, with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy.
Environment	DEFRA	Local authorities	Improve air quality in the most deprived areas by meeting our National Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene, in line with the dates set out in the Strategy
	DEFRA	Local authorities	Increase by 2003 the recycling and composting of household waste as set out in the Government's Waste Strategy, with 17% of household waste to be recycled or composted by 2004.

Source DTLR 2001

Revitalising Neighbourhoods Summary

Background

The vision for Leicester set out in the Community Plan is one of a city with a “thriving and diverse society in which everyone is involved, and in which everyone can have a decent, happy and fulfilling life. A city with a strong economy, a healthy, caring and educated society, a safe and attractive environment and an improving quality of life – a sustainable city”.

The Revitalising Neighbourhoods project is the first major review of how the council operates since local government reorganisation in 1997. It seeks to build on the achievements the council has made since then, but also recognises there is more to be done if we are to achieve the vision set out in the Community Plan.

Why change

The council believes it needs to change the way it operates in local communities if it is to improve local services. By bringing more influence back to neighbourhoods, our vision of the city for the future will be realised through a spirit of partnership working with local communities and other agencies like the police, health authority and the local business community.

Timetable

The project started in the spring 2001. Following initial research and consultation we have developed a number of specific proposals for wider consultation - after which decisions will be made. Implementation is likely to be phased in, starting in spring 2002.

Aims

The main aims of the project are to improve services in local neighbourhoods and to increase the level of involvement by local people in decisions made about their communities. At the moment the city is divided into 28 wards each represented by two councillors. We hope we can make it easier for councillors, the council and other agencies to communicate with local people and hear their opinions. This will give people the chance to become more active citizens, by shaping and informing decisions about some services and issues that are important in their local neighbourhood.

The main proposals on which we would welcome your views are as follows:

- **Local Service Management**

We have identified a number of services that local people most want to influence and see improved including:

Access to and contact with the council	Youth and community services
Environmental services such as street cleaning	Leisure services
Libraries	Health and social care

To ensure these services are improved and better co-ordinated it is proposed to appoint in each of the 10 areas a neighbourhood manager who will co-ordinate council services, promote joint working with other agencies, create links to the new forums and help communities develop their capacity to get involved. In addition a number of services will be reviewed to make them more customer focused and accessible at a local community level.

- **Neighbourhood Forums**

It is proposed to establish about 10 neighbourhood forums across the city, representing local communities to provide a consultative body for local councillors and other agencies, and to build local partnerships to improve the area. The boundaries of the areas - including one for the city centre - will be developed in parallel with the arrangements for community representation to the Local Strategic Partnership and finalised once the review of electoral ward boundaries has been completed.

Each area will have the opportunity to produce a local action plan to help focus local improvements and priorities.

These bodies will have influence over the spending on some services like – street cleaning and grass cutting. In time they will have small budgets to spend on local improvements. There will be minimum standards of service across the city.

- **City Council Structure**

These changes mark an exciting point in the development of our city. Council structures will be changed to ensure that we are able to deliver the improvements required, to meet the demands of local neighbourhoods, and co-ordinate improved service delivery effectively.

Benefits

These changes will take time, but they will enable Leicester to become a city with active citizenship, where people are more able to participate in the democratic process. The Revitalising Neighbourhoods project will increase local influence on decision-making and help tackle local problems more quickly. At the end of the project we hope that all neighbourhoods will become more attractive places to live in and that the quality of life for people across the city improves.

Effective service delivery

By looking at the organisation of service delivery in a locally-based way we will be able to deliver services more cost effectively, which will mean that we can put more money into frontline services.

By taking services out to communities through new technologies and taking full advantage of existing facilities – like libraries and community centres to help provide information and advice - we can achieve more effective service delivery.

Consultation

The Council will engage in extensive consultation mainly during the month of November.

There is an opportunity for the wider community to have a say about the proposals for this project through the council's community newspaper Leicester Link (December issue).