

Leicester
City Council

Democratic Services
Town Hall
Town Hall Square
Leicester
LE1 9BG

16 March 2010

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on THURSDAY, 25 MARCH 2010 at FIVE O'CLOCK in the afternoon, for the business hereunder mentioned.

**DIRECTOR OF CORPORATE
GOVERNANCE**

AGENDA

- 1. LORD MAYOR'S ANNOUNCEMENTS**
- 2. DECLARATIONS OF INTEREST**
- 3. NOMINATIONS FOR CIVIC OFFICE**
- 4. MINUTES OF PREVIOUS MEETING**
- 5. APPOINTMENT OF COUNCILLORS TO CABINET, SCRUTINY AND REGULATORY COMMITTEES**
- 6. PETITIONS**
 - Presented by Councillors
 - Presented by Members of the Public
- 7. QUESTIONS**
 - From Members of the Public

- From Councillors

8. REPORTS OF CABINET

- 8.1 Transfer of Statutory Responsibility of the Social Work Function from Leicestershire and Rutland to Leicester City
- 8.2 Extension to Street Drinking Ban in Leicester
- 8.3 Review of Corporate Capital Programme 2010/11
- 8.4 Local Area Agreement Annual Refresh 2009/10
- 8.5 Corporate Parenting Annual Report
- 8.6 State of the City Report 2009
- 8.7 Leicester City Council's Corporate Plan 2010/11 – 2012/13

9. REPORT OF THE MONITORING OFFICER

- 9.1 Code of Practice for Member Involvement in Licensing Matters

10. NOTICES OF MOTION

11. ANY OTHER URGENT BUSINESS

25 March 2010

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REPORT OF THE LEADER OF THE COUNCIL

8.1 TRANSFER OF STATUTORY RESPONSIBILITY OF THE SOCIAL WORK FUNCTION FROM LEICESTERSHIRE AND RUTLAND TO LEICESTER CITY
(Decision reserved to Council)

At its meeting on 15 February 2010 Cabinet considered a report which sought approval for the Transfer of Statutory Responsibility of the Social Work function from Leicestershire and Rutland to Leicester City in respect of the 'Emergency Duty Social Work' service.

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

that Cabinet:

- 1) approves the Transfer of Statutory Responsibility of the Social Work Function from Leicestershire and Rutland in respect of the Emergency Social Work Service;
- 2) notes and agrees that this takes effect upon the transfer of County Social Work staff to Leicester City and the agreement to and signing of a Service Level Agreement between all parties governing the form and function of the service, governance arrangements and legal and financial issues;
- 3) that Cabinet recommends to Council that it notes and approves the resolutions of Cabinet as identified above.

Council is asked to note and approve the resolutions of Cabinet as identified above.

8.2 EXTENSION TO THE STREET DRINKING BAN IN LEICESTER
(Decision reserved to Council)

At its meeting on 8 March 2010 Cabinet considered a report that sought approval for the inclusion of additional streets within the current Street Drinking Ban. These additional streets were:

- Cottesmore Close up to junction with Fernie Road
- Quorn Road up to junction with Fernie Road
- Uppingham Road from 1 Uppingham Road to junction with Oakley Road
- Nelson Street
- Upper Nelson Street
- Regent Street
- Slate Street
- Leicester Train Station

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

that Cabinet recommends that the above mentioned streets be included in an amended Street Drinking Ban as provisioned for under section 13(3)b in the Criminal Justice and Police Act 2001.

Council is asked to agree to include all areas as detailed above in an amended Street Drinking Ban as provisioned for under section 13 (3) b in the Criminal Justice and Police Act 2001.

8.3 REVIEW OF CORPORATE CAPITAL PROGRAMME 2010/11 (Decision reserved to Council)

At its meeting on 8 March 2010 Cabinet considered a report that presented a “corporate” capital programme for 2010/11.

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

that Cabinet:

1) recommends to Council:

- a) that the schemes identified in Appendix A, as described in paragraph 5 be the corporate capital programme for 2010/11;
- b) the split between schemes in block A which can proceed without further approval and schemes in block B which require a report to Cabinet;

2) designates the following as service resources for the purposes of this programme (being resources which fall outside the scope of the corporate programme):

- a) housing capital receipts;
- b) housing, education and transport supported capital expenditure (borrowing and grant) allocations;
- c) any other supported capital expenditure allocations awarded by central government for specific purposes;
- d) profits made by the Housing Maintenance DSO;
- e) third party contributions for specific purposes;

- f) divisional revenue contributions;
- 3) In connection with Financial Procedure Rules:
 - a) recommends to Council a “higher limit” of £10m, being the amount below which the Cabinet can make changes to the programme. This “higher limit” of £10m is subject to no more than £2m of the funding in total of any scheme being financed from corporate resources.
 - b) approves a “lower limit” of £250,000 below which directors can use resources;
- 4) notes that the above limits apply to the capital programme as a whole, not just the corporate capital programme.
- 5) approves the creation of an earmarked reserve for the development of the market.

Council is asked to approve the recommendations of Cabinet.

8.4 LOCAL AREA AGREEMENT ANNUAL REFRESH 2009/10

At its meeting on 15 February 2010 Cabinet considered a report that presented the latest position on the second annual refresh of the Local Area Agreement (2008/11.)

Cabinet resolved as follows:

RESOLVED:

that Cabinet agrees to the proposed revisions to NI 152 and NI 167 in Leicester's Local Area Agreement, as set out in section 4.12 and 4.14 of the report.

Council is asked to agree to the proposed revisions to NI 152 and NI 167 in Leicester's Local Area Agreement, as set out in section 4.12 and 4.14 of the report.

8.5 CORPORATE PARENTING ANNUAL REPORT

At its meeting on 8 March 2010 Cabinet considered a report which informed of developments around Corporate Parenting.

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

that Cabinet:

- 1) agrees that new Corporate Parenting briefings will be arranged on a six monthly basis, and will comprise 'beginner' sessions and 'refresher' sessions for members who have attended previous briefings;
- 2) recommends to Council an approach whereby the Party Groups (or Independent Members) are asked to demonstrate their commitment to Corporate Parenting by agreeing to strongly recommend training for all of their Group (or Independent) Members as set out in 4.7 of the report, coupled with more specific training for Members with additional responsibilities, and for each Party Group (or Independent Member) to sign a Charter demonstrating this commitment.
- 3) agrees the revised reporting and communication regime as outlined in the terms of reference;
- 4) notes the updated terms of reference and the need for increased representation;
- 5) agrees that the Chief Executive and the Leader of the Council are invited to one Corporate Parenting Forum per year; and
- 6) agrees to 'Corporate Parenting' being added as an implication to all reports.

Council is asked to note the progress in embedding Corporate Parenting across the City Council and support the recommendation as above.

8.6 STATE OF THE CITY REPORT 2009

At its meeting on 15 February 2010 Cabinet considered the first State of the City report for Leicester, describing the progress made on delivering *One Leicester* during its first full year.

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

that Cabinet endorses the State of the City report 2009.

Council is asked to note the report.

8.7 LEICESTER CITY COUNCIL'S CORPORATE PLAN 2010/11 – 2012/13

At its meeting on 15 February 2010 Cabinet considered a report which presented the council's corporate plan for the years 2010/11 – 2012/13, which

25 March 2010

brought together the council's approach to delivering *One Leicester* for that period.

A copy of the report is attached.

Cabinet resolved as follows:

RESOLVED:

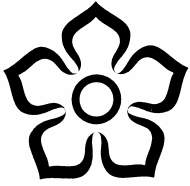
that Cabinet agrees the corporate plan 2010/11-2012/13.

Council is asked to note the report.

**ROSS WILLMOTT
LEADER**

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Appendix 8.1



Leicester
City Council

**WARDS AFFECTED
ALL WARDS**

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**CYP Scrutiny
Cabinet
Council**

**18 February 2010
15 February 2010
25 March 2010**

Transfer of Statutory Responsibility of the Social Work function from Leicestershire and Rutland to Leicester City

Report of the Strategic Director, Children

1. Purpose of Report

- 1.1 To seek approval for the Transfer of Statutory Responsibility of the Social Work function from Leicestershire and Rutland to Leicester City in respect of the 'Emergency Duty Social Work' service.
- 1.2 To outline the context within which, this approval is sought – as part of the outcome and recommendations of the review of the Emergency Duty Social Work Service 2007 / 08.

2. Recommendations

- 2.1 CYPS Scrutiny is recommended to consider this report and make any comments to Cabinet.
- 2.2 Cabinet is recommended to:
- 2.3 Approve the Transfer of Statutory Responsibility of the Social Work Function from Leicestershire and Rutland in respect of the Emergency Social Work Service.
- 2.4 Note and agree that this takes effect upon the transfer of County Social Work staff to Leicester City and the agreement to and signing of a Service Level Agreement between all parties governing the form and function of the service, governance arrangements and legal and financial issues.
- 2.5 Subject to approval by Cabinet, Council notes and approves the resolutions of Cabinet as identified above.

3. Summary

- 3.1 The Current Emergency Duty Service covers the whole of Leicester, Leicestershire and Rutland and has been in place since Local Government Re-organisation in 1997. In recognition that there had been significant developments since that time in the delivery of Social Care and in the ability of the Emergency Duty Service to respond to such developments the service was subject to review during the course of 2007 / 08.
- 3.2 As part of it's recommendations, since accepted by all three Local Authorities and their respective 'Children's' and 'Adults' services, it was decided to contract all staff to one authority (currently staff have either City or County contracts) and that Authority (Leicester City) to run and manage the service on behalf of Leicestershire and Rutland.
- 3.3 In order for staff to have the legal right to act on behalf of another Authority in relation to the exercise of the statutory social work function it is necessary for all parties, i.e. Leicestershire and Rutland to formally agree to the transfer of that statutory responsibility to Leicester and for Leicester to accept that transfer.

4. The Report

- 4.1 The Review of the Emergency Duty Service was completed in 2008. The Service covers both Children's and Adults responsibilities. As a consequence the review was wide ranging and complicated as it had to cover 3 Local Authority Children's Services and 3 Local Authority Adult Services and seek both views and agreements across all.

The Review Report made a number of recommendations, focusing on areas such as the management and structure of the service. One recommendation concerned the transfer of staff from Leicester County Council to Leicester City Council, which this report addresses.

- 4.2 The Report specifically looked at the Staffing of the Service and noted that since Local Government re-organisation in 1997 that whilst the Service had always been managed by a Leicester City manager its other employees had either City or County Contracts. This had in the past led to a number of difficulties around unequal salary levels and differences in terms and conditions with the manager having to operate both within Leicester City and Leicestershire's HR and Personnel frameworks. In addition both policy and practice in Authorities have changed since disaggregation and these differences continue to widen making management of the service more complicated and time-consuming.
- 4.3 The Review Report recommended that all staff should be transferred to a single Authority on the basis that it
- Would end direct comparison of different terms and conditions between Authorities for staff doing the same tasks as each other
 - Would simplify the management of staff particularly in the area of personnel and administrative issues
 - Would allow a single authority to be responsible for recruitment
 - Would not incur any significant costs

- Would allow a greater flexibility for the service to respond to anticipated changes particularly in both Adult and Mental Health Services (eg the development of extended hours services and the creation of Advanced Mental Health Practitioners and how Mental Health services will in future be delivered via the County –City wide Mental Health Service review).

- 4.4 The Process for transferring staff to one Authority has now been agreed and it is currently envisaged that the T.U.P.E. (Transfer of Undertakings Regulations 2006) process will have been completed by March 2010.
- 4.5 A Service Level agreement between all the participating Local Authorities is currently being drafted and will come into force upon the transfer of staff and the Transfer of Statutory Social Work responsibility should it be agreed.
- 4.6 It is necessary to seek a Transfer of Statutory Social Work Responsibility in order that staff in the 'new' Emergency Duty Service can whilst employed by one Authority act for, in this instance, two other Local Authorities in undertaking Statutory duties, e.g. Mental Health Assessments, Child Protection Assessments, the placement of Children in the care of one of the three Local Authorities covered by the service.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

Additional costs will arise from the transfer of staff to the employment of Leicester City Council and the statutory transfer of the service. These will include insurance costs, payroll arrangements, any Human Resources involvement and the payment of invoices relating to emergency action or support for County residents and the subsequent recharging to the County Council. Whilst not significant in terms of the Council's overall spending, these costs should be reflected in the financial arrangements with the County Council. The City Council should also ensure that liability for any employment or other claims that relate to events before the transfer date remain with the County Council, even if the claim is made after the transfer. - Colin Sharpe, Head of Finance and Efficiency, CYPS, ext. 29 7750

5.2 Legal Implications

The exercise by Leicester City Council of EDT functions for children and adults on behalf of Leicester, Leicestershire and Rutland represents a delegation of statutory functions by those Authorities to Leicester City. As such, Leicester City's Constitution requires [Part 2, Art 11.04c) and Part 3 Full Council Functions item (j)] Full Council to agree to the same.

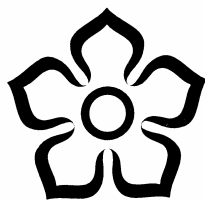
It follows that whilst, operationally, those cases which invoke the EDT service will be handed-back to the relevant Local Authority social work Team the next working day, it is the City Council who will bear legal responsibility for the decision-making undertaken by the new EDT service. To that extent, the reform involves an increased (and voluntary) assumption of risk to the Council. (Kamal Adatia, Barrister, ext 7044)

Contractual and Employment matters are being dealt with separately.

6. Report Author

Andy Smith, Interim Divisional Director, Social Care and Safeguarding, Children & Young People's Services, Tel - 0116 2528309

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



Leicester
City Council

**MINUTE
EXTRACT**

Minutes of the Meeting of the
CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Held: THURSDAY, 11 FEBRUARY 2010 at 6.55 pm

PRESENT

Councillor Corrall – Chair

Councillor Naylor

Councillor Senior

Councillor Newcombe
Councillor Scuplak

Councillor Suleman

Also In Attendance

Councillor Dempster – Cabinet Lead Member for Children and
Schools

Councillor Potter
Councillor Westley

* * * * *

65. 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.

No interests were declared.

**67. TRANSFER OF STATUTORY RESPONSIBILITY OF THE SOCIAL WORK
FUNCTION FROM LEICESTERSHIRE AND RUTLAND TO LEICESTER CITY**

The Chair and Vice-Chair agreed to accept this item as urgent business, on the grounds that it was necessary to allow its consideration before it was presented to the Cabinet on 15 February 2010.

The Strategic Director, Children submitted a report seeking approval for the transfer of Statutory Responsibility of the Social Work function from Leicestershire and Rutland to Leicester City, in respect of the “Emergency Duty Social Work” service. The Committee noted that, if approved, the transfer would be completed by the end of March 2010, and that the City Council would

assume responsibility for this function on 1 April 2010.

Authority also was sought for those employed by Leicester City Council to act for the other two authorities. Members were assured that the terms of employment for the City Council's existing staff would not be more advantageous or disadvantageous than those of the staff being transferred to the City Council. The City Council would bill the other two authorities quarterly for the work undertaken by staff for those authorities.

RESOLVED:

that the report be noted and the recommendations for Cabinet endorsed.



WARDS AFFECTED **Coleman/ Castle**

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview & Scrutiny Management Board
Cabinet
Full Council

4 March 2010
8th March 2010
25th March 2010

Extension to the Street Drinking Ban in Leicester

Report of the Strategic Director Adults & Communities

1. Purpose of Report

- 1.1 Leicester City Council introduced a Street Drinking Ban in 2002, with an extension to that ban in 2007 covering many streets in the wards of Castle, Spinney Hill and additional streets in Beaumont Leys.
- 1.2.1 Since the establishment of the extension in February of 2007, additional streets have been identified in the Wards of Castle and Coleman whose inclusion in the street drinking ban would address street drinking issues on those roads. The purpose of this report is to seek approval for the inclusion of these additional streets within the current street drinking ban.
- 1.2.2 The proposed extension to the street drinking ban needs to be seen within the context of a commitment by Leicester City Council working closely with our partners to tackling the issue of street drinking. To progress this a multi agency plan has been drawn up. In addition to the sharing of intelligence of front line workers within the area covered by the ban to aid effective and robust enforcement including City Wardens enforcing issues in respect of littering, this plan includes engaging street drinkers to encourage them off the streets and into suitable treatment.
- 1.2.3 It is recognised that if the confidence of the public in our willingness to address this issue is to be gained and maintained that the ban will need to be visibly enforced. The Police, who have expressed their support and have been consulted with at every stage, will lead in enforcing the ban supported by intelligence supplied by council and voluntary sector officers working within the area who will proactively monitor the situation. In tackling the issue of Street Drinking and in addition to the Street Drinking Ban the Police will also give consideration to the appropriateness of other enforcement issues including a dispersal issue.

2. Report

- 2.1.1 The Street Drinking Ban of 2007 unfortunately left many areas adjacent to the targeted streets available for street drinkers to move on to. In some cases, such as around Sparrow Park and Nelson Street, these areas include sight of a medical facility and a family park, meaning that vulnerable locations are not being protected and in fact are being put at risk by displacement. This is contrary to the intention of the original ban, and has caused considerable consternation and intimidation amongst the users of the park and businesses along Nelson Street.
- 2.2.1. In order to address these issues, it is proposed that Street Drinking Ban be extended to include those areas where displacement has occurred. Owing to the geographical proximity of the displacement from the 2007 ban, it is considered that the modifications needed to make the original ban workable, don't represent any significant changes or encroachments in to other areas. This is provisioned for under section 13 (3) b in the Criminal Justice and Police Act 2001. In this section, the power is given to amend or evoke existing orders made under section 13 (2) (the 2007 ban was made under this legislation).
- 2.2.1 The area of Sparrow Park itself and the area of London Road running across the entrance to Nelson Street were both included in the original ban of 2007 made under section 13 (2). As the streets surrounding Sparrow Park (also known as Uppingham Road Gardens) were not included but are close enough in proximity to the park for any drinkers there to cause the same problems for users of the park it is felt necessary to amend the ban here to include the roads that border and enclose Sparrow Park. These are Cottersmore Close and Quorn Road up to the junction with Fernie Road around the park (see map in appendix 2).
- 2.3 It is recommended the ban around London Road also be modified to include Nelson Street and Upper Nelson Street. This would prevent drinkers from accumulating outside the dentist's surgery and intimidating the staff. The three roads to be included around London Road under section 13 (3) b are Nelson Street, Upper Nelson Street and Regent Street.
- 2.4 Finally and following requests from British Transport Police, it is recommended that Leicester Train Station be included in the extension, together with Slate Street a small cul-de-sac opposite the Dawn Centre, which is adjacent to garages and business units. Both areas are a site of congregation for street drinkers disrupting users of these facilities. Inclusion of the train station and Slate Street would also act as a demonstration of partnership working by being responsive to the needs of the British Transport Police and local industry respectively.

3. Summary

The total number of streets it is proposed be included in an amendment to the existing Street Drinking Ban under 13 (3) b is,

- Cottersmore Close up to junction with Fernie Road
- Quorn Road up to junction with Fernie Road
- Uppingham Road From 1 Uppingham Road to junction with Oakley Road

- Nelson Street
- Upper Nelson Street
- Regent Street
- Slate Street
- Leicester Train Station

Inclusion of these streets within the ban will address the issues which have occurred in respect of displacement and ensure that the intention of the original ban of tackling street drinking within this area can be met.

4. Recommendations

- 4.1 Council is recommended to agree that all areas as detailed above be included in an amended Street Drinking Ban as provisioned for under section 13 (3) b in the Criminal Justice and Police Act 2001.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

- 5.1 **Financial Implications** Ravi Lakhani (x29 8806), Accountancy, Personalisation & Business Support, Leicester City Council.

The cost of the proposal would be 16 signs costing a total of £720. This cost would be paid for from the Community Safety budget, which has money available for this proposal. There are no other financial implications arising from this proposal.

- 5.2 **Legal Implications** Caroline Firth, Leicester City Council Legal Services

There are no additional legal implications other than to comply with the Human Right's Act - ensuring action taken is necessary and proportionate to justify interference with people's private and domestic lives. The extension of the ban is necessary as people are reporting issues with street drinking on the proposed ban streets. The action is proportionate as it will be a measure to deal with street drinking and the associated ASB / impact on the community.

Earlier street drinking bans have been deemed to be Human Right's compatible and this extension is no different.

Must be subject to the standard "advertising" / warning of ban being implemented and again once it is implemented.

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	NO		
Policy	YES	1.2	
Sustainable and Environmental	YES	1.1,1.2	

Crime and Disorder	YES	1.1, 1.2
Human Rights Act	NO	
Elderly/People on Low Income	NO	

5. Background Papers – Local Government Act 1972

- 6.1. Criminal Justice and Police Act, 2001 (Appendix 3)
- 6.2. Appendix information, please see attached

6. Consultations

Kevin Southerill - Parks Warden, Leicester City Council	1/10/09
Jane Culley - Leicestershire Constabulary Partnership Liaison	17/09/09

7. 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)

Appendix 1

Displacement will occur with all bans and it is not the intention to follow displaced drinkers around the local areas under the guise of making the 2007 ban practical. However, in the case of Sparrow Park, the specific vulnerability that the ban was in force to implement - the

protection of families using the park - is not being met at present because the adjacent streets are not included. If these streets are included, the drinkers are strategically displaced further away and the park can be considered secure.

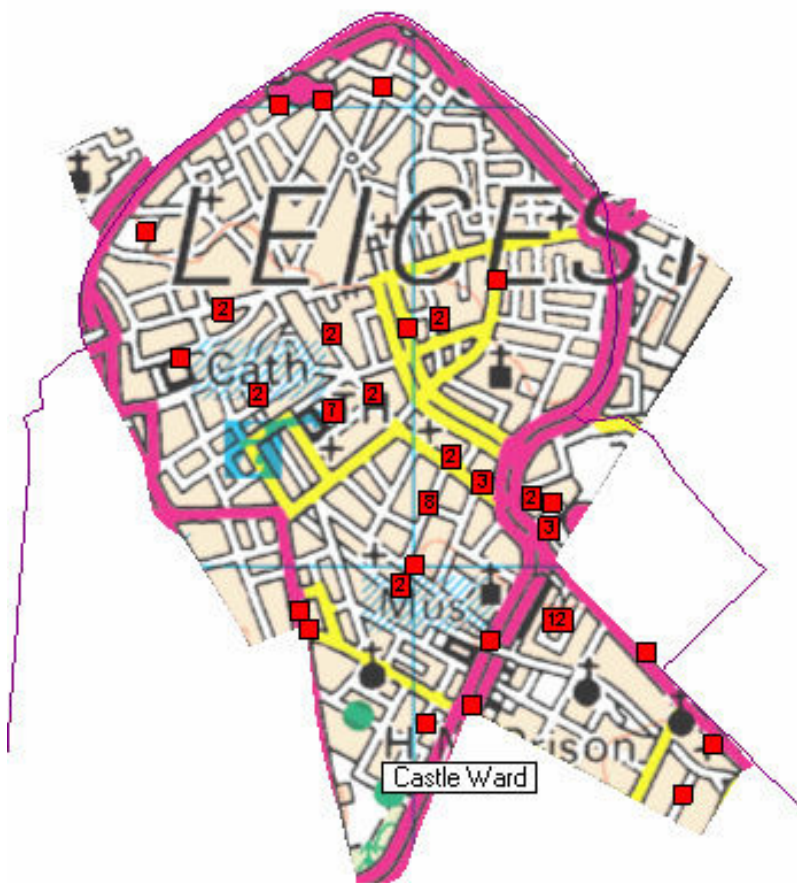
Nelson Street has significant recorded incidents in its own right (see map and information below). However, the inclusion of Nelson Street, Upper Nelson Street and Regent Street is again a strategic move as this will mean street drinkers are forced to walk off of Nelson Street and down Regent Street - doubling back on themselves to re-connect with London road where the original drinking ban is in place. This effectively moves street drinkers out of that area, which was the intention of the 2007 ban.

Consultation

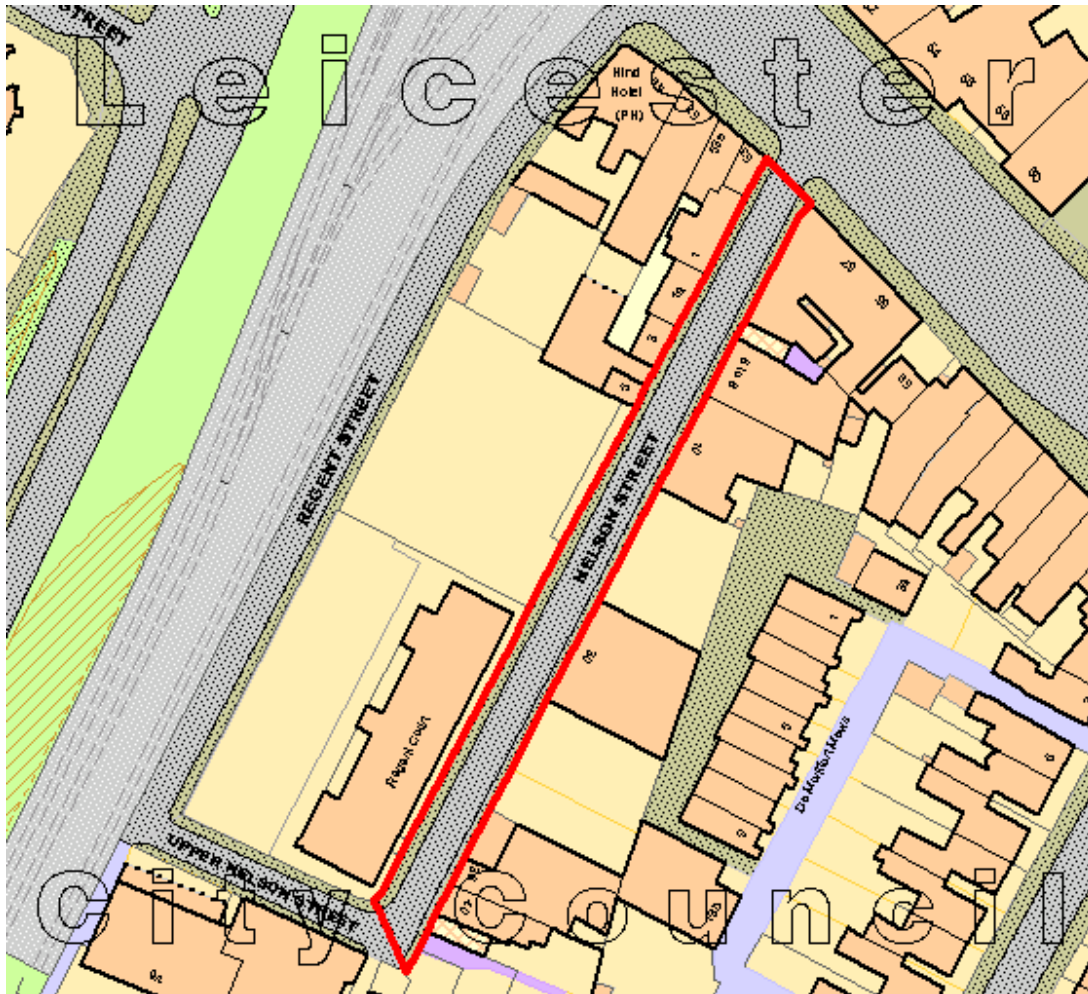
Support has been received from Police and local businesses. The statutorily required 28-day consultation process will also be observed.

Evidence and mapping

The following is a map taken from police analysis showing the number of incidents/call outs for drink related disorder around the City centre. There are 12 incidents reported next to Nelson Street. This is for a 12 month period,



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Appendix 2

Map of proposed area around Uppingham Road Gardens.



Appendix 3

12 Alcohol consumption in designated public places

(1) Subsection (2) applies if a constable reasonably believes that a person is, or has been, consuming intoxicating liquor in a designated public place or intends to consume intoxicating liquor in such a place.

(2) The constable may require the person concerned-

(a) not to consume in that place anything which is, or which the constable reasonably believes to be, intoxicating liquor;

(b) To surrender anything in his possession which is, or which the constable reasonably believes to be, intoxicating liquor or a container for such liquor (other than a sealed container).

(3) A constable may dispose of anything surrendered to him under subsection (2) in such manner as he considers appropriate.

(4) A person who fails without reasonable excuse to comply with a requirement imposed on him under subsection (2) commits an offence and is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

(5) A constable who imposes a requirement on a person under subsection (2) shall inform the person concerned that failing without reasonable excuse to comply with the requirement is an offence.

(6) In section 24(2) of the 1984 Act (offences to which powers of arrest without warrant apply), after paragraph (q) there shall be inserted-

"(qa) an offence under section 12(4) of the Criminal Justice and Police Act 2001."

13 Designated public places

(1) A place is, subject to section 14, a designated public place if it is-

(a) a public place in the area of a local authority; and

(b) Identified in an order made by that authority under subsection (2).

(2) A local authority may for the purposes of subsection (1) by order identify any public place in their area if they are satisfied that-

(a) nuisance or annoyance to members of the public or a section of the public; or

(b) disorder;

Has been associated with the consumption of intoxicating liquor in that place.

(3) The power conferred by subsection (2) includes power-

(a) to identify a place either specifically or by description;

(b) To revoke or amend orders previously made.

(4) The Secretary of State shall by regulations prescribe the procedure to be followed in connection with the making of orders under subsection (2).

(5) Regulations under subsection (4) shall, in particular, include provision requiring local authorities to publicise the making and effect of orders under subsection (2).

(6) Regulations under subsection (4) shall be made by statutory instrument which shall be subject to annulment in pursuance of a resolution of either House of Parliament.

14 Places which are not designated public places

(1) A place is not a designated public place or a part of such a place if it is-

(a) licensed premises or a registered club;

(b) a place within the curtilage of any licensed premises or registered club;

(c) a place where the sale of intoxicating liquor is for the time being authorised by an occasional permission or was so authorised within the last twenty minutes;

(d) a place where the sale of intoxicating liquor is not for the time being authorised by an occasional license but was so authorised within the last twenty minutes;

(e) a place where facilities or activities relating to the sale or consumption of intoxicating liquor are for the time being permitted by virtue of a permission granted under section 115E of the Highways Act 1980 (c. 66) (highway related uses).

(2) In subsection (1)-

"licensed premises", "occasional licence" and "registered club" have the same meaning as in the Licensing Act 1964 (c. 26); and

"occasional permission" has the same meaning as in the Licensing (Occasional Permissions) Act 1983 (c. 24).

15 Effect of sections 12 to 14 on byelaws

(1) Subsections (2) and (3) apply to any byelaw which-

(a) prohibits, by the creation of an offence, the consumption in a particular public place of intoxicating liquor (including any liquor of a similar nature which falls within the byelaw); or

(b) makes any incidental, supplementary or consequential provision (whether relating to the seizure or control of containers or otherwise).

(2) In so far as any byelaw to which this subsection applies would, apart from this subsection, have effect in relation to any designated public place, the byelaw-

(a) shall cease to have effect in relation to that place; or

(b) where it is made after the order under section 13(2), shall not have effect in relation to that place.

(3) In so far as any byelaw made by a local authority and to which this subsection applies still has effect at the end of the period of 5 years beginning with the day on which this subsection comes into force, it shall cease to have effect at the end of that period in relation to any public place.

16 Interpretation of sections 12 to 15

(1) In sections 12 to 15, unless the context otherwise requires-

"designated public place" has the meaning given by section 13(1);

"intoxicating liquor" has the same meaning as in the Licensing Act 1964; and

"public place" means any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.

(2) In sections 12 to 15 "local authority" means-

(a) in relation to England-

(i) a unitary authority;

(ii) a district council so far as they are not a unitary authority;

(b) in relation to Wales, a county council or a county borough council.

(3) In subsection (2) "unitary authority" means-

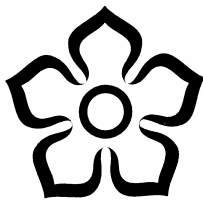
(a) the council of a county so far as they are the council for an area for which there are no district councils;

(b) the council of any district comprised in an area for which there is no county council;

(c) a London borough council;

(d) the Common Council of the City of London in its capacity as a local authority;

(e) the Council of the Isles of Scilly.



Leicester
City Council

Minutes of the Meeting of the
OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: THURSDAY, 4 MARCH 2010 at 5.30pm

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

Councillor Grant – Chair
Councillor Bhatti – Vice-Chair

Councillor Glover	Councillor Hall
Councillor Joshi	Councillor Newcombe
Councillor Senior	

Also In Attendance

Councillor Connelly	Cabinet Lead Member for Culture
Councillor Russell	Cabinet Lead Member for Environment

164. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Potter and Suleman.

166. EXTENSION TO THE STREET DRINKING BAN IN LEICESTER

The Strategic Director, Adults and communities, submits a report that asked Members to consider a proposed extension to the existing street drinking ban in Leicester.

In addition to the main report, Ann Habens, Director, Safer and Stronger Communities explained that a large coloured map was available to Members which outlined clearly the proposed extension of the boundary. Ann also explained that the ban was part of an overall approach to tackle the problem of street drinking, and that this encompassed a multi-agency plan, including consulting with street-drinkers. She stated that the fundamental purpose of the extension was to increase public confidence and to significantly improve the areas affected by it.

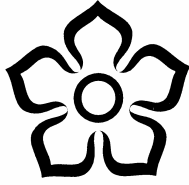
As a matter of clarification, Ann confirmed that the wards affected by the extension to the street drinking ban were Castle, Coleman and Charnwood.

Members of the Board welcomed the proposed extension, and several asked whether the extension could be rolled-across the whole of the City. In response to this, Ann explained that current legislation would not permit this, as areas that prohibited the consumption of alcohol had to be clearly defined, and had to relate to crime statistics. She added that the police would favour such a move, but that from a legal position, this could not be considered. On hearing this, several Members of the Board favoured a change in national legislation on the matter in order to allow local authorities to consider issuing 'blanket' bans on street drinking.

In response to questions around whether those areas included as part of the extension could be effectively policed, Ann confirmed that the Police Superintendant had ensured that all areas covered would be properly policed. The extension was also seen as positively assisting the police in terms of moving offenders on, as in the past, they had been moved onto adjacent areas, many of which are now included within the extension.

RESOLVED:

That the report be noted and that the recommendations for the Cabinet be supported.



Leicester
City Council

OVERVIEW & SCRUTINY MANAGEMENT BOARD
CABINET
COUNCIL

4 MARCH 2010
8 MARCH 2010
25 MARCH 2010

REVIEW OF CORPORATE CAPITAL PROGRAMME 2010/11

Report of the Chief Finance Officer

1. Purpose of Report

- 1.1 The purpose of this report is to present a “corporate” capital programme for 2010/11.
- 1.2 The corporate programme is that part of the Council’s capital programme which can be spent at our own discretion, and is chiefly funded from property sales. These sales have reduced substantially in the economic downturn.
- 1.3 Significant programmes exist for housing, education and transport, funded by earmarked government resources. These programmes have been, or are being, reported separately to Cabinet and Council.

2. Summary

- 2.1 The Council approved a new financial strategy in February 2009. The financial strategy supports the Council’s vision for Leicester, and forms the strategic context for the capital programme.
- 2.2 In March, 2009, the Council departed from its usual practice of approving multi-year capital programmes, and approved a one year programme. This was due to the economic downturn and our inability to forecast future capital receipts. It is proposed that a one year programme be prepared again for 2010/11.
- 2.3 In practice, the programme only includes a programme of minor works, together with works continuing from 2009/10; and a development of the New Business Quarter which is a major, externally funded, regeneration project.

- 2.4 An assessment of the property market will take place in Autumn 2010, with a view to establishing whether or not normal levels of activity are returning. Dependent on this, a one year or multi-year programme will be prepared from 2011/12.
- 2.5 Through adopting a short-term outlook, the Council has avoided having to review, and make cuts to, a multi-year capital programme.
- 2.6 The programme also envisages a longer term project to redevelop the market, and the creation of a capital reserve to “save up” for this purpose.

3. Recommendations

- 3.1 Overview and Scrutiny Management Board is asked to give its comments on the proposed corporate capital programme to help inform Cabinet's recommendation to the Council.

- 3.2 Cabinet is asked to:

- (a) recommend to Council:
 - (i) that the schemes identified in Appendix A, as described in paragraph 5 be the corporate capital programme for 2010/11;
 - (ii) the split between schemes in block A which can proceed without further approval and schemes in block B which require a report to Cabinet;
- (b) designate the following as service resources for the purposes of this programme (being resources which fall outside the scope of the corporate programme):
 - (i) housing capital receipts;
 - (ii) housing, education and transport supported capital expenditure (borrowing and grant) allocations;
 - (iii) any other supported capital expenditure allocations awarded by central government for specific purposes;
 - (iv) profits made by the Housing Maintenance DSO;
 - (v) third party contributions for specific purposes;
 - (vi) divisional revenue contributions;

- (c) In connection with Financial Procedure Rules:
 - (i) recommend to Council a “higher limit” of £10m, being the amount below which the Cabinet can make changes to the programme. This “higher limit” of £10m is subject to no more than £2m of the funding in total of any scheme being financed from corporate resources.
 - (ii) approve a “lower limit” of £250,000 below which directors can use resources;
- (d) note that the above limits apply to the capital programme as a whole, not just the corporate capital programme.
- (e) to approve the creation of an earmarked reserve for the development of the market.

4. Resources

4.1 This section of the report describes the resources available to the Council for the entirety of its capital spending, how these are allocated between programmes, and the amount made available in the Government’s 2010/11 Capital Settlement.

4.2 Types of Capital Resources

4.2.1 Capital resources are sources of funding for capital projects. They include borrowing, capital grants, and the proceeds of the sale of property (capital receipts). The Council has divided capital resources into 2 categories: “Service” resources and “Corporate” resources.

4.2.2 “Service” resources are those resources ringfenced to a particular service or scheme by government or local policy (although local policy usually follows government expectation). Capital grants fall into this category as they are provided for a specific purpose. By local policy, receipts from the sale of HRA property are ringfenced to the housing programme.

4.2.3 “Corporate” resources are those resources that can be spent at the Council’s discretion and hence are available for the corporate programme. Corporate resources may be “supported” (i.e. funded by central government) or “unsupported” (borrowed by the Council, and paid for out of the revenue budget).

They include:-

- supported borrowing for unrestricted purposes

- capital receipts from non-housing sources
- unsupported borrowing for specific projects
- corporate (non-divisional) revenue contributions.

4.2.4 The most significant “service” programmes are housing, transport and education.

4.3 The Government's Capital Settlement

4.3.1 Table 1 shows the main elements of the Government's capital settlement for 2010/11. These are almost entirely service resources.

Table 1 - MAIN CAPITAL RESOURCES

	<u>Supported Borrowing</u> £000s	<u>Grants</u> £000s	<u>Total</u> £000s
<u>Transport</u>			
Integrated Transport Package	3,703	1,851	5,554
Road safety grant		79	79
Transport – Maintenance	2,189		2,189
Maintenance – A563/A6030 schemes		380	380
Total transport	5,892	2,310	8,202
<u>Education</u>			
New Pupil Places	4,227		4,227
Schools Access Initiative	612		612
L.A. Devolved Formula		3,362	3,362
Targeted Capital Fund			0
Primary Capital			0
Modernisation	266		266
Harnessing technology grant		1,090	1,090
Extended Schools		316	316
Total Education	5,105	4,768	9,873
Social Care	79	304	383
Housing (HRA)	5,500	0	5,500
TOTAL	16,576	7,382	23,958

4.3.2 Housing

The housing allocation for 2010/11 support of £5.5m will be the same as last year. However, 2010/11 is expected to be the last year of funding for the decent homes programme, and it is considered unlikely that there will be an equivalent funding stream in 2011/12 onwards.

4.3.3 Social Care

There is a total allocation of £383,000 in 2010/11. This comprises of £79,000 supported borrowing allocated on a formulaic basis available for the corporate programme, and grants of £304,000 allocated for social care and mental health.

4.3.4 Transport

The allocation for transport has increased from £8.158m in 2009/10 to £8.202m in 2010/11, which is in line with expectations.

4.3.5 Education

The allocation for Education in 2010/11 has decreased overall from £19.573m to £9.873m. However, the main reason for this reduction is that £12.078m of funding allocated by central government was brought forward into 2009/10 from 2010/11 to counter the effects of the recession.

4.4 Other Funding

4.4.1 Most of the funding for the corporate capital programme has traditionally come from capital receipts. Usual levels are some £5m pa. The economic downturn has substantially reduced the potential for capital receipts given their current market values. The anticipated level of receipts for 2009/10 is £500k and for 2010/11 is £500k. All these receipts are committed to funding the 2009/10 programme (the latter are, in fact, receipts which have slipped from 2009/10).

4.4.2 Due to shortfalls in capital receipts, it is currently estimated that the 2009/10 capital programme will be underfunded by £0.7m. This has been carried forward to be met from 2010/11 resources.

4.4.3 Cabinet has however agreed that £2m of general reserves can be used to fund the corporate capital programme. This decision was taken in June 2009. As part of the budget for 2010/11 a further £2m was set-aside, making £4m in total. It is recommended that £0.9m be set-aside to ensure we have some resources for a capital programme in 2011/12 (which will hopefully be supplemented by capital receipts).

4.4.4 The total amount of resources available for 2010/11 for general purposes is £1.4m.

4.4.5 In addition, the Council continues to use unsupported borrowing for specific schemes which meet the requirements of the financial strategy. No new schemes are proposed for unsupported borrowing in 2010/11, although it is possible that a few relatively small scale “spend to save” schemes may be proposed in future. Such “spend to save” schemes by definition should not affect available capital resources or net revenue budgets.

4.5 Corporate Capital Resources

4.5.1 The estimated funding sources for the corporate capital programme are detailed in the table below:

Table 2 - FUNDING SOURCES

	<u>2010/11</u> £m
Supported Borrowing	0.1
Revenue Contribution	4.0
Less over-programming in 2009/10	(0.7)
TOTAL	3.4
Proposed new programme	(2.5)
Carry forward for 2011/12	0.9

5. Capital Programme

5.1 The proposed programme is shown at Appendix A. This includes schemes which are continuing from 2009/10 plus proposed schemes for 2010/11. The proposed schemes are generally schemes which require on-going annual contributions to allow for programmed maintenance, to refurbish and/or improve existing assets.

Table 3 - PROGRAMME COSTS

	<u>2009/10</u> £m	<u>2010/11</u> £m	<u>Later Years</u> £m	<u>Total</u> £m
2009/10 Programme	10.3	1.9		12.2
2010/11 Programme	0	2.5		2.5
TOTAL	10.3	4.4		14.7

In addition the Council has previously approved a £29.9m scheme for the centrally located administrative buildings review, which predates the 09/10 programme and is happening over a number of years.

- 5.2 The rationale for the proposed schemes in 2010/11 (ie those shown in Appendix A) is detailed below. In cases where the sum proposed is lower than in previous years, this is generally due to previous years' under spends and a smaller allocation in 2010/11 will provide an opportunity to catch up.

5.2.1 Children's Residential Homes - £100,000

This is a continuing programme of improvements and modernization of children's homes including residential facilities and modernizing external play areas.

5.2.2 DDA Improvements – £40,000

This is towards the end of a rolling programme to improve access to buildings / signage and lift refurbishment in line with the requirements of the Disabilities Discrimination Act. More urgent needs are now complete.

5.2.3 Watercourse Maintenance and Improvements – £50,000

This scheme will carry out urgent repairs and improvements to watercourses in the City reducing the risk of flooding to properties. This includes maintaining the free flow of water throughout the watercourse network and maintains the upkeep of the city's flood retention areas. The sum assigned is in line with recent spending levels and previous years' allocations.

5.2.4 Local Environmental Works - £600,000

This scheme will enable a programme of local works to be developed improving lighting conditions of footways and verges reducing delays to public transport and improving untidy land areas. The sum assigned is £200,000 greater than previous years' allocations. In addition, members will recall that additional funding has also been approved within the Housing capital programme for other environmental works which are set to increase by £870,000 to £1.67 million in 2010/11 compared to a total of £800,000 in the current financial year.

5.2.5 Elderly People's Homes Refurbishment - £60,000

This is part of a rolling programme to maintain and improve existing premises. This is in line with the past two years' spending levels.

5.2.6 Bridge Refurbishment - £150,000

This is a programme to improve the condition and appearance of bridges, which don't come within the ambit of the integrated transport plan. The sum assigned is equivalent to the provision in previous years.

5.2.7 Property Schemes to fit block sum allocated (Including Water Hygiene) - £1,000,000

These are individual schemes relating to improvements, renovation or Health and Safety of Council properties and remedial work to reduce the risk to employees, customers and public of infection due to contaminated water in Council buildings. It is also expected that a review of fire precautions will result in a programme of additional works being required. The total allocated is slightly lower than for 2009/10 (i.e. £1,045,000), but reflects the reduced availability of resources.

5.2.8 New Business Quarter £11.75m

£11.75m has been added to the proposed capital programme subsequent to a decision of Cabinet on 25th January in respect of the New Business Quarter. This is a major development, entirely funded by external sources (principally EMDA) which is intended to facilitate the continued regeneration of the city and unlock development of around £100m. It is further proposed to include a contingency of £0.5m in the corporate programme to deal with risk associated with the VAT treatment of this transaction. If this is not required, it will be available for the 11/12 capital programme.

5.2.9 Pedestrian / Cycle Way

This is a grant funded scheme to complement the science Park.

5.2.10 Science Park

This is a grant funded development of a science park near the national space science centre, proposed to be approved by Cabinet on 8th March, to create cutting edge business units.

5.2.11 Leicester Market

The Council has a long-term ambition to redevelop the market in pursuit of its regeneration aims. Whilst no specific funding is included in this programme, the creation of an earmarked reserve is recommended in order to save any funds which may become available during the course of the year. This will be considered in more detail as part of next year's capital programme.

5.3 Impact of Capital Programme on Later Years

The proposed one-year capital programme for 2010/11 like that for the previous year is essentially a limited programme of minor works that takes into account of the paucity of expected capital receipts in the near future.

It should be noted however that there are two overhangs to the available resources which have to be taken into account. Both are as a result of previous years' programme decisions. Firstly, the capital programme for 09/10 relied upon slippage of £2m to be recouped when the property market recovered. This will therefore be a first call on future years' receipts. Secondly, as part of the review of the capital programme undertaken in 2008/09 when the economic downturn took hold, a sum of £2.4 million was "borrowed" from Education provision for new school provision. This provision will not be required to be repaid until new housing developments come on stream, and thus should be linked to additional capital receipts available in future. However, the liability to repay this sum does need to be considered in planning for future programmes.

6. Other Issues

- 6.1 There is a revenue budget of £3m p.a. from 2010/11 onwards which has been provided to cover potential increased borrowing costs from additional capital expenditure required on centrally located administrative buildings, less any which needs to be spent on the revenue implications of the programme.
- 6.2 The recommendations to this report propose an increase in the amount Cabinet can add to the programme from £5m to £10m. This, however, is caveated by a new restriction (consistent with the revenue budget) that only £2m can be added from corporate resources. The purpose of this increase is to ensure we can comply with funding bodies' timescales for large (externally funded) projects.

7. Financial / Legal Implications

- 7.1 This report is exclusively concerned with financial issues.
- 7.2 There are no specific legal implications arising from this report. Peter Nicholls, Legal Services has been consulted as Legal Advisor and has confirmed that there are no legal issues arising from the report.

8. Equality Impact Assessment

Items of the capital programme for Children's Residential Homes, DDA Improvements and Elderly People's Homes will benefit disadvantaged groups.

9. Other Implications

Other Implications	Yes/No	Paragraph References
Equal Opportunities	No	
Policy	Yes	The programme has been

		formulated with reference to the approved financial strategy.
Sustainable & Environment	No	
Crime & Disorder	No	
Human Rights Act	No	
Elderly people on low income	No	

10. Background Papers – Local Government Act 1972

11. Consultations

- 11.1 All services have been consulted on the programme. The public has been consulted on capital priorities.

12. Report author

Mark Noble
Chief Finance Officer
x297401
19 January 2010

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 B

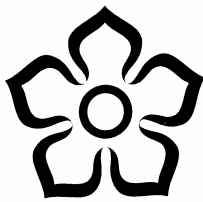
CORPORATE CAPITAL PROGRAMME 2009/10 – 2010/11

2009/10 PROGRAMME	<u>2009/10</u> £000s	<u>2010/11</u> £000s	<u>Total</u> £000s
1. New Parks Library & Community Centre (Earmarked funding)	388 (388)	0	388 (388)
2. Children's Residential Homes	100	0	100
3. Property Maintenance	1,000	0	1,000
4. DDA Improvements	40	0	40
5. Meynells Gorse	20	0	20
6. Intermediate Care	3,500	0	3,500
7. Gilroes Cemetery – Burial land extension	100	320	420
8. Water courses	50	0	50
9. Water Hygiene (up to a maximum of £345k)	345	0	345
10. Tree Planting	200	0	200
11. City Centre Youth & Children's HUB	1,500	0	1,500
12. Procurement of combined Heat & Power	300	0	300
13. Local Environment Works	400	0	400
14. EPH Refurbishments	250	0	250
15. Bridge Refurbishment	150	0	150
16. Property Schemes to fit block sum	700	0	700
17. Community Centre	200	0	200
18. Development of Amateur Football Facilities	1,400	1,600	3,000
19. City Gallery (Earmarked funding)	230 (230)	1,830 (1,830)	2,060 (2,060)
2010/11 PROGRAMME – Block A			
1. Children's Residential Homes	0	100	100
2. DDA Improvements	0	40	40
3. New Business Quarter (Earmarked funding)	0	11,750 (11,250)	11,750 (11,250)
4. Pedestrian/cycleway link (Earmarked funding)	0	271 (271)	271 (271)
5. Science Park (Earmarked funding)	0	4,814 (4,814)	4,814 (4,814)
2010/11 PROGRAMME – Block B Funding Approval Subject to Further Information			
1. Water courses	0	50	50
2. Local Environmental Works	0	600	600
3. EPH Refurbishment	0	60	60
4. Property schemes	0	1000	1000
5. Bridge Refurbishment	0	150	150
TOTAL	10,255	4,420	14,675

Appendix B

RISK ASSESSMENT MATRIX

No.	Risk	Likelihood (L/M/H)	Severity Impact (L/M/H)	Control Actions (if necessary / or appropriate)
1	The Corporate Programme is not affordable	L	H	Robust management and monitoring of the funding streams, primarily Capital Receipts. Cautious assumptions of receipts.
2	Overspending on a scheme	M	M	Robust financial management of the outturn of schemes. Review and stop, if possible, any non-essential works on schemes.
3	Slippage	H	L	Robust profiling of expenditure on schemes where possible. Monthly progress meetings and regular reports to Members through the Capital Monitoring reports.
4	Accuracy of Estimates	L	L	As most programmes are minor works, work can usually be contained within a total sum, and can be slowed down or expedited as necessary.



Leicester
City Council

MINUTE EXTRACT

Minutes of the Meeting of the OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Held: THURSDAY, 4 MARCH 2010 at 5.30pm

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

Councillor Grant – Chair
Councillor Bhatti – Vice-Chair

Councillor Glover	Councillor Hall
Councillor Joshi	Councillor Newcombe
Councillor Senior	

Also In Attendance

Councillor Connelly	Cabinet Lead Member for Culture
Councillor Russell	Cabinet Lead Member for Environment

164. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Potter and Suleman.

169. CORPORATE CAPITAL PROGRAMME 2010/11

The Chief Finance Officer submitted a report that presented a Corporate Capital Programme for 2010/11.

Steve Charlesworth, Head of Financial Strategy, introduced that report and stated that the anticipated level of capital receipts for 2010/11 was £500,000, but that usual levels were in the region of £5million. In terms of funding, Steve reported that £2million was set aside from the 2010/11 budget and that £4million would be available in total. Members heard that the current programme included schemes which were continuing from 2009/10 as well as proposed schemes for 2011/12.

The level of funding attributed to Watercourse Maintenance Programme was questioned in terms of whether £50,000 was a sufficient amount. The Board requested that Cabinet be asked whether they were confident that this was sufficient funding, and that it

MINUTE EXTRACT

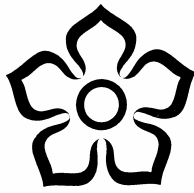
be reviewed upon completion of the current Environment and Sustainability Task group review into flood management and alleviation.

The effect of bringing forward £12.078 million of education funding into 2009/10 to counter the effects of the recession was questioned. In response, it was confirmed that this sum related to a government grant early. It was also made clear that this would have no effect on the programme for future years.

Councillor Grant stated that he viewed the proposed cost of the Replacement City Gallery project to be significantly high in comparison to other projects outlined within the programme.

RESOLVED:

- (1) That the report be noted and that the recommendations for the Cabinet be supported; and
- (2) That Cabinet be asked whether the £50,000 earmarked for Watercourse Maintenance and Improvement is a sufficient amount and that this figure be reviewed upon completion of the current Environment and Sustainability Task group review into flood management and alleviation.



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Leicester Partnership Executive
Cabinet
Council**

**20th January 2010
15th February 2010
25th March 2010**

Local Area Agreement: Annual Refresh 2009/10

Report of the Director of Change and Programme Management

1. Purpose of Report

- 1.1 Following reports presented to the meetings of the Leicester Partnership Executive on 14th October, 25th November and 20th January, this report presents the outcome of the second annual refresh of our Local Area Agreement (2008/11).
- 1.2 Negotiations with Government Office for the East Midlands (GOEM) have been concluded and Council are asked to sign off two revisions to the LAA.

2. Summary

- 2.1 The annual refresh of the LAA provides an opportunity to negotiate amendments to the signed-off agreement in the light of exceptional changes. As the LAA is now on a statutory footing changes must be agreed by the Local Authority and formally approved by the Secretary of State for Communities and Local Government.
- 2.5 Members may recall that the first annual refresh of the new LAA was exceptional. This was primarily due to the large number of new national indicators included in LAAs where there was no baseline data available and as such, targets could not be negotiated prior to signing off LAAs. These indicators were referred to as 'Placeholders'. Other refresh issues that were exceptional last year were where targets were negotiated on provisional baselines or where baseline data has been

modified since the LAA was agreed. All these issues were successfully negotiated through the 2008/9 annual refresh process and signed off by the Secretary of State for Communities and Local Government (CLG).

- 2.6 The second annual refresh will revert to the original principles of the refresh, that being that any amendments will only be considered by exception. The presumption being that targets in the LAA are now 'locked down'. The main reason for this relates to the management of the reward grant associated with successful achievement of LAA targets.
- 2.7 Having said that, it was agreed last year that a small number of targets would not be 'locked down', and could be subject to renegotiation through the second annual refresh. The targets in question are those likely to be impacted upon by the collapse of the financial and housing markets and subsequent recession. Requests to renegotiate targets will come from the locality.

3. Recommendations

Council is recommended to:

- (i) Agree the proposed revisions to NI 152 and NI 153 in Leicester's Local Area Agreement, as set out in section 4.1 to 4.12 of this report.
- (ii) Note the advice from Communities and Local Government regarding changes to NI 167 which were previously agreed by Cabinet as set out in sections 4.13 and 4.14 of this report.

4. Report

- 4.1 At the Leicester partnership Executive meeting on 25th November it was agreed that the only target in our LAA that we would seek to renegotiate at the Annual Refresh was NI 152 (percentage of the working age population that claims out of work benefits). The renegotiation is required as a direct consequence of the impact of the recession.
- 4.2 The recession has impacted heavily on our ability to achieve the LAA targets for NI 152. Summarised below are the current and predicted performance for NI 152 along with proposals for a refreshed indicator target for year 3 of the LAA. Appendix 1 of this report shows some of the detailed analysis used to support this refresh negotiating process

- 4.3 NI 152 measures the percentage of the working age population that claims out of work benefits. The significant rise in unemployment as a result of the recession has been reflected in a large increase in the numbers of people claiming Job Seekers Allowance (JSA). In May 2007 the JSA count was 7,890 and this represented 25.5% of all those claiming out of work benefits. By May 2009 the JSA figure had risen to 12,130 which represented 34.2% of the total. The most recent JSA figure for November 2009 is 12,808.
- 4.4 The NI 152 calculation is based on the total numbers of people claiming out of work benefits and this group includes amongst others those claiming incapacity benefit and lone parent benefit. These groups have remained relatively stable so the indicator has not shifted as much as might have been expected. The indicator is also calculated on a rolling average of the previous 4 quarters performance and the raw data is typically 6 – 9 months out of date. As a result the full impact of the recession has still not shown up in the figures.
- 4.5 The performance being reported for quarter 3 2009/10, following the technical definition for NI 152 determined by government, is actually based on data that relate to JSA figures for February 2009. We now know the JSA figures for May, August and November 2009 however, meaning we can predict with a high degree of accuracy both what the 4th quarter outturn figure will be for 2009/10 and also what the out-turn figure will be for the first reporting periods of 2010/11.
- 4.6 In effect therefore this refresh process is based on what we now think might happen in the next 6 months as that will be the basis of our position at the end point of Year 3 which is March 2011. The current LAA targets for NI 152 along with outturn performance and a proposed revised target for 2010/11 are shown below.

Table One: Summary LAA position

NI 152	2007	Yr 1 2008/09	Yr 2 2009/10	Yr 3 2010/11
Baseline	16.7%			
Targets		16.3%	15.8%	15.3%
Actual		16.2%		
Forecast			17.5%	
Initial proposed refresh target				17.8%
Final proposed refresh target as agreed with GOEM				17.6%

- 4.7 The claimant count has been relatively stable over the last few months following the period of very rapid increase between November

2008 and Feb 2009. However we know that JSA increases since February 2009 mean that by the end of quarter 2 in Year 3 the NI 152 measure will be more than 18%.

- 4.8 The slight reduction forecast by the year end is then based on the impact of a number of specific measures to tackle the recession such as the Future Jobs Fund and a modest upturn due to the overall economy returning to growth. Given that unemployment is a lagging indicator however we wouldn't expect the impact of growth to be significant in the short term.
- 4.9 On the basis of this analysis, Leicester sought to negotiate a revised LAA target of 17.8% for Year 3 in regard to NI 152. After discussions with GOEM it was agreed to work to a slightly more ambitious target of 17.6%.
- 4.10 This is a very ambitious and challenging target. Meeting this target will be dependant on the effective delivery of the sub-regional economic strategy and in particular the Working Neighbourhoods Fund and Future Jobs Fund programmes.
- 4.11 Our LAA also includes NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods). This is a 'local' target and as such is not subject to negotiation with GOEM. It is proposed to mirror the changes to NI 152 for this target.
- 4.12 By applying the same percentage change as agreed for NI 152, the target for NI 153 in 2010/11 will change from 30.05% to 34.57%.
- 4.13 We were previously advised by the Department for Transport (DfT) via GOEM that the only other change to a designated target we would need to reflect in the refreshed LAA would be the NI 167 (congestion, measuring the average journey time per mile during the morning peak) target due to DfT having reviewed and amended baseline data. These changes were reported to and agreed by Cabinet on 15th February.
- 4.14 We have subsequently been advised by CLG that the DfT request for changes to NI 167 breached the understanding that the only measures subject to change in the 2009/10 refresh would be recession impacted economic measures. As such, all localities are asked not to make any changes to this target and retain originally agreed figures.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

There are no direct financial implications relating to this report

5.2 Legal Implications

There are no direct legal implications relating to this report

6. Other Implications

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

7. Background Papers – Local Government Act 1972

Leicester's Local Area Agreement 2008/11 – Cabinet, 2.6.08
LAA Annual Refresh sign-off – Cabinet 9.3.09

8. Consultations

Leicester Partnership Executive – 14.10.09, 25.11.09 & 20.1.10

9. Report Author

Adam Archer
Special Projects Manager
Partnership Executive Team

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adam.archer@leicester.gov.uk

Appendix 1

Supporting Data for NI 152

GOEM have issued guidance for the refresh process which includes a requirement that performance for the local area is calculated against the national picture. In particular that the size of the 'gap' between local and national performance can be seen. The table below summarises this position for the first two years of our LAA. As can be seen the gap has remained relatively constant throughout, worsening slightly over the most recent months.

Also attached is the forecast position for the first 2 reporting periods of 2010/11. As discussed above these figures can be predicted accurately based on the known JSA figures (which are produced monthly).

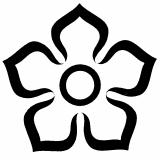
Table Two : Comparative Position : Leicester / England

Quarter	Leicester	England	Difference
Q1 Y1	16.32	11.53	4.79
Q2 Y1	16.41	11.42	4.99
Q3 Y1	16.4	11.32	5.08
Q4 Y1	16.13	11.27	4.86
Q1 Y2	16.14	11.28	4.86
Q2 Y2	16.37	11.45	4.92
Q3 Y2	16.88	11.85	5.03
Q4 Y2	17.46	12.33	5.13
Gain	1.14	0.8	0.34

Table Three : People on out of Work Benefits in Leicester

Month	JSA	JSA %	Incapacity Benefit	IB%	Lone Parent	Lone Parent %	Other	Other %	Total
May-07	7890	25.5%	15560	50.2%	6210	20.0%	1340	4.3%	31000
Aug-07	7790	25.1%	15730	50.6%	6260	20.1%	1300	4.2%	31080
Nov-07	7050	23.3%	15840	52.4%	6080	20.1%	1270	4.2%	30240
Feb-08	7400	24.2%	15820	51.8%	6100	20.0%	1250	4.1%	30570
May-08	7710	25.0%	15810	51.2%	6080	19.7%	1260	4.1%	30860
Aug-08	8310	26.3%	15900	50.3%	6090	19.3%	1310	4.1%	31610
Nov-08	8820	27.4%	16000	49.7%	6010	18.7%	1340	4.2%	32170
Feb-09	11280	32.6%	15940	46.0%	6070	17.5%	1340	3.9%	34630
May-09	12130	34.2%	16050	45.2%	5870	16.5%	1430	4.0%	35480
Change since May '07	4240		490		-340		90		4480

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Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Children & Young People Scrutiny Committee

CABINET

FULL COUNCIL

2nd March 2010

8th March 2010

25th March 2010

Corporate Parenting Annual Report

Report of the Strategic Director, Children

1. Purpose of Report

1.1 To inform of developments around Corporate Parenting

2. Recommendations (or OPTIONS)

- 2.1. That Children & Young People Scrutiny Committee notes the contents of the report and makes any recommendations to Cabinet.
- 2.2. That Cabinet agrees that new Corporate Parenting briefings will be arranged on a six monthly basis, and will comprise 'beginner' sessions and 'refresher' sessions for members who have attended previous briefings.
- 2.3. That Cabinet recommends to Council an approach whereby the Party Groups are asked to demonstrate their commitment to Corporate Parenting by agreeing to compulsory training for all elected Members as set out in 4.7, coupled with more specific training for Members with additional responsibilities.
- 2.4. That Cabinet agrees the revised reporting and communication regime as outlined in the terms of reference.
- 2.5. That Cabinet notes the updated terms of reference and the need for increased representation.
- 2.6. That Cabinet agrees that the Chief Executive and Leader of the Council are invited to one Corporate Parenting Forum per year.
- 2.7. That Cabinet agrees to "Corporate Parenting" being added as an implication to all reports.
- 2.8. That Council notes the progress in embedding Corporate Parenting across the City Council and supports the recommendation set out at paragraph 2.3 above.

3. Summary

- 3.1. There are approximately 475 children and young people in the care of Leicester City Council.
- 3.2. Councillors and Officers are all responsible for ensuring that the council acts as the “corporate parent” for all the children in its care. The role of corporate parent is to seek for the children in public care the outcomes that every good parent would want for their own children.
- 3.3. The Corporate Parenting Forum has met every 2 months since March 2006. The main purposes of the Forum meetings are to:
 - inform Councillors and Officers of the issues for children in care and their Carers
 - look for areas of commonality where cross Departmental efforts can improve outcomes for children in care.
- 3.4. The Lead Member for Children and Schools, Councillor Dempster, chairs the Forum. The Strategic Director for Children Rachel Dickinson is vice-chair and she attends with a range of senior officers from across the Council. The Forum has representation from partnership agencies such as Connexions and Leicestershire Cares.
- 3.5. It is important that all political parties are represented on the Forum to ensure that the corporate parenting initiative is not associated with any one political party.
- 3.6. At present a Participation and Rights Officer presents the views of young people on the Forum. Further developments in this area are detailed in the full report.
- 3.7. Briefings for Councillors on Corporate Parenting are delivered on two occasions every year.
- 3.8. The Corporate Parenting Forum has agreed updated terms of reference, and these are attached at Appendix 1.

4. Report

Developments in Corporate Parenting

4.1. Introduction

- 4.1.1 There are currently 475 children and young people in the care of Leicester City Council.
- 4.1.2 Under the Children Act 1989, a child is looked after by a local authority if he or she is in their care or is provided with accommodation for more than 24 hours by the authority. In legislation and guidance they may be referred to as looked after children (LAC) or children in care (CiC). They fall into 4 main groups:

- children who are accommodated under a voluntary agreement with their parents (section 20)
- children who are the subject of a care order (Section 31) or interim care order (Section 38)
- children who are the subject of emergency orders for their protection (Section 44 and 46)
- children who are compulsorily accommodated. This includes children remanded to the local authority or subject to a criminal justice supervision order with a residence requirement. (Section 21).

4.1.3 For most children, care is intended to be time limited with the aim of returning home as soon as possible. Although there are many reasons why children are looked after by local authorities, they are all likely to have undergone distressing experiences. All children who are looked after have distinct backgrounds, identities, aspirations and particular needs. A common misconception about children in care is that they are there because they have done something wrong. This is untrue. The overwhelming majority of children in care (over 90% locally) are there because of family pressures and problems or because they have experienced abuse or neglect. Only one percent of children enter care because of their own behaviour.

4.1.4 Many children in our care (70%) are subject to care orders. This figure has remained fairly constant for some time. This means that the local authority has gone to court to assume parental responsibility because the child has suffered or is likely to suffer 'significant harm'.

4.1.5 Although children on care orders can live with a parent, most are cared for away from their families, in foster placements (75%) or residential children's homes (9%).

4.2 Beacon Status Award for Care Matters: Improving the Outcomes for Children in Care

4.2.1 Children & Young Peoples Services Department applied for Beacon Status in June 2007, on the theme of "Care Matters: improving the outcomes for children in care". The application form highlighted three main areas where Leicester City can rightfully be proud of the developments that continue to impact positively on outcomes for the children in our care:

- Corporate Parenting and links with the private sector
- Innovative Services that improve educational outcomes
- Participation by children in care in Service design and delivery

4.2.2 Leicester City Council was awarded Beacon status for Care Matters on 4th March 2008, and the Beacon 'year' ended in June 2009. Being a Beacon Authority has been a challenge and hard work, but we have had a high national profile at a number of events and conferences, including GOEM, LGA, Westminster Briefings, IDeA briefings for Lead Members, CAPITA and LGC conferences. Leicester City Council is regarded as a beacon of good practice in relation to Corporate Parenting.

4.2.3 A key outcome of being a Beacon Authority is to have a 'legacy product'. In Leicester we are using some of the reward money to fund a 'care-experienced' Project Worker

post that will be the key link between officers, members and children in care. This worker is taking up his post on 1st February 2010.

4.3 Corporate Parenting

- 4.3.1 Councillors and Officers are all responsible for ensuring that the council acts as the “corporate parent” for all the children in its care. The role of corporate parent is to seek for the children in public care the outcomes that every good parent would want for their own children.
- 4.3.2 These outcomes should encompass their education, their health and welfare, what they do in their leisure time and holidays, how they celebrate their culture and how they receive praise and encouragement for their achievements.
- 4.3.3 The corporate parenting responsibility is towards children looked after by Leicester City Council. However, it is important to bear in mind that it is not just social care services that impact on these children. Section 27 of the Children Act 1989 places a duty on health, housing and education authorities to assist social care services in carrying out their functions under the Act – this includes assisting in their corporate parenting function.
- 4.3.4 The council as a whole is the “corporate parent”; therefore all councillors, in addition to their specialist portfolio responsibilities and ward representation duties, share a corporate responsibility for the children in Leicester City’s care.

4.4 Corporate Parenting Forum meetings

- 4.4.1 The Corporate Parenting Forum has met every 2 months since March 2006. The main purposes of the Forum meetings are to:
 - inform Councillors and Officers of the issues for children in care and their Carers
 - look for opportunities to support children and young people in care and their carers through cross Departmental efforts to improve outcomes.
- 4.4.2 From the outset Forum participants agreed to:
 - raise the profile of Looked After Children and their Carers, and to act as champions for the needs and rights of Looked after Children in their respective Service areas and Political groups
 - engage with children and young people in a meaningful way, and offer them a genuine opportunity to contribute to the work of the Forum
 - accept that being an effective parent is a continuous supportive process, and being an effective Corporate Parent isn’t just about attending the Forum meetings every 2 months. Being an advocate for Looked After Children and their carers in the context of Forum membership requires sustained involvement in the activities and awareness raising opportunities associated with them.

- 4.4.3 More detailed aims of the group are included in the terms of reference document at **Appendix 1**.

4.5 Representation on the Forum

- 4.5.1 Cabinet Lead Member for Children and Schools, Councillor Dempster, chairs the Forum. Rachel Dickinson (Strategic Director, Children) is the groups co-chair. Interim Children's Services Director Andy Smith attends with a range of senior officers from across the Council.
- 4.5.2 The Forum intends to revisit the membership of the group to better reflect the One Leicester priorities, and ensure sufficient representation from across all key services in the Council. Members need to be of a sufficient seniority to be able to offer their Services' involvement and commit resources to support children and young people in care and their carers.
- 4.5.3 The Forum has representation from partnership agencies such as Connexions and Leicestershire Cares. Membership has now been increased to include a representative from the Leicester Foster Carers Association, Health, and the Delivering Excellence Team.
- 4.5.4 It is important that all political parties are represented on the Forum to ensure that the corporate parenting initiative is not associated with any one political party.

4.6 Support for Corporate Parenting Forum Members

- 4.6.1 Forum meetings are structured in such a way as to provide Forum members with the latest developments in legislation, research, policy and practice as they relate to children in care.
- 4.6.2 Forum members are also invited to training events, workshops, and conferences related to the subject of children in care to enable them to remain engaged with the issues.

4.7 Support for Elected Members

- 4.7.1 Briefings for members are held on a six monthly basis. The purpose of the briefing is to raise awareness amongst all Councillors of their Corporate Parenting responsibilities. The purposes of the briefings have been to:
- share some headline demographic data about the care population
 - introduce Councillors to the issues for children in care
 - encourage Councillors to act as a member of the Forum.
- 4.7.2 There are plans to further adapt these briefings by using the toolkit produced by the National Children's Bureau entitled "Putting Corporate Parenting into Practice".

4.8 Involvement by Children and Young People in care and Children in Care Council

- 4.8.1 The voice of Looked after Children and Care Leavers is provided through the work of “Stand Up Speak Out”, the Looked After Young Peoples Participation Group. Under the heading “What Looked After Children want”, the group requested a list of outcomes from the Forum. The list included issues around: Health/Lifestyle, Education, Placements, Finance, Cultural Needs, Information/Communication and Belonging. These have been incorporated into the Work Programme for the Forum.
- 4.8.2 At present a Participation and Rights Officer presents the views of Young people on the Forum. A Project Worker post has recently been created (see 4.2.3). His role as a former looked after child will provide a crucial link with young people, and together they will develop the Pledge for Children in Care alongside the Children in Care Council. Children and young people in care were invited to an event on 19th August to launch the Children in Care Council. From this we have a range of young people who have volunteered to meet regularly to develop their Council. They have met twice so far to scope out the Terms of Reference for the Council and to start some preliminary work on the Pledge.

4.9 Progress on Corporate Parenting

- 4.9.1 As a result of a range of initiatives both within the Council and in partnership with the private sector, looked after children have improved outcomes in the following areas:
- i) Through a partnership with our local Business in the Community initiative, *Leicestershire Cares*, opportunities have been given to looked after children and care leavers to undertake 4 week work experience placements with companies in the private sector. This is in addition to apprenticeships in the city council. This has resulted in more care leavers moving into further education, training and employment.
 - ii) A high number of children and young people in care and their foster carers, and/or carers enjoying a range of free leisure activities, impacting positively on their health, wellbeing, self confidence and helping them become active members of their communities. This includes:
 - Free Leisure opportunities are accessible to children in care and their carers
 - Free Bicycles and associated training.
 - Free gym and swim memberships for young people in care aged 16 and over
 - Free swimming and lessons are being accessed not only by children in care, but by their Carers and their families.
 - Tickets for children in care & Carers civic events and festivals, and to certain De Montfort hall shows
 - Tickets for rugby games at the Tigers

4.10 Governance arrangements

- 4.10.1 There are clear and robust inter-agency governance arrangements in place, which build on a long tradition of strategic partnership to drive the improvement of services for children in care in Leicester:
- Outcome indicators for children in care are included in the Local Area Agreement

- The Children's Trust Board is one of the four Local Area Agreement delivery partnerships of the Leicester Partnership. It is chaired by the Council's Strategic Director, Children and governs the city's integrated children's services arrangements. Children in care are recognised as a priority group by the Children's Trust Board.
- There are five thematic groups sitting beneath the partnership arrangements to ensure that identified need is understood, priorities are set and that performance monitoring is rigorous and robust. These groups follow the thematic areas within Every Child Matters and include Staying Safe, Being Healthy, Enjoy and Achieve, Positive Contribution and Economic Wellbeing. Children in care are prioritised as a cross cutting theme across all of these groups, and in the Children and Young Peoples Plan the groups are working to.
- The core responsibility for providing good quality care and support is located with the Social Care and Safeguarding Division under the Investing in Our Children Priority.
- Reporting arrangements are included in the revised terms of reference and set out an annual process for disseminating information throughout the structures of the City Council.

4.11 Current Performance

4.11.1 We are measured in relation to outcomes for LAC in a number of areas through Performance Indicators. The Fostering and Adoption service are both subject to regular Inspections as are the Local Authority Children's Community homes.

Leicester City Council Fostering Service (February 2008) is rated as 'Outstanding'. The Adoption Service has been rated as 'Satisfactory', largely due to circumstances associated with the county side of the joint arrangement. Leicester City Council has 2 children's homes that are rated as "Outstanding" by OFSTED and the other 3 are good with outstanding areas.

4.11.2 In summary, Leicester City Council continues to perform well across a range of measures. The main challenge in relation to performance is NI 101, Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths). The Forum has recently received a report on the steps being taken to address this challenge.

4.11.3 Although there is evidence of improvements in performance in respect of LAC, the Council cannot be complacent. Ongoing vigilance is required to ensure high standards are maintained and improved upon.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

5.1.1. There are no significant new financial implications arising from this report. However, Members may wish to note that the Beacon reward funding of £73,170 is being spent to engage a project worker for a year from February 2010 and also on the recent Celebrating Success event; and that opportunities and benefits for our children and young people are being developed under the title of the "Flying Fish Project" - to which

the Council has agreed to contribute £10k in 2010/11 from the CareMatters funding (in the Area Based Grant), to support the project in the interim until it secures other grant monies in the following financial year. - Colin Sharpe, Head of Finance and Efficiency CYPS, ext. 29 7750

5.2. Legal Implications

- 5.2.1. With the express support of the Party Groups, training for existing and newly elected Members on their Corporate Parenting responsibilities can be made compulsory. Currently the only statutory prerequisite for mandatory training occurs within the Planning Committee; however the endorsement, by their political groups, of a parallel approach for all Members in relation to Corporate Parenting would reinforce the commitment of the Authority to taking this obligation seriously. (Kamal Adatia, Barrister, ext 7044).

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	N	
Policy	Y	3.1- 3.8
Sustainable and Environmental	N	
Crime and Disorder	N	
Human Rights Act	N	
Elderly/People on Low Income	N	

7. Report Authors

Andy Smith, Interim Service Director, Social Care & Safeguarding, (29) 8306

Mark Fitzgerald, Project Officer (Social Inclusion), Social Care and Safeguarding, (35) 5223

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



Corporate Parenting Forum

Terms of Reference

'The role of the corporate parent is to seek for the children in public care the outcomes that every parent would want for their children'

Aims and Principles

The Corporate Parenting Forum is one means by which member involvement and commitment can be secured, to deliver better outcomes for Looked After Children.

The main aim of the Forum is to oversee and ensure that Leicester City Council has provided the following for children and young people in its care:

- Warm, welcoming and safe accommodation, a place to call home.
- Good quality care, nurturing supportive and meaningful relationships that encourage the growth of self-esteem, confidence and resilience; enabling young people to cope with change and difficult times
- The highest standard of education; wherever possible in mainstream schools
- Opportunities and encouragement for self-development and keeping fit and healthy
- Opportunities for the transition to work, including open days and work placements
- Assistance with the transition, where possible, from being in Care to being looked after by family
- Support with the transition from care to looking after themselves
- Placement stability that will avoid disruption and maintain continuity of care, education placements and relationships
- Support for families to enable Looked After Children to leave care and return to their families

To achieve this, the Forum agrees to:

- listen to the views of looked after children, young people and their carers, and to involve them in the development and assessment of services
- encourage Looked After Children to become active citizens and offer them new opportunities which are enjoyable and fun.

Meetings and Membership

The Corporate Parent Forum will meet every two months. The agenda and minutes will be circulated prior to the meeting.

The Forum will be chaired by the Lead Member for Children and the vice-chair will be the Director of Children's Services. Lead Officer will be the Head of Service (Resources), Social Care and Safeguarding.

Membership consists of :

- Senior representatives of all strategic directorates of the Council.
- Cross-party representation of Councillors
- Representative from Leicestershire Cares
- Representative from Health Services
- Representative from Connexions
- Representative from Leicester Foster Carers Association
- Representative from the Delivering Excellence Team
- Project Worker for Looked After Children

Corporate Parent Forum members agree to take into account the needs of Looked After Children at every opportunity and will champion the needs of this group in their respective service settings.

Corporate Parent Forum meetings will be themed around the five Every Child Matters outcomes.

Governance

Corporate Parent Forum will report annually to:

- Strategic Board (formerly Corporate Directors board)
- Children's Trust (formerly C&YP Partnership)
- Leicester Partnership
- OSMB

- Cabinet
- Full Council
- Children in Care Council (in an easily readable format)

Corporate Parent Forum will invite the Chief Executive and the Leader of the Council to one meeting per year.

The Safeguarding Panel is an integral element of corporate parenting and one of the mechanisms by which councillors fulfil their responsibilities.

Corporate Parenting principles must be integral to the Children and Young People's Plan.

Views of Children

The views and comments of children will be represented by the Project Worker for Looked After Children.

The Corporate Parent Forum will feedback to children and young people through the Project Officer and by attendance, when invited, to relevant forums such as the Children in Care Council and Stand up Speak Out.

Involvement of Elected Members

Corporate Parenting is non-political and relies on cross party commitment.

Members who are also on the Safeguarding Panel must have regular Criminal Records Bureau checks.

Members will raise the profile of Looked After Children in their respective service areas and political groups and settings.

Members will be invited to the annual Celebrating Success event.

Duties of Officers and co-opted Forum attenders

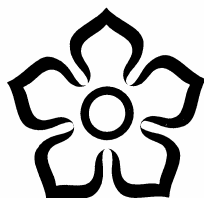
To raise the profile of Looked After Children and their Carers, and to act as champions for the needs and rights of Looked after Children in their respective Service areas.

To prioritise the needs of Looked After Children and their carers.

To be creative and flexible in meeting the needs of Looked After Children.

To identify resources for Corporate Parenting and use these to good effect.

August 2009



Leicester
City Council

**MINUTE
EXTRACT**

Minutes of the Meeting of the
CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Held: TUESDAY, 2 MARCH 2010 at 5.30 pm

PRESENT

Councillor Corrall – Chair
Councillor Bajaj – Vice-Chair

Councillor Naylor

Councillor Senior

Councillor Newcombe

Councillor Suleman

Councillor Scuplak

Co-opted Members

Mr Edward Hayes – Roman Catholic Diocese

Also In Attendance

Councillor Dempster – Cabinet Lead Member for Children and Schools

* * * * *

70. DECLARATIONS OF INTEREST

Councillor Newcombe declared a personal interest in item 6, “Introduction by Helen Ryan, Divisional Director, Learning Environment”, as he was a Governor at a school included in the Primary Capital Programme.

79. CORPORATE PARENTING ANNUAL REPORT

The Strategic Director, Children, submitted a report that informed Members of developments around Corporate Parenting.

It was noted that the Council usually had responsibility for approximately 470 – 480 children who were in the care system. The City Council’s work on Corporate Parenting had a good reputation nationally, its methods having been adopted by several other local authorities. For example:-

- regular meetings were held between senior officers, the Strategic Director, Children and the Cabinet Lead Member for Children and Schools, to make sure that children’s views were taken in to account;

- a Children in Care Council had been established, of which various children in care were members;
- as part of the Council's Beacon Authority legacy, an establishment post had been established within the Council for an ex-care leaver. This post recently had been appointed to and it was hoped it would be successful in helping to steer the Council's work forward; and
- the Flying Fish project had seen an increasing number of looked after young people taking up work experience programmes across the Council, which in turn had seen more of them moving in to education, employment and training. This was one of the "golden threads" that had been identified when the Council had submitted its Beacon Status application.

The Committee welcomed the initiative to encourage more elected Members to become involved in the Corporate Parenting Forum, noting that up to 6 key Members attended this regularly. It was noted that it was hoped to write to all Members shortly, to see if any others were interested in attending, or wished to receive papers for the meetings. Alternative arrangements for Forum meetings also were being considered, to enable more people to attend, such as holding them at different times of day, although it was recognised that Members with child care, or other, responsibilities could be unable to attend at certain times.

Some concern was expressed that the report recommended that compulsory corporate parenting training be introduced for all elected Members. It was recognised that the report suggested that Cabinet could recommend to Council that Groups be asked to impose this training, but it was felt that the recommendation would confer upon Council a power that it did not have, namely to impose mandatory training upon all elected Members. This would in turn confer upon Groups a power to impose mandatory training, which could not be enforced in practice.

Councillors stressed that the reason for their concern was not to avoid compliance with the aims of the recommendation, (some of the Members present were regular members of the Corporate Parenting Forum and the Committee fully supported the training obligations), but to comply with the law / Council Constitution, and especially to avoid promoting a set of mandatory arrangements which, if unenforceable, could undermine the drive to promote training.

As an alternative, it was suggested that all Groups could be asked to sign a Charter demonstrating their commitment to Corporate Parenting and ensuring that all their members were suitably trained.

Councillor Suleman endorsed this view as, for example, if one Group did not support the original recommendation, it could not be enforced. He stressed that training was important and should be provided to all Members, but could not be enforced. Encouraging Groups to sign a Charter therefore would

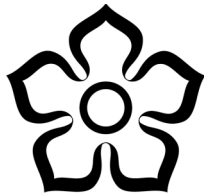
emphasise their commitment to ensuring that all Members received this training.

Members suggested that another way of delivering this training would be at Group meetings. For example, this could be low-level training, with further training provided at different times for those with additional responsibilities. The possibility of asking the Member Development Forum to consider this matter also was discussed.

RESOLVED:

- 1) that the Corporate Parenting Annual Report be noted;
- 2) that, with the exception of that contained at paragraph 2.3 of the report, the recommendations to Cabinet be endorsed;
and
- 3) that Cabinet be recommended to recommend to Council an approach whereby Groups (or Independent Members) are asked to demonstrate their commitment to Corporate Parenting by agreeing:-
 - a) to strongly recommend training for all of their Group (or Independent) Members as set out in paragraph 4.7 of the report, coupled with more specific training for Members with additional responsibilities; and
 - b)** that each Group (or Independent Member) sign a Charter demonstrating this commitment.

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Leicester
City Council

**Cabinet
Council**

**15th February 2010
25th March 2010**

State of the City report 2009

Report of the Chief Executive

1. Purpose of report

To present the first State of the City report for Leicester, describing the progress made on delivering *One Leicester* during its first full year.

2. Recommendations

Cabinet is asked to endorse the State of the City report 2009.

3. Report

- 3.1. This State of the City report is the first of an annual series of position statements; it presents an overview of Leicester's current performance. It also assesses whether things are improving or getting worse across key areas and priorities. Where possible the report highlights trends over time.
- 3.2. The information in this report has been obtained from a wide range of sources, but it is not intended to cover every aspect of city life – it is a headline document. Where issues are identified, the report looks at action being taken to reduce their impact. In addition, local case studies are used throughout the report to highlight success and innovation.
- 3.3. The State of the City report is intended for use by councillors, the Leicester Partnership, public services, residents, schools and businesses. The report has three main purposes:
 - to better understand the performance of the city
 - to understand from the evidence base what the priorities are for the future
 - to inform commissioning based on current and future priorities
- 3.4. The report enhances understanding of the priorities in the *One Leicester* community strategy and focuses on the issues where the Leicester Partnership can have the greatest impact. These are identified as future priorities throughout the report.

- 3.5. This is our first State of the City report, so is very much a first attempt at bringing together a considerable amount of information and presenting it in an accessible way. We will be assessing reaction to this report that will inform future annual reports, which could well take on a different structure. It is intended that future reports will incorporate wider and deeper ranges of performance information.
- 3.6. The council's corporate plan, which also appears on today's Cabinet agenda, identifies how the council will tackle the challenges of One Leicester over the coming three years.

4. Financial, legal and other implications

- 4.1. Financial Implications
No specific implications.
- 4.2. Legal Implications
No specific implications

5. Consultations

Members of Strategic Management Board.

6. Report author

Several officers have contributed to this final document. Further information on this State of the City report can be obtained from Mark Bentley, Head of Communications (ext 29 6397).

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

DRAFT

for Cabinet approval

One Leicester: State of the City 2009

One Leicester: State of the City report

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I. Introduction

- I.1 This State of the City report is the first of an annual series of position statements; it presents an overview of Leicester's current performance. It also assesses whether things are improving or getting worse across key areas and priorities. Where possible the report highlights trends over time.
- I.2 The information in this report has been obtained from a wide range of sources, but it is not intended to cover every aspect of city life – it is a headline document. Where issues are identified, the report looks at action being taken to reduce their impact. In addition, local case studies are used throughout the report to highlight success and innovation.
- I.3 The State of the City report is intended for use by councillors, the Leicester Partnership, public services, residents, schools and businesses. The report has three main purposes:
- to better understand the performance of the city
 - to understand from the evidence base what the priorities are for the future
 - to inform commissioning based on current and future priorities
- I.4 The report enhances understanding of the priorities in the *One Leicester* sustainable community strategy and focuses on the issues where the Leicester Partnership can have the greatest impact. These are identified as future priorities throughout the report.
- I.5 This is our first State of the City report, so is very much a first attempt at bringing together a considerable amount of information and presenting it in an accessible way. We will be assessing reaction to this report that will inform future annual reports, which could well take on a different structure. It is intended that future reports will incorporate wider and deeper ranges of performance information.

2. The Leicester Partnership

- 2.1 The Leicester Partnership (Leicester's local strategic partnership) brings together key sectors, organisations and community representatives that are actively tackling the toughest problems that residents say affect their lives. In doing so, the Partnership is delivering *One Leicester*, the city's sustainable community strategy. This sets out the vision for Leicester to become Britain's sustainable city by 2033. The *One Leicester* priorities are reflected in Leicester's Local Area Agreement (LAA) – the Partnership's delivery plan for the three years up to 2011. More information about the Leicester Partnership, the *One Leicester* strategy and Leicester's LAA is outlined below and elsewhere in this report.
- 2.2 The delivery of *One Leicester* is the responsibility of the Leicester Partnership Executive, which is chaired by the Leader of Leicester City Council. The strategic lead on the strategy and the LAA is undertaken by the Leicester Partnership Strategic Board, which is chaired by the council's chief executive. The Partnership's work is guided by five strategic theme groups and two 'cross-cutting' groups, which look at key issues that affect the successful delivery of the *One Leicester* strategy:
- Children & Young People Strategic Partnership – investing in our children
 - Environment Partnership Board – planning for people not cars and reducing our carbon footprint
 - Health & Wellbeing Partnership – improving wellbeing and health
 - Leicester & Leicestershire Economic Partnership – investing in skills and enterprise
 - Safer Leicester Partnership – creating thriving, safe communities
 - Stronger Communities Partnership (cross-cutting) – creating thriving, safe communities
 - Talking Up Leicester (cross-cutting)

3. Executive Summary

- 3.1 Leicester is the largest city in the East Midlands, with a population estimated at 301,000. Its population is younger than the national average and there is a smaller proportion of people aged over 65 than elsewhere in the country. Leicester is one of the most diverse places in Britain, as around 40% of the city's population has an ethnic minority background. Three quarters of Leicester people live in deprived areas, well above average in England, and the city has become more deprived in recent years. The city is home to two universities with strong reputations for science, technology and creativity.

3.2 Economic success

- 3.2.1 In spite of the levels of deprivation in parts of the city, over the past decade Leicester achieved steady economic growth. Like the rest of the country, it has been affected by the worldwide economic recession that started in late 2008. However, the city's economy has proven to be more resilient than those of many other cities because Leicester has fewer larger employers and more small and medium enterprises.
- 3.2.2 But unemployment is a major problem in the city, being both comparatively high and rising. Some parts of Leicester have an unemployment rate that is twice the average for the city as a whole.
- 3.2.3 Income levels are comparatively low and there are also low levels of skills and educational attainment compared with other parts of the country. Leicester has higher than average levels of people employed in manufacturing, elementary occupations and the public sector.
- 3.2.4 The recent spectacular regeneration of the city centre has placed Leicester on a firm footing to benefit from the economic upturn when it occurs. The city has invested heavily in its creative and cultural industries, with the LCB Depot being followed by Curve – the city's new performing arts centre – and the even newer digital media centre at Phoenix Square, all located in the growing cultural quarter in the heart of the city.
- 3.2.5 Public services have been successful in securing significant amounts of external funding to tackle unemployment and further regenerate the city. This has brought both jobs and qualifications for people in disadvantaged areas. Partners agreed a joint economic development plan with the Leicestershire county partnership – part of one of the first multi-area agreements in the country. They have also set up an economic development company, Prospect Leicestershire.
- 3.2.6 The numbers of Leicester residents travelling to work by bus, bicycle or on foot has increased and is higher than the national average. Although 40% of Leicester households do not own a car, there is still a considerable amount of road traffic into and out of the city each day – a major concern for local residents. To address this, the main access routes are being developed and renovated, including four park and ride schemes. New pedestrian and cycle ways and traffic free areas are also being developed. New homes in mixed housing developments are being encouraged, as this can help reduce the need for travel.
- 3.2.7 In 2009 Leicester was ranked fourth in the country and best in the East Midlands for overall sustainability in the sustainable cities index. The aim of the Leicester Partnership is that Leicester should have the lowest carbon footprint of any major British city in the next 25 years – i.e. the lowest level of carbon dioxide (CO₂) emissions. The level is already falling and is low compared to the rest of the East Midlands.

- 3.2.8 Work is being done to encourage residents to conserve energy and the council has significantly reduced the amount of its own carbon emissions.
- 3.2.9 The aim of the Leicester Partnership is that from 2013 new buildings should be zero carbon. Existing council-owned homes are already among the most energy efficient in the country. Schemes are operating to assist private sector residents in becoming more energy efficient. The Leicester Energy Agency provides advice to local organisations on renewable energy, while an online car sharing service has been set up.

3.3 *The city as a place to live and work*

- 3.3.1 Overall, three quarters of Leicester residents are satisfied with their neighbourhood as a place to live. Although waste recycling rates are below the average for England, more recycling is now occurring. Work is being done to make the city greener, including planting an extra 10,000 trees.
- 3.3.2 Currently there is not enough housing in Leicester that people can afford and not enough of the right sort of housing for some residents. An additional 790 affordable homes are needed each year to meet demand in the city. Planning is well underway for 3,500 homes on council-owned land at Ashton Green in the north-west of the city. New housing is also planned for Humberstone, Knighton Fields, Rowlatts Hill and New Parks.
- 3.3.3 People experiencing homelessness or at risk of becoming homeless get good support in Leicester, including a dedicated housing options appointment system to ensure that people are seen early. Council housing is energy efficient and of a good standard, but by contrast, much of the private housing in Leicester is old and almost half is estimated not to be in a good standard.
- 3.3.4 The level of crime in Leicester is the highest in the East Midlands, and the city is not reducing crime as fast as other similar areas. However, anti-social behaviour is falling, as are the number of assaults with injury. Progress has been made on reducing offences of theft involving vehicles and other forms of property and money. In 2008/9 the city's total violent crime rate was the highest of 15 similar areas, while burglary and sexual offences rates were the second worst. Domestic burglary offences are increasing. Crimes where the victims say that there was a racial or religious aspect are the highest in both the East Midlands and areas similar to Leicester, although this may reflect a higher level of reporting.
- 3.3.5 The police and other partners are tackling crime through a variety of approaches, including work in neighbourhoods and with offenders. The council has increased security in areas where crime is especially high and partners are succeeding in reducing the number of young people involved in crime.
- 3.3.6 Leicester suffers more from alcohol-related violent crime in the East Midlands than anywhere else. The city is second in the region for sexual offences attributable to alcohol. However, action is being taken to reduce the nuisance caused by people who have drunk too much alcohol.
- 3.3.7 There are an estimated 2,750 problematic drug users live in Leicester and that around half of these are engaged in treatment.
- 3.3.8 Satisfaction with arts and entertainment in Leicester has increased significantly in recent years. In 2008, there were 5.7 million visits to arts, leisure and cultural facilities in Leicester. The council has placed an emphasis on ensuring that 'hard to reach' groups are able to participate in these opportunities, which has borne fruit. The spectacular new developments in the city centre have also proved popular.

Leicester now ranks as a major European centre for sporting excellence and good practice.

3.4 Reaching full potential

- 3.4.1 Leicester's employment rate is 65.3%, lower than the national rate but consistent with similar parts of the country. Over 20% of the working age population is economically inactive, which is higher than average for the East Midlands and the country as a whole. Unemployment in the city is higher than the rest of the country and the gap is increasing. Unemployment is not evenly spread across the city: it is almost twice the city average in some neighbourhoods. Public sector organisations, led by the council, have been successful in securing significant external funding to tackle unemployment and have achieved positive results.
- 3.4.2 Skill levels of adults in Leicester are lower than the national average and again the gap is widening. One third of businesses report skills shortages. The city is below national and regional averages for qualifications attained, and more people than average have no qualifications.
- 3.4.3 School test and exam results are improving at all ages, but from some of the lowest levels in the country. Leicester's results for 16 year olds, while better (particularly in English and mathematics), are still significantly lower than most other parts of the country. However, if the rate of improvement continues at its current rate, the city would be in sight of achieving a level of performance comparable to similar authorities in the near future.
- 3.4.4 Results for 11 year olds are better than ever and have nearly caught up with those in areas similar to Leicester. There has been a rise in the number of schools reaching the government's target of 55% in English and maths. However, there are big differences in the results obtained by boys and girls and among children from different backgrounds.
- 3.4.5 Schools are getting better following significant investment in support and intervention. The number of schools in Ofsted categories is now down to six, as against twenty-two in 2007/8. Inspections show that many more primary and secondary schools are doing well, while most nursery schools, sixth forms and special schools show good results. Attainment in city schools in deprived parts of the city has increased. However, Leicester has five national challenge secondary schools, where less than 30% of students are achieving five A-C grades at GCSE. Government funding is being used to replace or refurbish Leicester's secondary schools through the Building Schools for the Future initiative and four new schools are already open. Considerable progress has been made in recent years to reduce the persistent absence rate in city schools and permanent exclusions are now almost non-existent.
- 3.4.6 The number of 16-18 year olds not in education, employment or training has fallen to around the national average, but there are differences in rates between young people from different backgrounds.
- 3.4.7 Progress has been made on increasing the number of children benefiting from early years provision and the provision is generally of good quality. Much work has been done to co-locate children's centres onto school sites and build good quality foundation stage provision. Ofsted rates children's services in Leicester, including education, social care and child protection, as adequate overall. Services to make sure children are safe and protected from harm are good, as are services for those children who are looked after by the council.

- 3.4.8 Leicester has had significant health problems for many years. The health of the city's people is generally worse than in many other parts of the country. Although since 1993 fewer people have died early because of heart disease and strokes, life expectancy is not improving as fast as elsewhere in the country, even when Leicester is compared to other places that have similar problems. Mortality rates in the city are at least 20% higher than they should be.
- 3.4.9 Cardio-vascular disease (CVD) remains the single biggest cause of death in Leicester, closely followed by cancer, chronic heart disease and strokes. Levels of heart disease, stroke and other related diseases remain high. Smoking, diet and hereditary factors contribute to this shortening of life. There are high levels of obesity, smoking and alcohol abuse.
- 3.4.10 Poor health is not spread evenly across the city's neighbourhoods and communities. People living in the most deprived areas are the most likely to die prematurely, with men in these areas dying on average six years younger than those in the least deprived neighbourhoods.
- 3.4.11 Teenage pregnancy rates in Leicester are coming down (against the national trend) but they are still high compared with the average for England, particularly in deprived areas.
- 3.4.12 People in some parts of the city find it hard to access health services, while services aimed at preventing disease are not reaching enough people in the city. Services to manage diabetes are insufficient given the large number of people in the city with the condition. However Leicester does have good substance misuse services.
- 3.4.13 To reduce health inequalities, the city council and the local NHS have agreed an improvement action plan and implementing this is a priority.

3.5 *Individual and collective self-esteem*

- 3.5.1 The city council's adult social care services have been adjudged to be performing well. Some excellent work is being done to enable people who need care to get personalised services, and more older people and people with disabilities are being helped to live independently.
- 3.5.2 More than three quarters of Leicester residents think that their area is a place where people from different backgrounds get on well together. This is below the national average, and there are varying views between different communities within the city. Leicester does good work in helping people newly arrived to the city, such as refugees and asylum seekers, to settle and feel welcome.
- 3.5.3 Leicester is renowned for the scale and quality of its festivals and events, which celebrate different faiths, cultures and communities and bring the city's people together – an example is Diwali, the largest such festival outside India. Other activities aimed at building community cohesion also take place. The Leicester Partnership has an active community engagement strategy, so neighbourhoods and communities of interest can influence what is happening in the city.
- 3.5.4 The council has now developed regular ward meetings in each ward across the city and key frontline services like environmental services are being made more locally responsive. Around one in five Leicester residents gives unpaid help to local groups, clubs or organisations, with 45% doing so at least once a week. One in ten residents participates in groups that made decisions affecting their local area.
- 3.5.5 Leicester benefits from a strong, vibrant and diverse voluntary and community sector, with high levels of volunteering.

4. One Leicester: Shaping Britain's sustainable city

4.1 *One Leicester: Shaping Britain's Sustainable City* is the city's sustainable community strategy. It sets out a bold 25-year vision.

4.2 The vision focuses on three core themes:

Confident people

- A caring community
- People feel safe
- People feel at home
- Good place to live

New prosperity

- People reach their potential
- Nobody is trapped by poverty
- Ambitious and innovative
- People are healthy and active

Beautiful place

- Less traffic
- Clean and tidy streets
- A greener city
- A vibrant city centre

Seven clear priorities have been established to enable the vision to be achieved:

- Investing in our children
- Planning for people not cars
- Reducing our carbon footprint
- Creating thriving, safe communities
- Improving wellbeing and health
- Talking up Leicester
- Investing in skills and enterprise

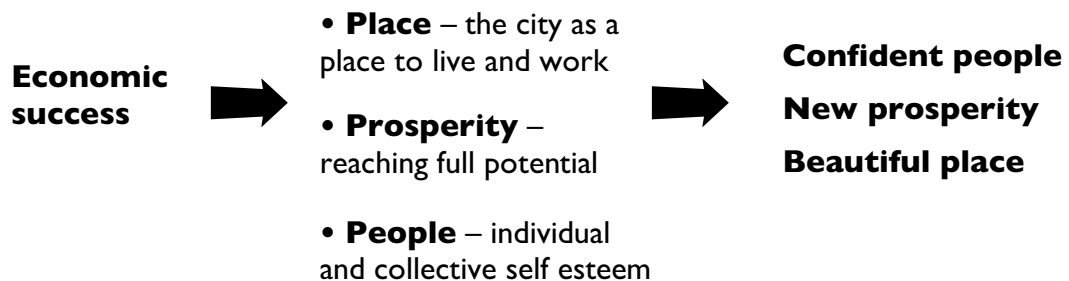
The *One Leicester* vision can be read online at <http://www.oneleicester.com>.

4.3 The strategy is being delivered through actions that will benefit everyone who lives in, studies in, works in or enjoys Leicester. It will improve the city's social and economic foundations. If the city achieves its vision by 2033, Leicester, and the quality of life of its people, will be very different:

- All areas of the city will benefit from Leicester's success and every neighbourhood will be included
- Leicester people will be wealthier, live longer, be healthier and enjoy happier lives
- Children and young people will be safer, more resilient and fulfil their potential
- More families will benefit from earning an income and fewer children will live in poverty

- Everyone will have a real choice of housing with an increased supply of affordable homes
- Leicester will be a city that welcomes new people, where cohesion across communities is seen as strong
- Leicester will be a uniquely enterprising city of opportunities and creativity, inviting and inspiring people to succeed and participate
- Leicester will be a green city, proud of its local and national environmental performance and the contribution of its environmental sector nationally and internationally

4.4 In the following diagram, the arrows connect the economic success shown on the left to the better outcomes for Leicester people shown on the right. Each of the bullet-pointed headings is called a spine, as they cut through and support all the actions that need to be taken to support the *One Leicester* priorities. These actions rest on a foundation of continued economic success.



4.5 The first of the three spines, the city as a place to live and work, aims to create a clean and safe city. The second, reaching full potential, is focused on connecting more local people to the economic success of the city and to support them to achieve their full potential through education, skills, employment and good health. The third spine, individual and collective self esteem, connects and supports the other two spines. This spine recognises that public services on their own cannot achieve these goals. Partner agencies must facilitate individuals and communities to achieve their full potential, raise their ambitions and to have mutual respect both for themselves, their local communities and the city as a whole.

5. State of the City indicators

- 5.1 To help measure our performance over time we are developing a framework of indicators. These are the targets that best describe the quality of life, health and environment enjoyed by everyone in the city. It will take time to build up the framework but from 2010 onwards it will be possible to measure the impact of activity across the city so that priorities for partners can be adapted and amended.
- 5.2 **Level 1 indicators** – these measure the city’s economic performance and the achievements and improvements needed to deliver economic success
- Resident income
 - Employment rate
 - Proportion of pupils achieving at least five A*–C at GCSE and equivalent
- 5.2.1 We intend to expand this basket of indicators next year, building on those in the sub-regional economic assessment to include other aspects and when we have refreshed our community cohesion strategy and approach within the partnership to neighbourhood working.
- 5.3 **Level 2 indicators** – these show progress against the seven *One Leicester* priorities and are usually drawn from Leicester’s local area agreement and the 2008 residents’ survey
- Resident satisfaction with Leicester as a place to live
 - Life expectancy
 - Serious acquisitive crime rate
 - Proportion of 16 to 18-year-olds not in education, employment or training (NEETs)
 - Under 18 conception rate
- 5.4 **Level 3 indicators** – the other Local Area Agreement indicators most important to the high-level achievement of the priorities
- Per capita reduction in CO₂ emissions in Leicester
 - Achieving independence for older people through rehabilitation/intermediate care
 - Early access for women to maternity services
- 5.5 **Level 4 indicators** - linked to citizen confidence and residents’ survey
- Percentage of people surveyed who feel they can influence decisions
 - % of people who believe people from different backgrounds get on well together
- 5.6 This State of the City report focuses mainly on the performance of the indicators in levels 1, 2 and 3.

6. Leicester's Local Area Agreement

- 6.1 Leicester's Local Area Agreement (LAA) is an agreement between the Leicester Partnership and the Government for the period 2008-2011. The LAA covers a range of key issues for Leicester, and it contains 50 targets that the Leicester Partnership is committed to achieving by 2011.
- 6.2 Full details of the city's LAA can be found at: <http://www.oneleicester.com/leicester-partnership/leicesters-local-area-agreement>.

7. The city in brief

- 7.1 The largest city in the East Midlands, in its 28.3 square miles (72.3 square kilometres) Leicester contains an estimated 301,000 people and is ranked 10th for population size of 50 cities in the UK. The city's population is forecast to grow by 13,000 people (4.5%) over the next 25 years. 50.8% of the population is female and 49.2% male, meaning that Leicester's percentage female population is 0.2% higher than the East Midlands average but 0.1% below the national average.
- 7.2 Leicester's population is younger than the national average, with an average age of 35.5 compared to 38.7 for England and Wales as a whole. There is a smaller proportion of people aged over 65 than elsewhere in the country. The average age of the city's ethnic minority population is approximately 8 years younger than the average age of the white population. 54% of Leicester's school pupils have an ethnic minority background. Approximately 9,500 births and 5,700 deaths are registered in the city every year.
- 7.3 Around 40% of Leicester's population has an ethnic minority background. 28% of the city's people are Gujarati Indians, originally either from East Africa, especially Uganda and Kenya, or from Gujarat itself. Smaller communities in the city include the African Caribbean and Somali communities, which each make up around 3% of the population. 57% of Leicester people are white British.
- 7.4 Leicester has around 240 faith groups, drawn from 14 different faiths. 45% of Leicester people are Christian. 26% of the school-age population is Muslim and 15% Hindu. Around 70 languages or dialects are spoken in the city. As well as English, eight other languages are commonly spoken, including Gujarati (16%), Punjabi (3%), Somali (3%) and Urdu (2%).
- 7.5 Leicester ranks as the 20th most deprived local authority area in England, with three quarters of Leicester people living in deprived areas. This is significantly higher than the national average. Furthermore, Leicester has the most deprived areas in the country for income (St Matthews) and education (Braunstone). Other areas of significant deprivation include Beaumont Leys, New Parks, St Peters, St Marks, Mowmacre Hill and Stocking Farm.

8. Economic success

8.1 Introduction

8.1.1 Strong economic performance is the foundation of turning the *One Leicester* vision into reality over the next twenty-five years. This section looks at:

- Leicester's economy
- Transport
- Creating a sustainable city

8.2 Leicester's economy

8.2.1 Over the past decade Leicester has achieved steady economic growth. The city outperformed many British cities for new job creation and employment.

8.2.2 Like the rest of the UK, Leicester has been affected by the worldwide economic recession that started in late 2008. However, the city's economy has proved to be more resilient than those of many other cities, because Leicester has fewer larger employers and more small and medium enterprises (which make up two thirds of the city's economy). New businesses are created at slightly above the national average but also fail at a higher rate. Improving this situation is a key element of a new sub-regional economic strategy. Leicester is a very entrepreneurial city and its varied business base has stood it in good stead in the current difficult economic climate.

8.2.3 However, while Leicester is excellently positioned for further economic growth, substantial challenges remain. Unemployment is a major problem in the city – Leicester's unemployment rate has increased from 8.1% in 2006/07 to 12.8% in 2008/09. Some parts of Leicester have an unemployment rate that is twice the average for the city as a whole.

8.2.4 Income levels are considerably lower than both the regional and national averages. Skills are lower in Leicester than in many other parts of the country, with more people than average having no qualifications. School results are improving at all ages, but GCSE results still lag behind other areas. Performance at NVQ1 and 2 would need to improve by at least 12% to match what the schools supporting the leading UK city economies currently achieve. One third of businesses report skill shortages and the current low level of apprenticeship takes ups in the city needs to be addressed.

8.2.5 More positively, the spectacular regeneration of the city centre that has occurred in recent years has placed Leicester on a firm footing to benefit from the economic upturn when it occurs. Leicester is now a more attractive and modern city, with additional restaurants, bars and nightclubs contributing to a thriving night time economy. As a result, investors have been more confident about putting money into the city. The £350 million Highcross centre opened in 2008 and had 600,000 visitors in its first week. Leicester now competes effectively with Nottingham as a shopping destination.

Case study

The Highcross story

Highcross Leicester opened on 4 September 2008 bringing 120 new stores, 15 new restaurants and a 14-screen cinema complex to the city centre. The £350m centre attracted two million visitors in its first month of opening. The council supported this with a major refurbishment of the city's major streets, including extended pedestrian priority routes. The city climbed from 16th to 11th (out of 2,000) in the national retail Venuescore 2009 ranking largely as a result of this.

- 8.2.6 A major scheme to redevelop the area around Leicester station and create a new gateway into the city has been approved by the council. Proposals include creating a 30,000 sq m office quarter and quality hotel, along with a 500-space multi-level car park, new station concourse and entrance gateway on land near to the city's railway station. The scheme will create high-quality office space within easy reach of the railway network to London and the rest of the East Midlands and could create more than 2,000 jobs.
- 8.2.7 An eight-hectare Science and Innovation Park, on two sites next to the National Space Centre, will create opportunities for new companies to grow and for existing ones to move into the city. Preparation of the first of the two sites is now complete, with a new access road from the A6 to the National Space Centre complete and officially opened. The next stage of the development, structural landscaping, is underway and will create a tree-lined boulevard stretching the length of the road. The second site, the council owned former John Ellis school site, has been cleared for development.
- 8.2.8 The city also benefits from being home to two universities that have strong reputations for science, technology and creativity. Leicester also benefits from a central location and from good transport links.
- 8.2.9 The city has far more people employed in manufacturing, plant and elementary occupations than is the regional or national average. In common with many other areas, this has declined in recent years in favour of the service sector. Between 1987 and 2004 17,300 jobs were lost in manufacturing against 18,800 new jobs created in service sector employment. Just over 60% of these jobs were full time.
- 8.2.10 Leicester also has a higher than average level of public sector employment, which may mean that the city could suffer adversely from the longer-term effects of the recession in the future.

Employment by occupation (Oct 2007-Sep 2008)				
	Leicester City (numbers)	Leicester City (%)	East Midlands (%)	Great Britain (%)
Soc 2000 major group 1-3	38,300	30.8	38.5	43.2
1 Managers and senior officials	11,200	9.0	15.2	15.5
2 Professional occupations	13,100	10.5	11.2	13.0
3 Associate professional & technical	14,000	11.2	12.1	14.6
Soc 2000 major group 4-5	23,900	19.3	23.0	22.4
4 Administrative & secretarial	12,300	9.8	10.7	11.4
5 Skilled trades occupations	11,700	9.3	12.2	10.9
Soc 2000 major group 6-7	23,900	19.2	16.2	15.7
6 Personal service occupations	12,400	10.0	8.4	8.1
7 Sales and customer service occs	11,400	9.2	7.8	7.5
Soc 2000 major group 8-9	38,200	30.7	22.2	18.7
8 Process plant & machine operatives	17,400	13.9	8.8	7.1
9 Elementary occupations	20,800	16.7	13.4	11.5

Source: ONS annual population survey

- 8.2.11 Leicester has a lower than average number of people in banking, insurance and financial services. There is a relative lack of senior and professional occupations: this has various historic causes, but continuing to improve the city's educational performance should help attract more investment and higher level opportunities in the future. Improving educational standards is a central part of the *One Leicester* strategy and this is reflected in the high levels of investment in education over the past two years.
- 8.2.12 Leicester is also investing in its creative and cultural industries. The LCB Depot has been followed by the landmark Curve performing arts centre and Phoenix Square, all located in the growing cultural quarter in the heart of the city. As well as enabling Leicester to reap the benefits of the strengths of its universities in creative industries, these major investments have enhanced the city's appeal to visitors and private sector investors.

Case study

Leicester Creative Business Depot

Based on the site of the former city bus depot, Leicester Creative Business (LCB) Depot opened in July 2004 as the first project in Leicester's cultural quarter. The facility includes 55 managed workspaces, meeting and conference facilities and a public café bar. The team delivers a creative programme (gallery exhibitions and creative commissioning), hosts sector specific networks and events, and delivers specialist creative industries enterprise support programmes and creative learning initiatives with young people.

LCB Depot is home to a diverse range of creative sector organisations - creative services companies, not-for-profit and voluntary sector arts and cultural organisations, and several cultural sector development agencies - and acts as a network hub at the heart of a city wide network of around 700 creative sector companies and sector support agencies.

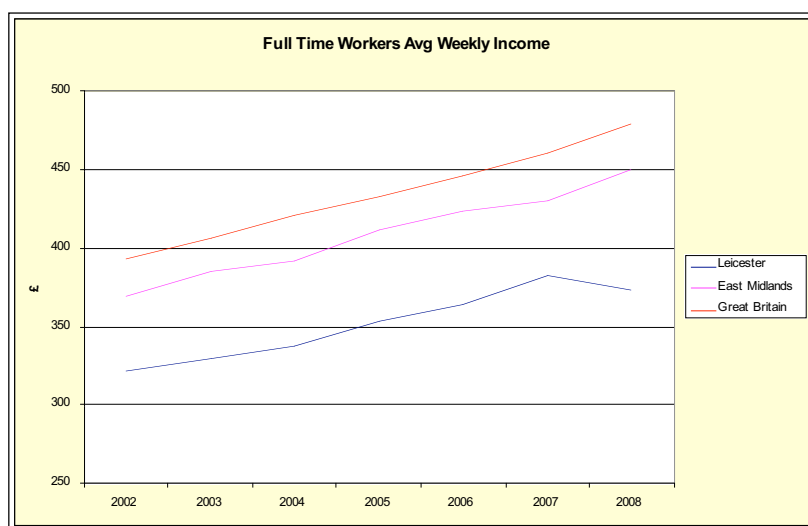
LCB Depot was awarded a RIBA Architectural Award in 2005. In 2009 it was the only project from the East Midlands named as a national Homes and Communities Award finalist.

- 8.2.13 One important factor is that more jobs in Leicester are gathered toward the lower end of the income scale. This can have a negative influence on the employment rate. Residential income for full time workers in Leicester is nearly £76 a week less than the regional average and nearly £106 a week less than the national average residential income. The average weekly residential income in 2007 for full time workers in Leicester was £383. This is greater than the average in the eight national 'core cities' (£344), but other factors like local costs of living and labour market composition need to be taken into account.
- 8.2.14 Average income in the city has risen over time, but not at the rate or to the extent needed to match regional or national trends. This is partly explained by the relative lack of growth in sectors like property, financial services and the other higher value, better paid occupations that have 'boomed' in some cities over the past decade. It is also explained by the lower levels of qualifications achieved by Leicester's workforce, compared to the workforces in the leading UK city economies. If Leicester is to catch up with regional and national income performance, there will need to be continued improvements in workforce qualifications, skills and earnings potential, particularly for those groups and communities that are furthest behind the UK average.

Level One: Earnings by residence (2008)

	Leicester City (pounds)	East Midlands (pounds)	Great Britain (pounds)
Gross weekly pay			
Full-time workers	373.8	449.6	479.3
Male full-time workers	384.2	494.4	525.0
Female full-time workers	358.0	380.4	412.7
Hourly pay			
Full-time workers	9.39	11.03	12.01
Male full-time workers	9.44	11.76	12.72
Female full-time workers	9.34	9.96	10.96
Source: ONS annual survey of hours and earnings - resident analysis			
Note: Median earnings in pounds for employees living in the area			

Average weekly income (full time)



- 8.2.15 Public services, led by the city council, are good at securing significant amounts of external funding to tackle unemployment and further regenerate the city. This has brought both jobs and qualifications for people in disadvantaged areas. In the four years to 2008, over 2,000 people were helped into work and over 4,000 gained qualifications. Almost 800 new jobs and 175 new businesses were created.
- 8.2.16 Before the onset of the recession, partners agreed a joint economic development plan with the Leicestershire county partnership, reflecting the close linkages between the city and county economies. This is part of the multi-area agreement with the government (one of the first in the country). The city and county councils have set up a development company, Prospect Leicestershire, to lead on developing the economy. Both authorities have agreed to use government grants for training and the creation of new jobs and businesses.

8.3 Transport

- 8.3.1 Keeping a major city like Leicester moving is an expensive and complex job. The upkeep of roads, street lighting, the replacement of ageing equipment, the increasing demands that come with population growth and more people owning cars all present challenges and opportunities for the city.
- 8.3.2 The numbers of Leicester residents travelling to work by bus, bicycle or on foot has increased and is higher than the national average. Although 40% of Leicester households do not own a car, there is still a considerable amount of road traffic into and out of the city each day – a major concern for local residents.
- 8.3.3 Population predictions suggest that 90,000 new homes will be needed across the city and county by 2026, meaning that present city transport infrastructure will not be able to cope with the increased demand. The city council has revealed plans for a new £67m bus station, work on which could start in 2014 if the project gets approval. The majority of the funding would come from the Government.

Priority/Indicator	Baseline	08/09 Target	08/09 Actual	09/10 Target	10/11 Target
NI 167 * Congestion – average person journey time per mile during the morning peak	4.6 minutes per person mile (2004/5)	4.82*	4.58	4.87*	4.89*

- 8.3.4 The city council is also putting considerable resources into the development and renovation of the city's main access routes. A new bus corridor on a main access route is being developed, as are four park and ride schemes, with the first two now open. Given the age of some key parts of Leicester's infrastructure, the repair and, in some cases, replacement of key features such as bridges has also been a priority. The council is also part of the Midlands Highway Alliance, working with other local authorities to put in place joint contracts for highways improvement work that will save money and obtain better quality work from contractors.
- 8.3.5 'Planning for people not cars' is one of the main priorities in the *One Leicester* strategy. The council included new pedestrian and cycle ways and traffic-free areas in the major improvements it has recently made to many streets and spaces in the city centre, complementing the Highcross development and the cultural quarter. More new walking and cycle networks and a new pedestrian area are to follow in the near future.
- 8.3.6 In addition, the council and the Leicester Partnership are encouraging the provision of new homes in mixed housing developments that can help reduce the need for travel. These new developments will provide a range of housing to suit different incomes and include properties for rent as well as those for purchase. They will also have a range of local services, such as schools, libraries, clinics and sports and recreational facilities as well as commercial and industrial developments. The council has secured two grants to build new housing in Leicester, and plans to build developments in Humberstone, Knighton Fields, Rowlatts Hill and New Parks.

8.4 Creating a sustainable city

- 8.4.1 Leicester has placed great importance over the years on becoming a sustainable city. In 2009 it was ranked fourth in the country and best in the East Midlands for overall sustainability in the sustainable cities index, coming ahead of major cities such as London and Manchester. This ranking was based on a basket of indicators, including quality of life, environment and future-proofing. The city council has also developed its approach to Fairtrade through formalising its policy on purchasing and procurement.
- 8.4.2 The aim of the Leicester Partnership is that Leicester should have the lowest carbon footprint of any major British city in the next 25 years – i.e. the lowest level of carbon dioxide (CO₂) emissions. In 2005 Leicester was calculated as emitting 2,088,000 tonnes per annum. This level is dropping as the latest figures for 2006 indicate that the city emitted just under 2 million tonnes of CO₂ (DECC). This is a relatively low figure compared to the rest of the East Midlands.
- 8.4.3 The 2008 Leicester city residents' survey showed that there was an inconsistent approach across the city to key environmental actions. So there is a future challenge to encourage residents right across Leicester to conserve energy, recycle, save water, install home insulation, switch off lights and electrical appliances when not in use and walk, cycle or use public transport instead of cars.
- 8.4.4 Improved approaches have been developed to environmental education in schools to encourage young people to recognise the importance of them playing their part in building a sustainable city. The implementation of the EMAS scheme in schools has also supported schools' approaches to environmental efficiency.
- 8.4.5 A long term approach is being taken to climate change and the part played in this by partner organisations' own carbon footprints. The council is working with businesses, hospitals and universities to reduce the amount of carbon produced and work programmes have been developed aimed at domestic, commercial, industrial and transport activities. The city council has led the way on this, significantly reducing the amount of its carbon emissions by cutting its use of electricity, water and mileage in council vehicles.
- 8.4.6 The aim of the Leicester Partnership is that from 2013 new buildings should be zero carbon – i.e. that they waste as little energy as possible for things like heating and lighting and so need to use less.
- 8.4.7 The city council owns and manages several district heating schemes supplying heat (and in some instances hot water) to around 2,800 council homes, nine nurseries and schools and a number of other council facilities. The council is aiming to extend and connect the four existing schemes serving the inner city to incorporate further council and other public buildings. This has the potential to include other private buildings, along with new buildings and developments introduced to the city. The combined heat and power (CHP) project will provide affordable, reliable and controllable heat, reduce carbon emissions for the council and the city, establish a secure and sustainable energy supply and have the potential to expand the benefits to other users, enabling them to connect to the network, contribute to carbon reduction in Leicester.
- 8.4.8 Existing council-owned homes are already among the most energy efficient in the country, thanks to improvements that have already been made. In the past year, around 1,600 council houses were fitted with double glazing to bring the total up to 21,000. Free loft and cavity wall insulation is available and 114 homes were insulated in 2008/9. Smart meters have also been installed.

- 8.4.9 Similar schemes run in the private sector. The 'hot lofts' partnership between the council and British Gas provides free insulation for private households. 1,394 homes were insulated in 2008/9 with plans for a further 1,700 in 2009/10. Other schemes include 'health through warmth' and 'warmer homes', which help older and vulnerable people to keep their homes warm. Energy Sense provides advice and information on making better use of energy in the home, with 130 home surveys being done in 2008/9. The council's Energy Vision provides interest free loans and 25 private home owners made use of this to improve their energy efficiency.

Case study

Hot lofts

The hot loft scheme has supported household to insulate as a measure to cut energy bills and to provide greater energy efficiency. This element of work was featured in an international energies conference in Guatemala in October 2008 in which Leicester's work both in the city and through its international twinning links with Nicaragua were featured. The work in Nicaragua in conjunction with Loughborough university and the Leicester Masaya group has focused on tackling issues of fuel poverty.

- 8.4.10 In addition, the Leicester Partnership has set up the Leicester Energy Agency, to provide advice to local organisations on renewable energy. An online car sharing service, Leicestershare.com, has also been established in partnership with De Montfort University, Leicester City Football Club, the University Hospitals of Leicester and many other local organisations.

9. The city as a place to live and work

9.1 Introduction

9.1.1 The aim of the Leicester Partnership is that Leicester should be a place where people choose to live, work, study and visit, a place in which they are satisfied to live. This section looks at:

- A quality environment
- Housing
- Making communities safer
- Arts, leisure and culture

9.2 A quality environment

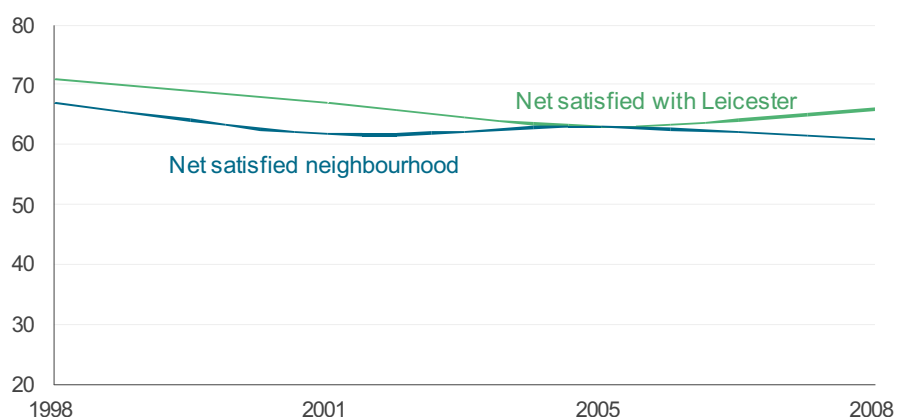
9.2.1 Overall, three quarters of Leicester residents are satisfied with their neighbourhood as a place to live.

Question: Thinking about your neighbourhood, on the whole, how satisfied or dissatisfied are you with it as a place to live?

Very satisfied:	29%
Fairly satisfied:	46%
Neither/nor:	9%
Fairly dissatisfied:	10%
Very dissatisfied:	5%
Don't know:	1%

9.2.2 Satisfaction levels remain relatively unchanged since 2005, but are below the peak achieved in 1998. Compared with 2005, there is higher satisfaction with Leicester but a slight drop in residents' satisfaction with their local neighbourhoods. In comparison with similar local authority areas nationally Leicester performs relatively well for residents' satisfaction with the local area.

Net satisfaction with Leicester and neighbourhood



Base: 2,305 Leicester City Council residents, fieldwork dates: 2 July
Ipsos MORI

- 24 September 2008; 2005 (1,538); 2001 (1,535); 1998 (1,500)



- 9.2.3 Figures for 2008/09 show that waste recycling and composting rates had increased to over 30% (recycling 17.05% and composting 13.62%). Whilst this performance is below the average for England, it is comparable to performance in other similar cities (e.g. Nottingham 32.5%, Stoke 26.7%, Leeds 29.99%, Coventry 26.56%, Bradford 26.24% and Derby 43.15%). Non-urban authorities can usually achieve much higher rates because of their very nature and the fact that multi-bin systems with fortnightly collections tend to be the norm. In Leicester, performance to date in 2009/10 indicates that recycling & composting rates are close to 40%. The city still provides a weekly kerbside collection of both recyclables and residual waste and the council's waste collection and disposal costs are amongst the lowest in the country.
- 9.2.4 On top of this Leicester also diverts some of its waste for energy recovery; in 2008/09 the figure was 12.38%, giving a total landfill diversion rate of 43.05%. This compares favourably with similar cities that do not incinerate their waste e.g. Derby 43.46%, Leeds 30.05%, Bradford 26.24%.
- 9.2.5 The city council has recently invested additional resources in street cleaning, including a new 'cleaner city' team working in the city centre, hand-barrow teams in district shopping areas and additional graffiti removal. This has helped to improve standards of street cleanliness in the city.
- 9.2.6 The council's new city warden service has now been operating for just over a year. The service's primary objective is to work with local communities to improve the quality of the local street environment, as well as helping to deliver the *One Leicester* policy of zero tolerance towards vandalism, litter and graffiti. The service has also started to tackle the problem of bins left on streets. For the first time the city has a dedicated team that can utilise some of the fixed penalty notice powers available in relation to these issues.
- 9.2.7 In their first year, city wardens undertook over 8,000 investigations and issued approximately 600 fixed penalty fines and statutory notices, as well as removing over 14,000 posters & illegal signs on the highway. The city warden service is being rolled-out city-wide in 2010, with the number of wardens increasing from nine to 22, which should see further dramatic improvements in the local street environment over the next two years.
- 9.2.8 Leicester City Council is currently developing a new biodiversity action plan for 2010-2020. The plan identifies the action that is needed to safeguard the habitats and species that are locally or regionally important. The actions should not only benefit the condition of a habitat or the status of a particular species, but will have a wider benefit to both people and wildlife. The plan fully incorporates the benefits of contact with nature and green space in terms of people's well being, including health, emotional and developmental benefits.
- 9.2.9 As well as the obvious urban environment, Leicester has a number of other important habitats that include neutral grasslands, parkland, woodlands, rivers and streams. These habitats have been designated as local nature reserves or local wildlife sites in recognition of their local importance to wildlife. They support a vast range of characteristic and rare species, such as the otter, which has been regularly recorded throughout the city's watercourses.
- 9.2.10 The Leicester Partnership is looking to make the city more attractive by making it greener. The council is increasing the number of trees in public spaces such as streets, parks and cemeteries by 50% by 2011 – by planting an extra 10,000 trees. 3,000 were planted in the past year alone.

9.3 Housing

- 9.3.1 Quality housing is essential to quality of life. Currently there is not enough housing in Leicester that people can afford and not enough of the right sort of housing for some residents. The Leicester Partnership has calculated that an additional 790 affordable homes are needed each year to meet demand in the city. Most of the extra homes need to be available to rent, with some affordable homes for purchase. There is a shortage not just of two, three and four bedroom houses for families, but also of suitable homes for older and disabled people who need additional support. Although the waiting list for social housing has reduced, it is still high.
- 9.3.2 The Leicester Partnership and the council are working to meet the demand. 132 new affordable homes were created in 2008/9. The recession has affected the numbers of new homes being built, but government funding is being used to speed up developments. Planning is well underway for 3,500 homes on council-owned land at Ashton Green in the north-west of the city. New housing is also planned for Humberstone, Knighton Fields, Rowlatts Hill and New Parks.
- 9.3.3 The number of private properties in Leicester that have stood empty for at least six months exceeds the average for England. Partners are working to bring this type of property back into use to address housing shortages.
- 9.3.4 People experiencing homelessness or at risk of becoming homeless get good support in Leicester. In recent years the council has introduced new ways of working to prevent homelessness occurring. These include a dedicated housing options appointment system to ensure that people are seen early by a housing options officer and a new home visiting service and outreach surgeries introduced in partnership with Connexions and the probation service. Rather than just waiting on the council's list, the Leicesterlet homefinder and rent deposit guarantee schemes help people access the private rented sector more easily. For those experiencing homelessness, the Dawn Centre provides temporary accommodation, support, advice and assistance on health, housing, life skills and education under one roof.
- 9.3.5 In terms of the standard of housing, there is a double story. Most council housing is energy efficient and of a good standard following concerted work over a number of years; of the 22,378 council properties, by the end of 2008/9 only 4.3% required further work to bring them in line with the Government's decent home standard. In 2008/9 the council installed 915 new kitchens, 912 new bathrooms and 241 new windows and doors in tenants' homes. It also rewired 993 properties. A £26 million programme is ensuring that the remaining 'non-decent' properties are being improved in 2009/10. This will enable the city to meet the national target of zero non-decency by 2010. However, properties continue to age and inevitably some will become 'non-decent' over time. The council's capital programme contains an allocation of £47 million to deal with this and other work over the next two years. More money will be spent as required in the future.
- 9.3.6 By contrast, much of the private housing in Leicester was built before the first world war. Almost half is estimated not to be in a good standard and it is felt that around 9,000 private homes fail to meet the decent homes standard. 395 privately owned homes were made decent during 2008/09 with support from the council and a further 350 are targeted for 2009/10.

9.4 Making communities safer

- 9.4.1 The Leicester Crime and Disorder Reduction Partnership brings together the key public sector agencies with the aim of implementing a crime reduction strategy across the city. Feeling safe from crime is a major issue for people coming into the city, and working to reduce overall crime as defined by the British Crime Survey is a key priority.
- 9.4.2 The level of crime in Leicester, like most urban areas, is high compared to other parts of the country. In September 2009 total crime was the highest in the East Midlands, and the city has been adjudged as not reducing crime as fast as other similar areas.
- 9.4.3 However, this headline figure conceals a more mixed pattern. Reported incidents of anti-social behaviour in Leicester fell by 27.5% from 2006/07 to 2007/08, and the number of assaults with injury fell by 7% over the same period. Progress has been made on reducing offences of theft involving vehicles and other forms of property and money.
- 9.4.4 In 2008/9 the city's total violent crime rate was the highest in comparison to 14 similar areas and its burglary and sexual offences rates were the second worst. Domestic burglary offences increased by 17% for the period April-August 2008 compared with the same period in 2006/07. Following a fall in the numbers of robberies over the previous three financial years, there was an increase in 2008/09, although the figures are again falling following successful interventions. More work is needed to bring figures down to pre-2008/09 levels and to bring us closer to other similar areas.
- 9.4.5 Crimes where the victims say that there was a racial or religious aspect to the offence are the highest in both the East Midlands and areas similar to Leicester. The rate is more than twice that in the next highest area in the East Midlands. It is also higher than areas with similarly diverse populations. The rate may be higher in Leicester because there is a higher level of reporting of these offences than in some other parts of the country, reflecting confidence among victims that action will be taken. Leicestershire Constabulary has a good understanding of these types of crimes and their investigative procedures are robust and conviction rates high. The council has created new posts to support victims and work with offenders.
- 9.4.6 Crime is being tackled by the police and other partners through a variety of approaches. Work is underway in neighbourhoods to increase people's confidence in how local problems are being tackled. Work is also being undertaken with offenders to try and stop them re-offending, both those involved in petty offences and those leaving prison. The police have increased patrols and the council has increased security in areas where crime is especially high, for instance by installing sensor lighting and security gates to alleyways. The family intervention project is working with those families that commit the most anti-social behaviour.
- 9.4.7 Leicester suffers more from alcohol-related violent crime than anywhere else in the East Midlands and the city is second in the region for sexual offences attributable to alcohol. A recent national Home Office list of the top 50 most challenged areas in respect of NI 20 (assault with less serious injury) and NI 41 (perceptions of drunk and rowdy behaviour) lists Leicester City as 27th. However NI 20 figures for 2008/09 showed a 12% reduction over the previous year and the figure is currently reducing this year in line with targets. Further work is necessary to bring us closer to other similar areas of the country.
- 9.4.8 Evidence suggests that 45% of the 600 offenders currently supervised in Leicester have a problem with alcohol; 135 of these are identified as dependent drinkers. Alcohol is linked to offending for 65% of domestic violence offenders, 51% of

prolific and priority offenders and 60% of offenders who are subject to multi-agency public protection arrangements.

- 9.4.9 Action is being taken to reduce the nuisance caused by people who have drunk too much alcohol. The 'Best Bar None' initiative is helping reduce crime and anti-social behaviour in the city centre. Across the city, partners are making sure that licensing regulations are being followed and that alcohol is not being supplied to those younger than the legal age limit.

Case study

Best Bar None

The aim of Best Bar None is to promote responsible management of licensed premises and in doing so, recognise good practice. Ensuring our city is a safe and enjoyable place to enjoy a night out is vital to the economic growth and sustainability of the region.

Leicester's scheme has won a national award for being the most innovative in the country. As a direct result of this, the annual Best Bar None conference was held in Leicester in October 2009.

Once again, the scheme has been made possible by the collaboration between Leicester City Council, Leicestershire Constabulary and the local licensed trade. The scheme actively promotes a safer, more secure environment in which to enjoy yourself in the city.

Best Bar None aims to reward venues that are well managed and that take customer safety seriously.

- 9.4.10 The latest problem drug use reports from the University of Glasgow suggest that around 2,750 problematic drug users live in Leicester. 1,329 of these people were engaged in treatment in 2007/08. A profile of wards has been built which indicates that the wards with the highest levels of need include Abbey, Beaumont Leys, New Parks and Braunstone Park & Rowley Fields. More treatment has recently been made available to drug users in the city, and serious crime linked to drugs has significantly reduced as a result of a drug intervention project.
- 9.4.11 Partners are working hard to try to keep young people from crime and have achieved some spectacular results. Starting in the areas where youth crime is highest, and with those young people at greatest risk, partners have developed restorative approaches in neighbourhoods (RAIN), where the victim and young person are brought together to resolve problems. Feedback indicates that over 90% of victims are satisfied with how matters are dealt with in the scheme. From 2007/8 to 2008/9 there was a 35% reduction in the number of young people being cautioned or appearing in court, while re-offending rates are also lower. The numbers of first-time entrants into the criminal justice system was reduced from 946 in 2007 to 350 in 2008. This compared with a reduction of just 5% achieved by areas similar to Leicester.
- 9.4.12 Over half of all youth crimes is committed by just a small minority of young people and in these cases partners use intensive supervision and surveillance as well as help and support.

9.5 Arts, leisure and culture

- 9.5.1 Satisfaction with arts and entertainment in Leicester has increased significantly since 2005, with 72% now saying they are satisfied (2008 residents' survey). Just over half (54%) of all residents are satisfied with Leicester museums and this figure rises to 85% among those who have attended a museum or gallery in the last 12 months. 76% of theatre and concert hall-goers are happy with the service they receive.

- 9.5.2 Regarding parks and open spaces, 78% are satisfied and 15% dissatisfied – figures broadly in line with the 2005 findings. 71% of users of sports and leisure facilities are satisfied, with 14% dissatisfied. Again, this does not represent a significant change from 2005.
- 9.5.3 In 2008, there were 5.7 million visits to arts, leisure and cultural facilities in Leicester. The council has placed an emphasis on ensuring that ‘hard to reach’ groups are able to participate in these opportunities, which has borne fruit. In 2008, 38% of visitors and users came from ethnic minority communities, 10% had a disability, 35% were aged under 16, 14% were senior citizens and over half come from social backgrounds C2, D and E. The council’s work in this area was recognised by a ‘Libraries Change Lives’ award for its work with asylum seekers and refugees
- 9.5.4 The spectacular new developments in the city centre have also proved popular. Attendance at Curve is already at around 150,000; the flagship venue also won an award from the Royal Institute of British Architects (RIBA).
- 9.5.5 Phoenix Square – Leicester’s new £21m digital media centre - opened in late 2009. It features cinema screens, creative spaces, digital arts facilities and new apartments.
- 9.5.6 Leicester was awarded the title of European City of Sport in 2008, and now ranks as a major European centre for sporting excellence and good practice. This award recognised the quality and levels of investment in events and facilities in the city. Leicester is also the East Midlands’ lead for Renaissance in the Region.

Case study

The Creative Gardening Initiative

Creative Gardening used the Belgrave Hall complex and gardens as a way to improve the lives and well being of local communities.

The community allotment group met each week, working on the newly refurbished Alpine House in the gardens of Belgrave Hall. They potted up hundreds of alpine plants, shovelled three tonnes of gravel onto the benches and provided visitors to the museum with a beautiful display of alpine flowers.

Members of allotment group continued with their community allotment and worked together growing and sharing vegetables after the project came to an end.

The project included digital photography workshops. These helped the group build on their new skills. A pruning workshop was held in the gardens that let people ‘have a go’ at pruning roses and fruit trees, with advice from an expert.

The Creative Gardening project was recognised by Leicester environment partnership at the annual Leicester Greenlife Award ceremony for its positive contribution to the environment.

10. Reaching full potential

10.1 Introduction

10.1.1 Many factors combine to provide Leicester people with the opportunities to reach their full potential in education and employment. This section looks at:

- Investing in skills and enterprise
- Investing in our children
- Improving health and wellbeing

10.2 Investing in skills and enterprise

10.2.1 The employment rate for Leicester is 65.3%. While this is lower than the national rate (74%), it is consistent with that of other cities and locations of comparable size and demography with similar economies. Unsurprisingly, the recession has affected jobs in the city, with the number of people claiming out-of-work benefits rising from around 31,500 in May 2007 to approximately 35,500 in May 2009.

10.2.2 However, there are significant numbers of economically inactive people in the city, who say that they do not wish to work. Over 20% of the working age population is economically inactive, compared to 15% in the East Midlands as a whole and 16% nationally.

10.2.3 Leicester's unemployment rate is higher than the rest of the country and the gap is increasing. Unemployment is not evenly spread across the city: it is almost twice the city average in some neighbourhoods.

10.2.4 Public sector organisations, led by the council, have been successful in securing significant amounts of outside money to tackle unemployment. In the four years up to 2008, over 2,000 people were helped into work, while almost 800 new jobs and 175 new businesses were created.

Case study

New jobs at Highcross

Leicester Partnership was very successful in helping people from the most disadvantaged groups and areas of the city secure the new jobs created by the opening of Highcross. The Highcross recruitment fair held in June 2008 attracted 5,500 jobseekers and helped them to decide what types of jobs to train for. An interview guarantee scheme with employers ensured that people trained to the right level received interviews. Of the 2,075 jobs created in Highcross, 825 were secured by residents from deprived parts of the city. Of these 825, 600 were previously unemployed, while 106 were lone parents and two thirds were in target minority ethnic groups. This approach will also be used to help local people get jobs in construction, catering and other service industries.

10.2.5 Skill levels of adults in Leicester are lower than the national average and again the gap is widening. One third of businesses report skills shortages and the current low level of apprenticeship takes ups in the city needs to be addressed.

10.2.6 The city is below national and regional averages for qualifications attained, and more people than average have no qualifications. However, this is not an exact measure of qualifications in the city workforce, as many people who work Leicester live outside the city. 71,000 people commute into Leicester while 27,500 commute out to work elsewhere.

Qualifications (Jan 2007-Dec 2007)

	Leicester City (numbers)	Leicester City (%)	East Midlands (%)	Great Britain (%)
NVQ4 and above	41,700	22.2	25.5	28.6
NVQ3 and above	67,600	36.0	44.1	46.4
NVQ2 and above	95,800	51.0	62.6	64.5
NVQ1 and above	122,500	65.2	78.2	78.1
Other qualifications	24,500	13.1	8.4	8.8
No qualifications	40,800	21.7	13.5	13.1

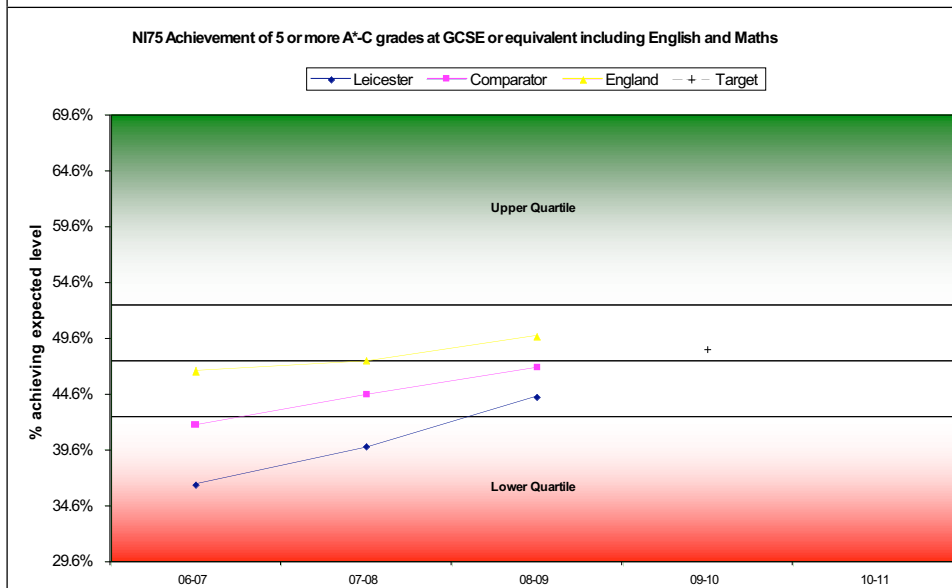
- 10.2.7 A new £10m+ multi-access centre programme, funded from the Working Neighbourhoods Fund, will help get people back into employment, with advice on a wide range of job, benefit and welfare-related issues. Existing centres at the Leicester Adult Education College and in Highfields will be followed by six new centres across the city in areas of high unemployment.
- 10.2.8 School results are improving at all ages, but GCSE results lag behind other areas. Performance at NVQ1 and 2 would need to improve by at least 12% to match what the schools supporting the leading UK city economies currently achieve. One third of businesses report skill shortages

10.3 Investing in our children

- 10.3.1 Both the Leicester Partnership and the council want to give all Leicester children the best possible start in life through good education. The aim is to close the gaps in achievement between children in the city and those in the rest of the country and among children from different backgrounds.
- 10.3.2 Test and exam results are improving at all ages and the attainment gap between children in the city and those in the rest of the country continues to narrow. At secondary school age, Leicester has made good progress in raising standards for most pupils, with 44.4% achieving five or more good GCSEs, including English and maths, in summer 2009. The significant rise in GCSE results for 16-year olds continues a strong trend of improvement over the last four years. While results remain below national averages, if the current rate of improvement continues, the city would be in sight of achieving a level of performance comparable to similar authorities in summer 2010 or 2011.
- 10.3.3 Results for 11-year olds are better than ever and are now almost matching those of cities and other areas similar to Leicester. The number of pupils gaining a level 4 in both English and mathematics now stands at 68%. Although standards remain below the national average, there is a strong trajectory of improvement.

NI75 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths

Baseline Information



Academic Year	2008-09	2009-10	2010-11
Agreed targets	48.0%	48.6%	55%

NI76 – Number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2

Baseline Information



Academic year	2008-09	2009-10	2010-11
Agreed targets	5	5	0

- 10.3.4 The gap in attainment between all children and those entitled to free school meals is narrower in Leicester than it is nationally, and ethnic minority pupils generally make good progress. However the gap between boys and girls in primary school remains a concern and too few boys from the poorest neighbourhoods are achieving their potential at school. The council, schools and other partners are working together to step up the level of targeted support for reading and writing to help narrow this gap.

Case study

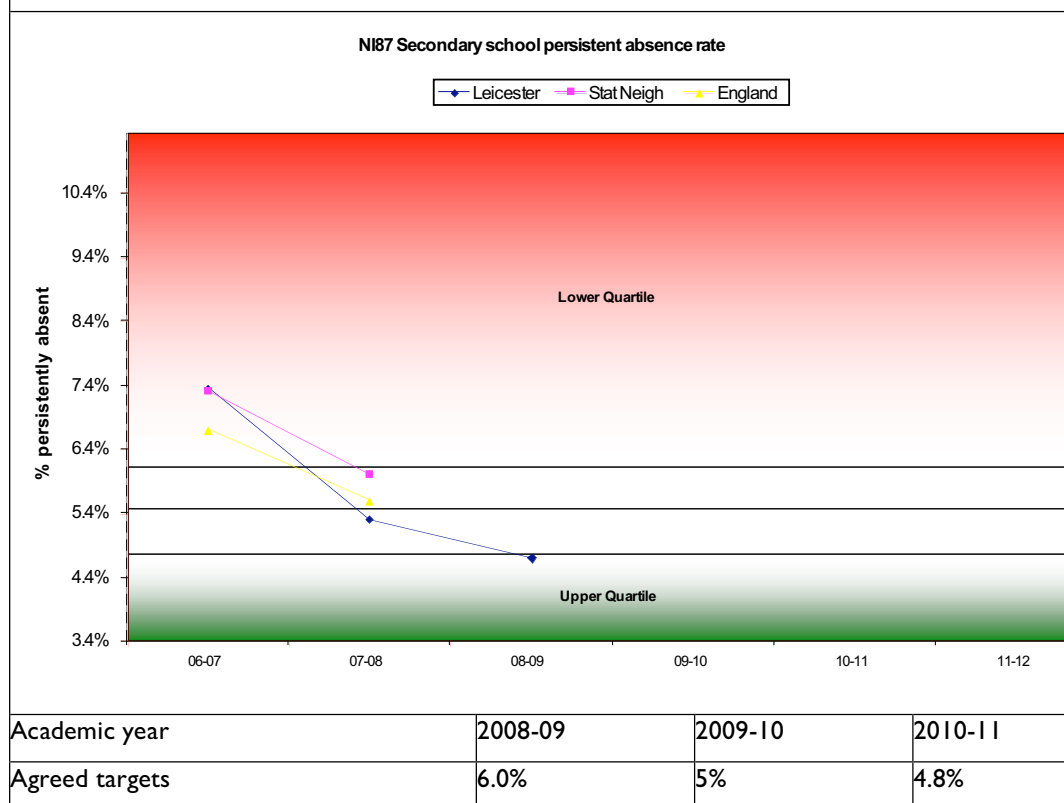
Aqoon Community and Education Services

Aqoon Community & Education Services, based in Highfields, was set up in April 2003 to promote education in Leicester's black and minority ethnic communities. Founded by a group of Somali professionals, Aqoon's work includes providing educational activities for newly arrived families and their children, such as homework and study clubs, family learning and basic skills for adults. It is a not-for-profit, democratically structured co-operative enterprise which works with partners such as the Community Action Network, Somali Development Service and local primary schools. Aqoon receives funding from a variety of different sources, including Leicester City Council.

- 10.3.5 The city has focused not just on the performance of individuals but also on the performance of schools. In 2008 a robust local authority policy was approved to support and intervene in schools deemed to be falling short of required expectations. Significant investment has been made to enable the implementation of this policy.
- 10.3.6 The investment and effort put in during recent years is now paying off. The number of schools in Ofsted categories is now down to six, as against 22 in 2007. Inspections show that many more primary and secondary schools are doing well. Most sixth forms and special schools also show good results. Attainment in city schools in deprived parts of the city has increased. From November 2007, over £10 million has been invested in additional support as a result of the partnership between the council, schools and professional associations drawing on the dedicated schools grant and resources from the council and central government.
- 10.3.7 Leicester does have five secondary schools subject to the National Challenge, four of which were below the GCSE results floor target of 30% in 2008. Following formal consultation, the authority has agreed to the closure of one school and has plans in place to support the necessary improvement in the others.
- 10.3.8 The council is improving schools in a number of ways. Government funding is being used to replace or refurbish Leicester's secondary schools through the Building Schools for the Future initiative. Four new schools are already open. The council has been getting external help to improve how both children and teachers learn. This work will continue to reduce the gaps in performance between different groups of pupils.
- 10.3.9 Considerable progress has been made in recent years to reduce the persistent absence rate in city schools and permanent exclusions are now almost non-existent. Four years ago absenteeism for secondary schools was poor (and placed the city toward the bottom of the national league table). Now performance is considerably better than that achieved by comparable local authorities. Steps to reduce persistent absenteeism continue to be taken.

NI87 – Secondary school persistent absence rate

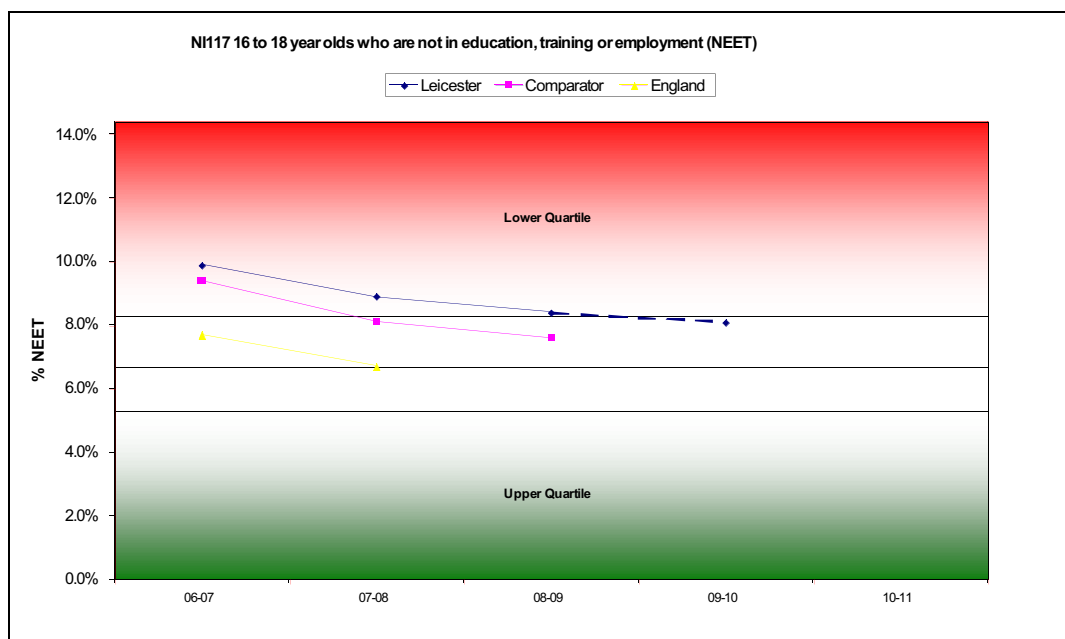
Baseline Information



10.3.10 The number of 16-18 year olds not in education, employment or training has fallen to around the national average. Currently there are around 900 young people in this position. There are differences in rates between young people from different backgrounds.

Proportion of 16 to 18-year-olds not in education, employment or training

Priority/Indicator	Baseline	08/09 Target	08/09 Actual	09/10 Target	10/11 Target
NI 117 * 16 to 18 year olds who are not in education, training or employment (NEET)	8.9% Nov 07-Jan 08 average	8.4%**	8.4%	8.1%**	7.7%**



Case Study

Fullhurst

In Braunstone, using capital funding from the Braunstone New Deal funding, a specialist centre for young people has been developed on the site of Fullhurst School. The centre, which provides vocational training in construction, motor engineering and literacy and numeracy development, supports 190 young people each week to build their skills and work towards vocational qualifications. This is a creative partnership between the Braunstone community, the local school and the council.

10.3.11 Progress has been made on increasing the number of children benefiting from early years provision. In the past too many children, particularly those from more disadvantaged communities, were disadvantaged at the start of their school lives from not having had pre-school experience. Early years' provision in Leicester is generally of good quality. Although the number of providers of early years services (usually nursery schooling, childcare and childminding) has reduced since 2005 the number of places has increased by 7.9%, putting the city ahead of the national average. Access to nursery education for eligible three to four year olds is also in line with the national average. Maintaining and improving the quality of early years' provision is a priority as this is the foundation for future educational achievement. Much work has been done to co-locate children's centres onto school sites and build good quality foundation stage provision.

Case study

Q cards quality work

To support early year's settings in developing good quality provision early year's staff have produced a range of support services. These include a resource pack to promote good practice on the curriculum content. The resource builds on the theme that quality matters and provides advice, guidance and support for early year's providers in meeting the standards set out by Ofsted. Along with network meetings to support providers to share practice, development and learning opportunities these visual aids support providers to recognise that the early years are critical to long term success.

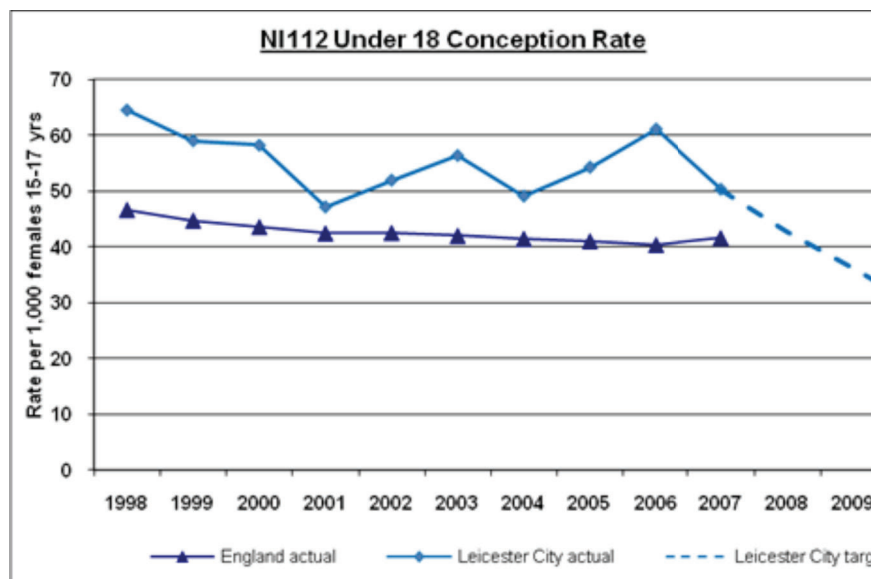
- 10.3.12 Ofsted rates children's services in Leicester, including education, social care and child protection, as adequate overall. Services to make sure children are safe and protected from harm are good, as are services for those children who are looked after by the council. There are fewer serious road accidents involving children, but more children are being admitted to hospital because of other injuries.

10.4 Improving wellbeing and health

- 10.4.1 Leicester has had significant health problems for many years. The health of the city's people is generally worse than in many other parts of the country. Although life expectancy is improving it is not improving as fast as elsewhere in the country, even when Leicester is compared to other places that have similar problems.
- 10.4.2 Mortality rates in the city are at least 20% higher than they should be. On average, men in Leicester live two-and-a-half years less than men elsewhere in the country, and women two years less. The level of deaths of children aged under one year is reducing but is higher than the national average. A higher proportion of babies are born with low or very low birth rates than in other parts of the country.
- 10.4.3 Cardio-vascular disease, including coronary heart disease, heart failure and stroke, remains the single biggest cause of death in Leicester (32.4%), followed by cancer (23.4%).
- 10.4.4 Diabetes rates in Leicester are twice the national average, but people from the city's south Asian communities are three or four times more likely to have diabetes than the white population and, although difficult to quantify, there are a substantial number of premature deaths, mainly from heart disease and stroke, where diabetes is an important contributory factor.
- 10.4.5 Lifestyle and hereditary factors contribute to this shortening of life. It is estimated that 13,500 years of potential life are lost to Leicester's under-75 population every year, in large part the result of smoking, excessive alcohol consumption, lack of exercise and poor diet.
- 10.4.6 27% of city adults are obese, as are 10% of 5-6 year old children and 18% of 10-11 year-olds. 23% of adults smoke, with around 425 smoking related deaths each year. Around 22% of the adult population drink over the recommended limits, with 17% of adults regularly binge drinking.
- 10.4.7 In 2008/09, over 6500 admissions were attributable to alcohol. Leicester has the 22nd highest alcohol-related hospital admission rate in the country (out of 354 local authority areas) and the second highest in the East Midlands. Alcohol related hospital admissions have doubled in the last five years, costing the NHS around £10 million a year in the cost of bed occupation alone. The seriousness of these figures is emphasised by the fact that Leicester has more people who do not drink alcohol than elsewhere in England.
- 10.4.8 Poor health is not spread evenly across the city's neighbourhoods and communities. People living in the most deprived areas are the most likely to die prematurely, with men in these areas dying on average six years younger than those in the least deprived neighbourhoods.
- 10.4.9 Smoking rates, for instance, are much higher in deprived areas. The level of deaths among older people increases significantly during winter months (by an average of 20% between 2003 and 2006). However, in the most affluent parts of the city there was an 11% increase while there was a 24% increase in the most disadvantaged areas. Too many people in Leicester end up being admitted to hospital when better

health services at an earlier stage would have prevented this. Again, too many of these people come from the most deprived parts of the city.

- 10.4.10 People with disabilities in Leicester are in the lowest income bracket and often experience the worst housing conditions in areas of multiple deprivation. 47% of city people with disabilities experience mental ill-health.



- 10.4.11 Teenage pregnancy rates in Leicester are much higher than the England average. There is a national target to reduce teenage pregnancy rates from 1998 baseline by 55% by 2010 (1998: 64.6, 2010:29.1). Though there have been recent improvements this remains a very challenging target, with nearly half of Leicester's wards showing higher rates than England; more resources are being deployed to further reduce the rate.

Case study

Hey Babe

In 2009 NHS Leicester together with the Local Authority launched a viral video to combat teenage pregnancy. Building on ideas from young people, who said that to give them messages they would take away the medium had to be powerful, either shocking or funny, the video showed footage shot from a mobile phone. The scene involving actors, showed a young girl giving birth on a school playing field. Over the course of three weeks the video got three million hits worldwide and was featured on national and international media.

- 10.4.12 People in some parts of the city find it hard to access health services. Three new GP practices have been opened in the areas where need is greatest. Seeing an NHS dentist is more difficult than it should be and the rates of dental decay in Leicester are higher than the national average.
- 10.4.13 Services aimed at preventing disease are not reaching enough people in the city. The Leicester Partnership is investing in health screening, for example for heart disease and strokes, but further work is needed on taking the blood pressure of more people. Services to manage diabetes are insufficient given the large number of people in the city with the condition.

- 10.4.14 The Leicester Partnership is working to help people live healthy lifestyles. Progress has been made in people stopping smoking, but more needs to be done on giving advice on weight. The 'healthy weight and healthy lives' initiative introduced in 2009 will help to address this.
- 10.4.15 The council has invested in sports facilities and introduced a number of initiatives such as free swimming for under-16s, the 3x30 initiative (a three-year project aiming to increase the numbers of over-16s taking part in physical activity and sport and encouraging them to undertake three 30 minute activities each week) and the development of outdoor gyms at Braunstone and Evington Parks. An £11m investment in a programme to transform grassroots football across the city is also underway. But too few children are physically active and the numbers of adults taking part in sport has fallen, in contrast with the national picture.
- 10.4.16 Although drug and alcohol misuse is higher than the national average, Leicester has good substance misuse services. Good progress is being made on reducing the number of alcohol-related hospital admissions and more drug users are being treated. The city council, together with Leicestershire County Council and the local NHS, are involved in the Total Place project looking at how money is spent in tackling drugs and alcohol, with a view to improving the quality and effectiveness of these services.
- 10.4.17 To reduce health inequalities, the city council and the local NHS have agreed an improvement action plan and implementing this will be a priority.

11. Individual and collective self esteem

11.1 Introduction

11.1.1 A key aim of the *One Leicester* strategy is that Leicester people should have happier and more satisfied lives and live in thriving, confident and caring communities where people respect each other. As one of the most diverse cities in the country, it is vital that Leicester continues to take forward its strong track record in building community cohesion. It is also important that every resident has the best possible chance of living an independent, happy and fulfilled life. The city's adult social care services in particular support people in having independent lives. This section looks at:

- Supporting vulnerable residents
- Building community cohesion
- Building active communities

11.2 Supporting vulnerable residents

11.2.1 The council's adult social care services have been adjudged to be performing well. Partners, including voluntary sector organisations, are doing some excellent work to enable people who need care to get personalised services. More older people and people with disabilities are being helped to live independently. More people are taking control of their own care arrangements through direct payments so they can decide what support will be of most benefit to them. People from all communities are influencing the development and delivery of services.

11.2.2 A major transformation of adult social care services is currently underway. The changes are a result of Putting People First, a new directive from the Department of Health, which recognises that care services need to be personalised to individuals. The council's aim is to give people:

- greater choice and control
- a wider range of services to help improve quality of life for the whole community
- better variety of service providers from the independent and voluntary sectors
- quick and easy access to services
- support to promote independence and help people to remain in their own homes
- excellent, easy to understand information that is accessible
- advice so that people can make informed choices
- a flexible approach to the way services respond to people's needs.

11.2.3 The council is committed to ensuring that more older people and adults with either physical disabilities or mental health problems are able to live in their homes. Services for people who are dying will be improved, and adaptations to the homes of those with physical disabilities will be done more quickly. The council is working with partners to ensure that the additional 1,000 extra care units of accommodation that are needed will be provided; of these, 450 will be social housing.

- 11.2.4 The council has taken a lead by employing people with a learning disability. In 2009 Leicester held the national Special Olympics; it is the only city to have done this twice.

11.3 Building community cohesion

- 11.3.1 Leicester is the 11th most diverse local authority area and the most diverse city in England. More than three quarters of Leicester residents think that their area is a place where people from different backgrounds get on well together. Whilst this is below the national average, it is very high for areas with large, ethnically-diverse populations, with only a couple of London boroughs achieving slightly higher scores.

Question: To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?

Definitely agree:	25%
Tend to agree	52%
Tend to disagree:	11%
Definitely disagree:	7%
All the same background:	1%
Don't know:	4%

Source: Ipsos Mori Leicester City Council Residents Survey 2008

- 11.3.2 When these answers are broken down between the various communities within the city, some differences emerge. Asian residents were more likely to agree than white residents that people from different backgrounds get on well. People in work were more positive about this than people not in work, while more older residents felt that people got on well together than younger residents.
- 11.3.3 In terms of a sense of belonging, Leicester residents are becoming more likely to identify with the city or the country than they are with their own street. Older residents and Asian residents are the most likely to identify with their street, while younger residents and residents in higher social categories are the least likely to identify either with their street or the city.
- 11.3.4 Leicester does good work in helping people newly arrived to the city, such as refugees and asylum seekers, to settle and feel welcome. Citizenship and English classes are held in libraries, while help and advice is provided to enable people to find accommodation and safety advice is given by the fire service.
- 11.3.5 Leicester is rightly renowned for the scale and quality of its festivals and events, which both celebrate different faiths, cultures and communities and bring the city's people together, including the largest Diwali celebrations outside India. There is also an annual comedy festival, the Riverside Festival and the Heritage Festival, as well as music festivals in De Montfort Hall and its gardens. In 2008 Summer Sundae was voted the best small festival in the country, while in 2009 there was a week-long celebration of St George's Day events. Other activities specifically aimed at building community cohesion also take place, such as a 'making it real' event on creating strong and cohesive communities.

11.4 Building active communities

- 11.4.1 The Leicester Partnership has an active community engagement strategy, to enable neighbourhoods and communities of interest to influence what is happening in the city. The council has now developed regular meetings in each ward across the city, led by the local councillors and attended by other partners such as the police.

These give residents the opportunity to raise local issues and directly question providers, increasing the sense of belonging in neighbourhoods. As part of this initiative, key frontline services such as environmental services, are being made more locally responsive. Following a successful pilot, each ward will now have a dedicated street warden to identify and tackle problems such as graffiti and fly-tipping.

- 11.4.2 Around one in five Leicester residents gives unpaid help to local groups, clubs or organisations, with 45% doing so at least once a week. One in ten residents participates in groups that made decisions affecting their local area.
- 11.4.3 Leicester benefits from a strong, vibrant and diverse voluntary and community sector. The latest figures indicate that over one in five Leicester people give unpaid help to groups, clubs or organisations, with nearly half of these helping out at least once a week.

12. Managing the council's finances

12.1 This section of the report provides a summary of the council's financial performance for 2008/09 and our spending plans for 2009/10 and beyond.

12.2 Summary of the year

12.2.1 The council's spending in 2008/09 amounted to £1 billion - around £2.7m every day of the year. £0.9bn paid for day to day running costs of services like schools, museums, parks and care for older people. £0.1bn was invested in capital projects such as Curve and a programme of rebuilding and reinvesting in our secondary schools.

Bird's eye view of spending

	£bn		£bn
Children and education	0.4	Government grants	0.8
Adult social care	0.1	Council tax	0.1
Housing benefits	0.1	Fees, charges and other income	0.1
Other services	0.2		
Housing revenue account	0.1		
Capital projects	0.1		
Total Spending	1.0	Total Income	1.0

12.2.2 The council's track record of effective budget management and early identification of budget pressures enabled spending to be contained within budget. Despite financial constraints, service departments managed their spending to within a small under-spend of £0.3m. A significant saving materialised against the capital financing budget, which was predicted early in the year and was taken into account when making budget decisions for 2009/10.

12.2.3 2008/09 was characterised by substantial economic volatility. This resulted in significant reductions in our investment income returns in the latter half of the year. Energy costs increased substantially in the early part of the year. This resulted in higher than budgeted costs. Onset of recession during the financial year has been mostly felt in reduced income for some services, and reduced ability to dispose of assets to finance future capital spending.

12.2.4 The council had no money at risk in any failed banking institutions.

12.2.5 The council's uncommitted general reserves, which are held as a contingency against any unforeseen circumstances, stood at £6.5m. This is higher than the recommended minimum level (£5m) but below the £7m the financial strategy aims to achieve. At just 2.5% of the budget our reserves are low when compared to similar local authorities.

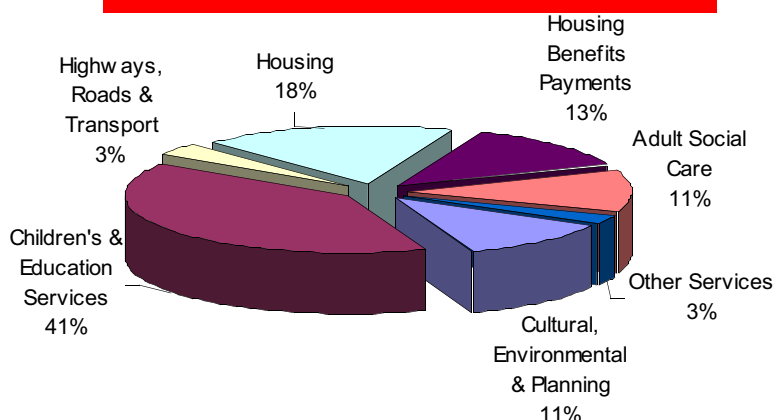
12.3 Summary of the statutory accounts

12.3.1 The following sections provide a more summarised version of the council's main financial statements for the year ended 31st March 2009. The full statutory statement of accounts can be obtained from our customer services centre at New Walk Centre or at www.leicester.gov.uk. The full accounts incorporate other key statements setting out responsibilities for the accounts, a statement of accounting policies, and a statement setting out the annual governance framework.

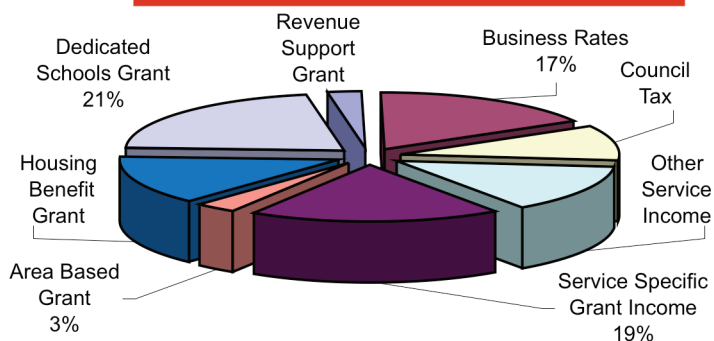
Revenue income and expenditure account

- 12.3.2 The income and expenditure account reports the net cost of all services and functions for which the council is responsible. The following charts provide an analysis of the total revenue cost (£928m) of the various services provided by the authority together with the main sources of income to meet this spending.

Proportion of spending on each service



How the council's services are funded



This chart demonstrates that around 86% of the income we receive is controlled by the government through general and service specific grants, leaving real local discretion of just 14% of our total income.

- 12.3.3 For the purposes of the summary overleaf the income and expenditure account has been combined with the statement of movement on the general fund balance.

	2007/08		2008/09	
	Gross £m	Net £m	Gross £m	Net £m
Cultural, environmental and planning service	104.2	54.6	103.4	61.7
Childrens and education services	361.5	72.5	370.6	79.3
Highways, roads and transport	29.7	19.5	31.4	20.8
Housing	212.4	(0.9)	290.6	66.9
Adult social care	103.7	67.9	105.7	80.6
Corporate, central and other services	20.4	14.7	26.8	22.7
Cost of all services	831.9	228.3	928.5	332
Net operating expenditure and adjustments to reflect statutory and proper practices		13.6		(45.6)
Net Expenditure for the Year		241.9		286.4
General government grants		159.0		199.4
Council tax		82.8		87.5
(Increase)/decrease in general fund balance		0.1		(0.5)
General Sources of Finance		241.9		286.4

Capital expenditure and financing

- 12.3.4 When the council constructs a building or purchases a piece of land this type of expenditure is known as capital expenditure. The very nature of this spending is that it will provide some value to the community for some years to come. The council's capital spending in 2008/09 totalled £123m.

<u>Capital Expenditure</u>	<u>£m</u>	<u>Capital Financing</u>	<u>£m</u>
Childrens Services - including rebuilding and reinvesting in secondary schools	41.4	Grants and Contributions	58.0
Housing - including kitchen and bathroom improvements	27.0	Borrowing	40.7
Regeneration and transport - including Curve, the digital media centre and city centre developments	44.5	Reserves and budget contribution	17.6
Adults and Corporate	10.2	Receipts from the sale of land and buildings	6.8
Total Expenditure	123.1	Total Financing	123.1

Balance sheet

12.3.5 The balance sheet sets out what the council owns (assets) and what the council owes (liabilities) as at 31st March each year. The balance of these two items is represented by reserves and balances. The table below provides a more summarised version of the balance sheet as at 31st March 2009.

	2008 £m	2009 £m
Assets		
Fixed and long term assets	2,177	2,196
Money owed to the council	74	73
Investments and stock	67	73
Total assets	2,318	2,342
Liabilities		
Items owed by the Council	112	113
Borrowing	323	315
Pension scheme	102	229
Other	198	256
Total liabilities	735	913
Net assets	1,583	1,429
Non - spendable reserves	1,499	1,321
Spendable reserves	84	108
Net worth	1,583	1,429

Fixed and long-term assets include land and buildings, council dwellings, roads, vehicles, plant and equipment owned by the council.

This figure (£73m) includes £29m owed by the government and other local authorities, £13m in business rates and council tax and £11m relates to capital grants and contributions outstanding.

The non-spendable reserves (£1,321m) are amounts arising from the financing and revaluation of fixed assets. This sum is not available to spend on council services.

Spendable reserves and balances of £108m include: £56m earmarked for specific items in the future including grants we have received for later years, £20m in balances held by individual schools, £10m towards capital investment and £6m for insurance purposes.

Cash flow statement

12.3.6 The cash flow statement is one of the main financial statements contained within the accounts. Whilst for a commercial company this is an important statement it is of less significance within a local authority context. This statement has been reproduced below in a slightly more user-friendly format.

	£m		£m
Cash as at 31st March 2008	58	Rents, council tax, business rates, government grants and cash received for other goods and services	896
Cash In	1,000	Capital receipts and contributions	101
Cash out	(996)	Interest received	3
Cash as at 31st March 2009	62	Cash in	1,000
		Cash paid to and on behalf of employee	(376)
		Operating and other revenue costs	(476)
		Interest paid	(15)
		Capital spending	(113)
		Movement in loans and investments	(16)
		Cash out	(996)

12.4 Spending plans

12.4.1 In February 2009, the council agreed a three year financial strategy to cover the years 2009/10 to 2011/12. It is currently being revised for the years 2010/11 to 2012/13. The budget for 2009/10 is set out in summary below – these figures are shown net of grant for specific purposes and other services related income (such as fees and charges for sports facilities).

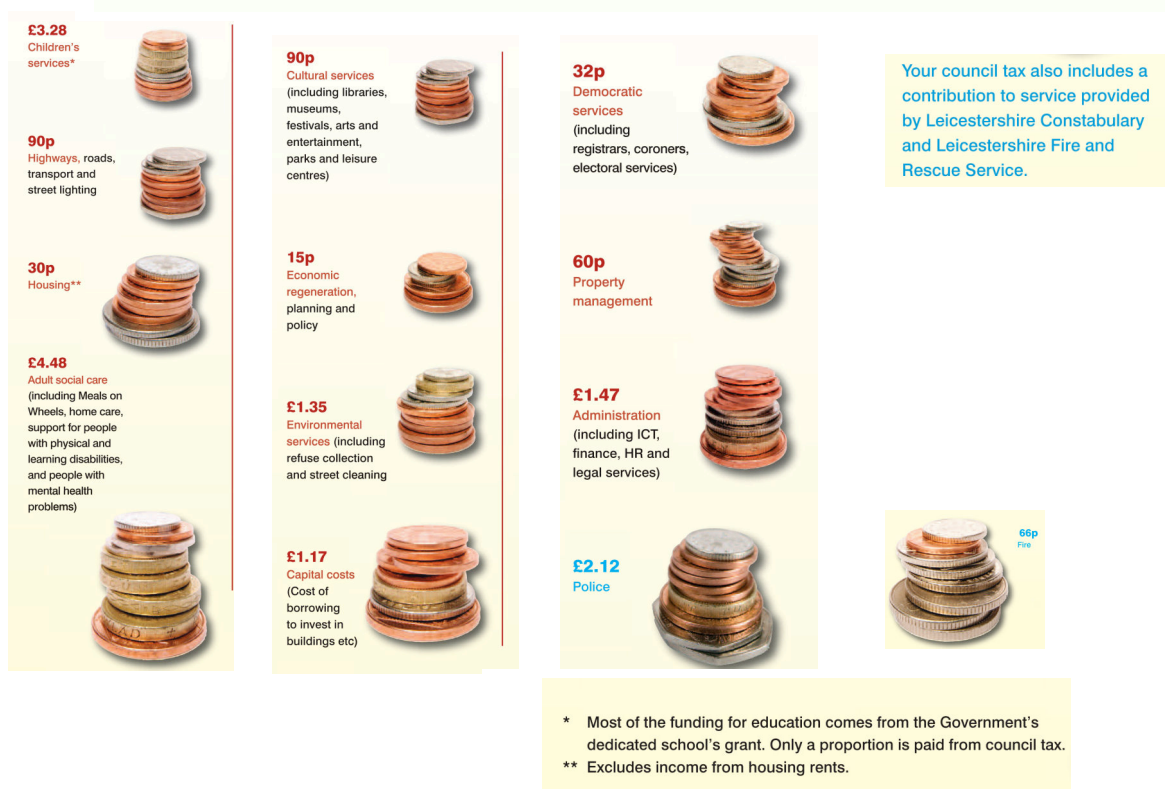
<u>General fund service spending plans</u>	<u>£m</u>	<u>General sources of finance</u>	<u>£m</u>
Childrens services	70.8	Government grant	177.4
Adult services	88.5	Council tax	91.9
Housing	9.0	Use of reserves	1.5
Regeneration, culture & highways	73.0		
Central and support services	29.5		
Total Net Service Expenditure	270.8	Total Financing	270.8

12.5 Council tax – where your money goes

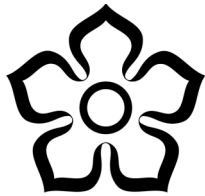
12.5.1 The council's spending plans are heavily influenced by the level of grant we receive from central government. Whilst council tax is only a small source of the council's funding, as can be seen in the diagram below, it helps to pay for a large range of local services.

This is how your weekly council tax payment (based on a Band A property) contributes to local services:

Weekly council tax of a Band A property: £17.70



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Leicester
City Council

**Cabinet
Council**

**15th February 2010
25th March 2010**

Leicester City Council's Corporate Plan 2010/11 - 2012/13

Report of the Chief Executive

1. Purpose of report

To present the council's corporate plan for the years 2010/11 – 2012/13, which brings together the council's approach to delivering *One Leicester* for that period.

2. Recommendations

Cabinet is asked to agree the corporate plan 2010/11-2012/13.

3. Report

- 3.1. The corporate plan is Leicester City Council's response to the challenges and priorities expressed in *One Leicester* and represents how the council will deliver the 25-year vision for the city. The plan includes sections covering where we are now, where we want to be at key stages in the plan and how we will get there. The plan contains a number of targets and priorities
- 3.2. The strategic direction for council services is set out in the corporate plan. It is underpinned by the authority's financial strategy and the organisational development and improvement plan.
- 3.3. Strategic programmes, developed by the priority boards, will commission the activities and projects required to deliver the corporate plan outcomes and, where necessary, remodel service delivery.
- 3.4. The service planning and performance management framework is shown in the diagram on page four of the corporate plan.
- 3.5. Service improvement and efficiency plans document the contribution of operational divisions to each strategic programme and outcomes for service users. They inform the corporate dialogue about use of resources and the activities required to reshape services and deliver the corporate plan.
- 3.6. Teams and individuals will be appraised and developed in line with the priorities in the

relevant service improvement and efficiency plan, making sure that all council employees understand the contribution they are making to our success and achievement of the *One Leicester* vision.

- 3.7. The State of the City report for 2009, which also appears on today's Cabinet agenda, reports the city's progress toward the vision and review our challenges over the last year.

4. Financial, legal and other implications

4.1. Financial Implications

Our financial commitment to delivering the corporate plan is contained within the financial strategy.

Mark Noble, Chief Finance Officer (Ext. 29 7401)

4.2 Legal Implications

No specific implications

5. Consultations

Members of Strategic Management Board and all divisional directors.

6. Report author

Several officers have contributed to this final document. Further information on this corporate plan can be obtained from Mark Bentley, Head of Communications (ext 29 6397).

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)

One Council

Leicester City Council's Corporate Plan

20010/11 to
2012/13



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Introduction

One Leicester set an ambitious call for action that aims to transform Leicester into Britain's sustainable city over the next quarter century, improving economic, social and environmental wellbeing across Leicester as well as contributing to sustainable development in the UK.

This plan is the city council's response to that call for action, setting out our plans to improve our core services to Leicester's citizens and our strategy for transforming the way in which the council delivers and executes its public leadership role.

Together with our partners, we want to improve the quality of life for the citizens of Leicester – by supporting people so they can reach their potential and by tackling inequalities in health, education, skills and prosperity. We want to support the development of neighbourhoods and communities, recognising and acknowledging that there are differences in the way we provide services. This is why we will build on our ward community meetings and the work and knowledge of our local councillors, to ensure we engage fully with the people we serve.

This plan sets out our key priorities that have been determined from an analysis of the key issues that effect Leicester's citizens. It is supported by plans for each of our core services to raise standards in delivering the basics as well as rigorously focusing on narrowing the gaps.

This plan is also supported by an organizational development, improvement and efficiency plan that will transform our processes and systems and improve our responsiveness, to ensure we train and up-skill our staff and utilise those skills effectively to deliver efficient services that offer value for money.

In delivering this plan we are committed to talking with and listening to the people of Leicester, to responding effectively to the issues they raise and to being accountable to them for delivering excellent services.

Councillor Ross Willmott
Leader

Sheila Lock
Chief Executive

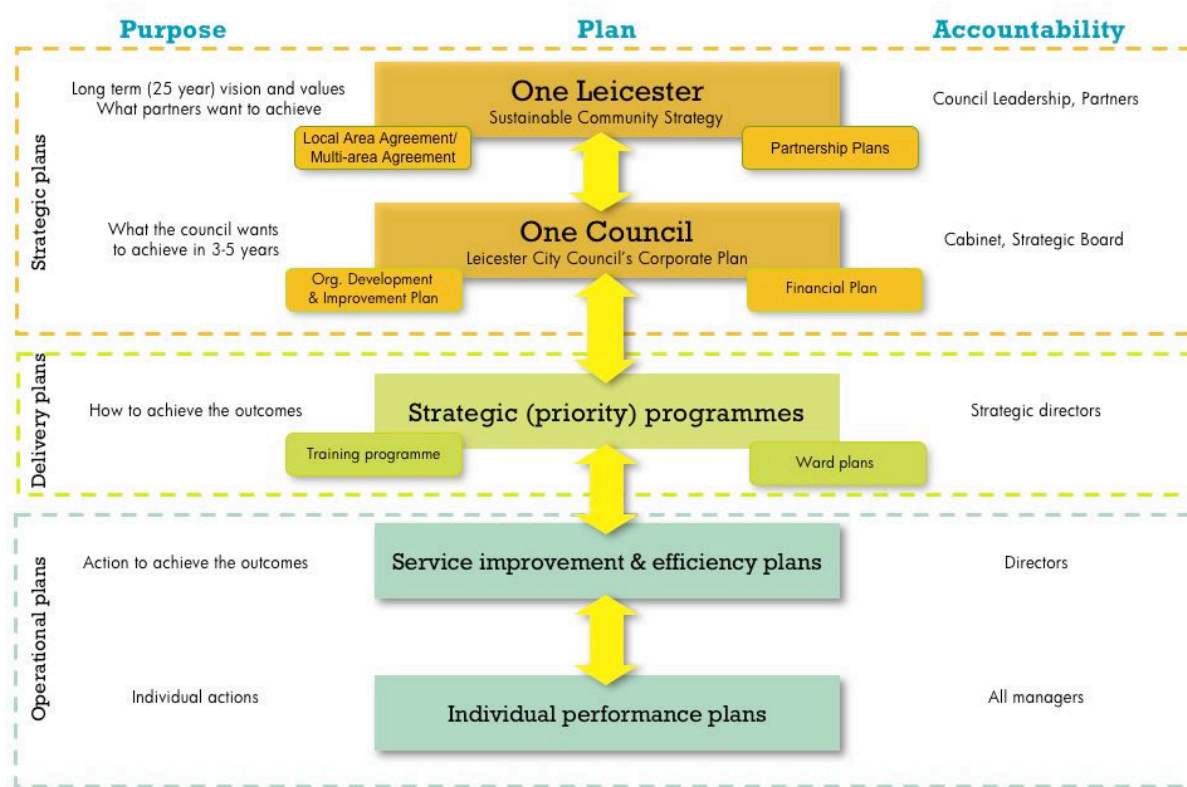
One Council

In 2008 Leicester City Council, working with partners across the city, developed a 25-year vision for Leicester. After extensive consultation with a wide range of stakeholders a new strategy – *One Leicester* – emerged.

One Leicester contains seven key priorities for the city and each partner undertook to develop its own plans to help deliver those priorities. *One Council* is Leicester City Council's response.

Along with our financial plan and organisational improvement plan, *One Council* shows how we will play our part in delivering the *One Leicester* priorities over the next three years. It also includes some of the commitments we have made, with our partners, as part of our local and multi-area agreements.

Council plan relationships



deliver neighbourhood priorities. The planning framework above shows how each strategy and plan links to and from *One Leicester*:

We deliver a huge number of high-quality services to the people of Leicester every single day. Our success is regularly acknowledged by multiple beacon council awards, green flags for our parks, stretched performance for our LPSA targets, other national awards (like national local employer partnership of the year) and being cited frequently in Government guidance as an example of an authority that does things well. It would be easy to focus this plan on all of the good things we do and, whilst we have ambitious improvement plans for all of our services, we particularly want to focus on our key challenges. This plan does that. *One Council* is a plan to improve our key priority areas.

The council's cabinet and strategic management board have overall responsibility for delivering the outcomes within this plan and we will report regularly on how well we are doing. Our plans will be regularly reviewed and updated.

As lead partner in the Leicester Partnership, we will also produce a 'state of the city' report each year. This will develop our strategic needs assessment of the city as a whole and highlight our progress towards the *One Leicester* priorities. It will also help us engage in the conversations with our communities and partners that can shape our future work.

Financial plan

One Council has been prepared alongside our medium-term financial strategy, which was approved by the council in 2009. It can be found here:

<http://insite/resources/financial-services/financial-strategy>

The financial strategy covers the period 2009/10 to 2011/12 and identifies the council's priorities that require some degree of financial commitment. It describes our overall financial outlook, specific financial policies and how the priorities will be funded.

We have been piloting a different approach to budgeting, with a view to adopting a new, more strategic way of allocating budgets in the future. Priority-based budgeting is an adaptation of zero-based or activity-based budgeting. Instead of simply rolling budgets forward on a 'last year plus inflation' basis, priority-based budgeting links our budget directly to the *One Leicester* strategic priorities. This will ensure that we are spending our funds in the right places to deliver the best outcomes for our citizens.

Priority-based budgeting supports the new organisational structure, the new priority boards and our commissioning strategies. It will improve the visibility of budgets for members and senior officers, support the delivery of priority outcomes, improve efficiency and value for money and give us a much better opportunity to scrutinise each activity.

This new approach will be introduced this year and fully implemented across the council from the 2011/12 budget onwards.

Organisational improvement programme

Our organisational improvement programme identifies how we will build both a culture of continuous improvement and a capacity to deliver those improvements.

There are two main elements to the programme:

We know we can only deliver *One Leicester*, and *One Council*, if the people who work for Leicester City Council understand and are properly equipped to do the jobs we need them to do. Our **pay and workforce strategy** shows how we will support our staff in delivering our key priorities, by building our capacity – both organisationally and individually – and by developing the right skills and knowledge to become one of the best councils in the country.

We are also implementing a number of other **organisational change initiatives**, supported by a central team of council officers that has been brought together from across

the authority. New ways of working – such as priority-based budgeting – will help us to transform our services and deliver improvements across the council.

Organisational improvement is vital to our business and we will manage it with the same level of focus and intensity that we place on other critical business matters.

The projects currently identified are only the beginning of our organisational development. Over the coming years our ability to build internal capacity and commitment to continuous improvement will be key to delivering the strategic priorities of *One Leicester*.

Where we are now

We want to become one of the best councils in the country, making a real difference for our citizens and providing rewarding careers for our employees. We want to play our part in responding to the call for action set out in *One Leicester* and ensure we make Leicester a place where people want to live, work and enjoy their leisure time.

Achievements and strengths

In recent years we have achieved a lot – both as a council and as a city. We have shown that we can deliver major improvements, for example:

- Highcross Leicester – the £350million retail and housing development opened in September 2008 – created 2000 jobs (many for local people) and moved our national retail ranking to 11th.
- Curve, our iconic new theatre, was opened by the Queen in December 2008 and has really put the city on the national cultural map.
- Our Streets + Spaces programme created a new look for our city centre, investing £22 million in public realm works.
- Phoenix Square, our new digital media centre, opened in autumn 2009.
- A new park and ride terminus has opened on St Nicholas Circle. A new service has also been launched from Enderby, supplementing the Meynell's Gorse service.
- Our £230million Building Schools for the Future is progressing well, with all of the first four schools complete and a second phase of the programme in place. We have similarly ambition plans underway to use our primary capital funding to upgrade our primary schools.
- We have driven up standards in schools at all key stages.
- In the summer of 2009 Leicester hosted the Special Olympics for the second time.
- We have developed one of the country's first multi-area agreements, in partnership with the county council.
- A new economic development company – Prospect LeicesterShire – has been launched, creating a sub-regional focus for development opportunities unrestricted by local authority boundaries.
- The council has delivered around £30 million of efficiency savings over three years, beating Government targets.
- We have improved our performance on 93% of our performance indicators in the local area agreement.
- In partnership with NHS Leicester City, we have appointed a director of public health who now provides strategic leadership in tackling the health inequalities in Leicester.
- Working with our black workers groups, we have developed a 'Reach Higher' programme.
- The city has a national and international reputation for community cohesion and was a founding member of the Institute for Community Cohesion.

- The development of the *One Leicester* strategy itself is a major achievement, bringing together the ambitions and hopes of the people of Leicester into a concise vision for the future.
- We have won awards for our work in reducing re-offending and our work with young people in care.

Key challenges

We recognise that the challenges we face can only be tackled by co-ordinating our efforts with other partners. We are making good progress in many areas, regularly supported by the work of the Leicester Partnership: developments with city schools, transformation of adult social care services, new arrangements with the county council for economic development and work with the business council. We also recognise that we can further strengthen and maximise these partnerships for the good of the city.

The 2009 'Oneplace' comprehensive area assessment included two 'red flags' for Leicester - for crime levels and for improving life expectancy and reducing health inequalities. The council's organisational assessment, published at the same time, reported the council as performing adequately. We are determined to improve this and we know what we have to do to become an excellent council.

An excellent understanding of our communities has to be the starting point for our planning, priority-setting and service delivery. From our regular resident surveys, we already have a good picture of many of the issues that we need to tackle – as well as those services that are already performing well and are highly regarded by the people of Leicester.

We also know the areas of the city where people experience the greatest inequality. Leicester is now ranked the 20th most deprived local authority in the country and, although the city has successfully tackled this situation in some communities, some areas of the city still fall within the most deprived 5% of areas in England.

We recognise the diversity of the city and the range of communities that live in Leicester. The city has a diverse population and almost half have an ethnic minority background. This mix brings many positive strengths to the city – a rich cultural heritage recognised in arts and festivals, a resource in community languages and a vibrant community sector. It also brings with it many challenges – of meeting the needs of new communities, of tackling issues of access and of differentiating services.

Tackling poverty is a key strand of *One Leicester*. However, unlike many other cities in England, poverty and diversity in Leicester do not correlate statistically. Some of our poorest communities live on the largely white outer estates, although poverty is also to be found in some of our newest communities, where there is a real diversity of backgrounds.

Most striking are the health and education inequalities, including differences in educational attainment and wellbeing amongst our children and young people, limited access to employment and skills opportunities for some of our working age population and poorer health outcomes.

One Leicester – and *One Council* – are about reducing these inequalities.

There are areas of council performance that we recognise need to improve and we have already begun to tackle these. For example, after a critical inspection from Audit Commission

DRAFT- pending final approval

inspectors, we have developed a radical improvement plan for our benefits service designed to transform our customers' experience of, and satisfaction with, the service.

Where we want to be

One Leicester identifies where we want to be in 25 years' time. To achieve the key outcomes we need, we have set 25 short-term targets that reflect both the *One Leicester* priorities and our own aspirations to become an excellent council.

These targets are both ambitious and realistic. We will monitor them regularly to check our progress and are committed to reporting back and being held accountable for our progress.

Investing in our children

1. Reduce the percentage of 16-18 year olds not in education, employment or training from 8.4% to 7% by 2011 (LAA target) and to 5% in 2013
2. Reduce the rate of teenage conceptions per 1,000 from 50.1 to 29 by 2011 (LAA target) and 28.9 by 2013.
3. Halve the proportion of children in poverty from 38.5% by 2020.
4. Increase the percentage of young people achieving level 4(+) English and Maths KS2 from 66.7% to 80% in 2011 and 82% by 2013.
5. Increase the percentage of young people achieving 5+ A* GCSEs (including English and Maths) from 39.9% to 55% in 2011 and to 65% by 2013

Planning for people not cars

6. Reduce journeys to work by car from 54.7% to 48% by 2013.
7. Increase the number of people using public transport from 38.5 million journeys to 44 million journeys by 2013.
8. Increase the percentage of employees covered by workplace travel plans from 13% to 55% by 2013.

Reducing our carbon footprint

9. Reduce CO₂ emissions from residential properties from 651,000 tonnes to 530,000 tonnes by 2013
10. Reduce CO₂ emissions from businesses from 1,028,000 tonnes to 837,000 tonnes by 2013
11. Reduce CO₂ emissions from car use from 285,000 tonnes to 232,000 tonnes by 2013

Creating thriving and safe communities

12. Reduce recorded crime from 69 per 1,000 population to 54 per 1,000 by 2013
13. Increase numbers of people in control of their social care services through self-directed support from 741 to 1,957 by 2013
14. Deliver 992 new affordable homes by 2013 (LAA target)
15. Increase the numbers of people who believe people from different backgrounds get on well together in their local area from 76.2% to 84% by 2013. (LAA target)

Improving wellbeing and health

16. Reduce the all-age all-cause mortality rate per 100k population – males from 850 to 665 by 2011 (LAA target) and to 663 by 2013; females from 598 to 484 by 2011 (LAA target) and to 482 by 2013

Talking up Leicester

17. Increase the % of people satisfied with their area from 71.7% to 84% by 2013.

Investing in skills and enterprise

18. Increase the proportion of population (aged 19-64 for males and 19-59 for females) qualified to at least level 2 or higher from 57.6% to 61.9% in 2011 (LAA target) and to 72.2% by 2013
19. Increase the number of VAT Registered businesses in the area showing employment growth to 1% above the regional average by 2011 (LAA).
20. Reduce percentage of working age people on out of work benefit from 16.2% to 15.3% by 2011 (LAA target) and to 14.3% by 2013

One excellent council

21. Reach top level (excellent) Organisational Assessment of the council by 2012 and maintain that position.
22. Increase fair treatment by local services from 66% to 78% by 2013 (LAA target)
23. Increase workforce representation in top 5% earners from BME communities from 15.38% to 20% by 2013
24. Reduce staff sickness from 12 days in 2008 to 8 days in 2012 and to maintain that position.
25. Value for money: total net value of on-going cash releasing value for money gains of £37.4m by 2011 and a further £32m in 2011/12 and 2012/13.

How we will get to where we want to be

Our values

We believe these six values, which we share with our partners, will help us to make the difficult choices about where to put our resources and which projects to support. We will ensure these values underpin our organisation and that we adhere to them in the way we conduct our business.

Driving out inequalities

We will prioritise those people most in need and those activities that drive out inequalities between communities and individuals. Rather than just addressing the symptoms, we will prioritise the preventative activities that eliminate the root causes of inequality. We will tackle poverty and the causes of poverty in the city.

Delivering quality services

We will focus on those activities that improve the quality of public services and other aspects of public life that affect the people of Leicester. We will challenge the way things are done so we can deliver better value for money and more effective and efficient services for the people of Leicester.

Delivering outcomes

We will concentrate on those activities that deliver the right results for the people of Leicester – the things that will make a real and lasting difference to people's lives.

Having a customer focus

We will prioritise activities that help us to respond better to the diverse needs and concerns of different communities across the city. We will involve the people that use our services in how they are designed and deliver our services in ways that suit the people who depend on them. We will prioritise activities that make our services accessible to all citizens – regardless of their circumstances. This will usually mean delivering services to people in their own neighbourhoods.

Joining-up what we do

We will ensure that the activities of all of the main agencies in the city are well co-ordinated, working to a common strategy and agenda. This will help us to work together more effectively for the benefit of the people of Leicester. At our best, the sum of our achievements will be greater than the parts.

Delivering sustainably

We will prioritise those activities that take into account the social, economic and environmental needs of the people of Leicester and that do not compromise the needs of future generations.

Our approach to...

There will never be enough funding or resource to do all the things we want to do, so we will need to plan and prioritise. But we recognise that we also need to be clear and transparent about the decisions we make at ALL levels of the council. We want to communicate effectively our approaches on the key areas of our business.

... protecting vulnerable people

Vulnerable children

Supporting our children and young people is vital to the city's long-term success. We are committed to improving outcomes for all children, but recognise that for some our efforts need to be doubled. We are committed to improving the life chances of children and young people whose circumstances make them vulnerable to poor outcomes.

Children and young people may be vulnerable for a range of reasons and some groups are at very high risk, such as those who need or are leaving care services, those with learning disabilities or those in receipt of mental health services.

We will continue to work actively to safeguard children and promote their welfare, including their emotional wellbeing, by:

- Providing secure and caring environments for our children that support them and their parents.
- Providing timely help for families who need it – from pre-birth to adulthood. Early prevention services help parents and carers to find solutions to problems early on, whilst youth support services provide young people with things to do, places to go and people to talk to outside of school.
- Providing specialist services to ensure that those children at the highest risk are supported protected and given the care and advocacy they need.
- Increasing anti-bullying work in and around schools, tackling substance misuse and anti-social behaviour and encouraging young people to become responsible and active citizens.
- Giving good advice to young people to make positive life choices, including sexual health advice and career and training advice – but recognising that sometimes young people will make choices or be in situations that bring risk. When they do so, we will support them.
- Supporting specific groups, such as unaccompanied asylum-seeking children.
- Introducing the common assessment framework for children with additional needs, making a commitment to deliver a core offer for disabled children.

To sustain this for the future, the council and its partners are investing in personalised services that offer choice, ease of access and opportunities for self-directed support. We intend to do this in a way that harnesses the voice of young people and engages them in service development.

Vulnerable adults

We believe that we should apply the same rigour to safeguarding adults who are vulnerable as we do to children and young people.

The transformation of adult social care services now underway will give individuals more choice and control over the services they receive, but this can only be achieved by ensuring our vulnerable adults are protected.

We will continue to work jointly with colleagues from the police and the voluntary and health agencies to intervene, protect and get the best possible outcomes for vulnerable people.

Through our safeguarding adults board, which includes representatives from Leicester City Council, Leicestershire County Council, Rutland County Council, PCTs, UHL, independent and voluntary sector, Leicestershire Partnership Trust and police, we will further strengthen our procedures and exercise rigour and scrutiny.

We have:

- ☐ Increased awareness of risk to vulnerable adults through training.
- ☐ Improved data to enable appropriate analysis and better understanding of the issues.
- ☐ Targeted activity to ensure protection of vulnerable groupings.

... sustainability

We want all of our employees to share the *One Leicester* commitment to become Britain's sustainable city.

As a local leader we will contribute to a better local environment and reduce our impact on global environmental problems through monitoring and managing our own impact.

We will do this through managing our environmental impact using EMAS (Eco-Management and Audit Scheme) – a recognised European system. We will track our impact and tell people how well we are doing in a number of key areas, including reducing our reliability on city centre parking, encouraging alternative travel plans, reducing our waste and pollution, using our resources more efficiently and cutting our CO₂ emissions.

We can have a real influence on issues affecting Leicester and the wider environment through the way we buy goods and services. In 2009 we adopted a sustainable procurement policy to guide procurement decisions and will now use a risk-based method of prioritising areas of action. We built on new approaches to fair trade by adopting a ten-point Fairtrade pledge of action for 2008-2013.

... community engagement and communication

In Leicester, we know that we have a valuable asset within our communities – the knowledge, experience, skills, opinions, time and effort of the people that live here.

By harnessing this asset we will make sure we provide the services that people need in a way that they want to receive them *and* raise service standards and the customer experience.

We understand that effective community engagement builds trust and will help us to deliver the sustainable city that is at the heart of *One Leicester*.

Effective community engagement depends on effective communication. This involves everyone – council staff, the partners we work with and people who use our services. Internal communication is as important as our external communication – we all need to understand the part we play in improving the council and achieving success.

We need to ensure our customers can access our services easily and quickly, so we will continue to provide a wide range of channels that allow them to do so. We also know the importance of producing communication and marketing material to the highest standard – clearly written, well designed and fully accessible to everyone.

We will talk with our communities regularly, building on the relationships that already exist with democratically-elected representatives, so we understand their needs and expectations. We will involve people in planning and evaluating services and communicate clearly and consistently the outcomes of that engagement.

We will:

- ☐ Embed community engagement principles and standards across all of our services.
- ☐ Develop a better understanding of our communities and use what they tell us to shape services.
- ☐ Use our communications to support delivery of *One Leicester* and build a reputation for excellence.
- ☐ Respond to what people tell us they want – and then tell them what we've done.
- ☐ Devolve resources to local communities to support local action based on community needs.

... equality, diversity and cohesion

Nearly half Leicester's population has an ethnic minority background, so equality, diversity and cohesion are significant issues for us. We are positive about diversity and this is strongly reflected in our approach to tackling inequality and extremism.

Community cohesion is about our communities understanding each other and having respect for differences. We will continue to celebrate different festivals and cultural histories, build harmonious relationships between all communities, broker and mediate tensions when they arise, understand and work towards meeting the needs of our newest communities and ensure that our services are as culturally appropriate as possible.

Our community cohesion activities complement our equalities work, which focuses on those who are disadvantaged or discriminated against through age, disability, race, gender or trans-gender, religion or belief and sexual orientation.

We are committed to treating everyone fairly. We continually review our services from our customers' perspectives – through equality impact assessments of our practices and our policies. We aim to be as good as the single tier unitary authority best in this outcome measure by 2015.

We are also committed to tackling extremism in all its forms and to busting the myths that promote disharmony and create tension.

From both a community cohesion and an equalities perspective it is important that our workforce represents the diversity of the communities we serve. This gives our residents the confidence that we are aware of their particular circumstances and have an understanding of their needs. A diverse workforce maximises the use we make of the enormous talent we have in all of our communities, as well as giving our staff opportunities to learn from each other and enhancing our skill base. We are committed to improving our workforce representation, particularly within the top 5% of earners.

Key outcome 22: increase fair treatment by local services

Current: **66.6%**
Targets: 10/11: **72%** 11/12: **76%** 12/13: **78%**
England average: **72.4%**
Single tier average: **69.5%**
Single tier best: **80.7%** (East Riding of Yorkshire UA)

Key outcome 23: increase workforce representation in top 5% earners from BME communities to represent the population

Current: **15.38%** (2007/08)
Targets: 10/11: **18%** 11/12: **19%** 12/13: **20%**
England average: **3.4%**
Unitary average: **3.2%**
Single tier best: **20%** (Birmingham MD – 2007/08)

... sub-regional working

Despite the current global economic downturn, there has been unprecedented private investment coming into the city over the last few years, increasing our sense of common purpose, optimism and energy.

We have an ambitious vision for the sub-region – a vision that we hope will inspire businesses, residents and investors in our city, in the county towns and in rural areas. Our aim is that Leicester and Leicestershire will have a prosperous, enterprising and dynamic economy, characterised by innovative businesses and creative people, attractive places and sustainable communities.

New sub-regional arrangements are now in place with the development and implementation of one of the country's first multi-area agreements (MAA). The main objective of this agreement is to improve the economic performance of the Leicester and Leicestershire sub-region and so improve the quality of life for our residents, workers and visitors. A new leadership board manages and steers the MAA, as well as an economic assessment and our economic strategy.

Alongside this, Prospect LeicesterShire – our new economic development company – is driving forward infrastructure, inward investment and business development across the sub-region.

These revised structures support the delivery of long-term strategic economic change and transformation in the sub-region, underpinned by closer joint working between partners. The high level outcomes of these arrangements will increase employment, develop higher-level skills and foster business growth.

... leadership and accountability

We recognize the key role the council plays in driving forward improvements that will benefit the citizens of Leicester. We want Leicester to be amongst the best cities and we want the city council to be regarded as an excellent authority.

To do this the city council must take on the leadership role and accountability that comes with being the major public sector authority for the city. We must co-ordinate and align key strategies that will shape the future of the city.

We will do this by ensuring that our planning processes focus on the differences that will be made by services, aligning our key strategies in a way that will make sense to the user, pooling our resources where possible with other agencies and by ensuring that everyone who works for us is clear about the contribution they will make.

The new comprehensive area assessment, which replaced the comprehensive performance assessment from 2009/10, represented a different and harder test.

Key outcome 21: achieve a top level (excellent) Organisational Assessment of the council by 2012 and maintain that position

Current: **Adequate**

Targets: 10/11: **Good** 11/12: **Excellent** 12/13: **Excellent**

Single tier best: **Excellent**

... learning and development

Effective learning and development is an essential part of high organisational achievement. We know that, if staff in every area of council are supported and encouraged to fulfil their natural potential, then our customers will get the very best service possible.

Our leaders play a key role in this, by empowering staff to deal positively with a changing employment landscape and recognising that our customers cannot be served well unless we work together. So our leadership and culture change programmes will continue to support managers in meeting this aspiration.

We will continue to invest heavily in the development of our staff to ensure we have the right people with the right skills in the right places. And we will manage talent at every level of the organisation, with special emphasis on people dealing with the most vulnerable elements of our community. By building the capacity of people who work for us, we can build capacity in the local economy and community.

Every employee will have access to vital training that will enable him or her to work efficiently, safely and legally. In recent years we have made great strides in providing accessible training and we are now pioneering a variety of distance and computer-based training options.

Over the coming months we will be:

- Challenging and supporting leaders to move the organisation forward, focussing on solving real problems and developing a 'can do' culture.

- Building up the number of professional coaches in the council and developing managers' coaching skills – both of which will help us to achieve transformational change and improve the capacity of our organisation.
- Expanding our existing apprenticeship scheme across different skill sectors.
- Using fewer agency staff by developing graduate programmes with local universities.
- Implementing a behavioural competency framework which will support improvements in individual performance and development.

... improving performance

To achieve the outcomes set out in *One Leicester*, the council and its partners need to deliver significant improvements in organisational and individual performance.

The performance measures outlined under each of our *One Council* priorities show how we will define our success in achieving the outcomes set out in this plan and in *One Leicester*.

These measures are an important part of a wider approach to improving performance in Leicester. A new performance management framework will show how all of the major plans, strategies, programmes and projects in which the council is involved are aligned to deliver *One Leicester* outcomes. By doing this every employee, team and division will have a clear understanding of the measurable contribution expected of them.

With our partners, we will monitor our performance and review progress in meeting each year's targets, taking action where it is needed to ensure that we deliver what we have promised. We will ensure our performance management system (*Performance Plus*) supports this activity.

Our approach is underpinned by a commitment to make the best use of high quality information to support our decision-making. Since April 2008 the Leicester Partnership has been measuring performance against a set of national indicators that align with central government delivery priorities. We will use some of these national indicators to help monitor performance of *One Council*.

However, we know that a robust performance management framework, effective performance management system and quality information will not be enough to drive the improvement we want to see. So we are also improving our management of individual performance, ensuring we have a performance culture where everyone connected with the council shares a desire to deliver the best possible outcomes for the city and its people.

Key outcome 24: reduce staff sickness – working days lost

Current **12 days**

:

Targets 10/11: **9 days** 11/12: **8 days** 12/13: **8 days**

:

England average: **9 days** (2007/08)

Unitary average: **10 days** (2007/08)

Single tier best: **4.8 days** (West Berkshire UA – 2007/08)

... using modern technology

We will be ambitious and bold in using new technology to improve the lives of the people of Leicester.

Increasingly our services have come to rely on modern technology to function well. From an effective telephone network to email, the internet and a multitude of other electronic channels, we recognise that information & communication technology (ICT) systems are an increasingly crucial medium not just to communicate who we are and what we do, but also to interact directly with our customers and our staff.

By ensuring our front-of-house staff have access to key systems and information, our customer services team can resolve 95% of all enquiries without further reference to the back office – giving our specialist teams more space to work on complex issues.

Our ICT specialists will continue to work closely with services to understand their business needs and support them to use ICT effectively and creatively to transform the way we work and the way we provide services.

Our corporate *e-transforming Leicester* framework ensures that we make the best use of available resources and detailed work programmes will be prioritised annually so that services know what they can expect.

The *e-transforming Leicester* programme aims to deliver:

- ☐ 24/7 self-service for staff and citizens where relevant
- ☐ Personalisation and choice
- ☐ Anywhere, anytime working
- ☐ Seamless working through effective partnerships

... value for money

We want to provide high quality services that local people believe offer value for money. So we are committed to delivering value for money services that meet local priorities and improve the lives of local people. By using our resources efficiently and effectively we have already exceeded the Government's efficiency target for 2005/06 to 2007/08.

We know we can achieve more with the same resources through working in partnership with other organisations. We are already aligning our resources to our seven priorities to make sure that everything we do delivers the local priorities identified in *One Leicester*. Improved programme management is helping us to do this.

Our future role will be as both commissioners and providers of services, ensuring we make best use of all public money. Our purchasing arrangements will ensure we get the best possible value for money from our suppliers and we are reviewing our support services to ensure both our strategic management and our service delivery are supported effectively.

By changing our method of budgeting to a priority-based budgeting (PBB) system, we can better question and test the needs and funding levels for a service. We will periodically examine services' alignment with the strategic priorities of the council (which will change from time to time) and the level of expenditure that is currently appropriate.

Key outcome 25: improve value for money: total net value of on-going cash releasing value-for-money gains (NI 179) (LAA)

Current: **£11.097m** (2008/09)

Targets: 10/11: **£15.6m** 11/12: **£16m*** 12/13: **£16.4m***

** targets are estimates based on general direction of travel and will be subject to modification when this plan is reviewed in light of emerging government guidelines*

... risk management

We know that risk is a feature of all business activity, particularly the more creative strategic developments. We will not be risk averse – where we take risks, we will have considered all the business implications and have a plan to manage them.

Good decisions rely on a proper understanding of the risks facing us and how those risks might affect our ability to achieve our objectives and deliver our services. We will encourage everyone to identify and address risks in all aspects of its activities so we are able to:

- ☐ Have increased confidence in our ability to manage risk so we can achieve our objectives and deliver our services more effectively.
- ☐ Take informed decisions, including exploiting opportunities whilst ensuring a sound, meaningful balance between risk and reward.
- ☐ Improve our overall performance.
- ☐ Improve our corporate governance arrangements.

By considering alternative arrangements for service delivery and implementing robust back-up procedures, we can maintain our business-critical services. In the event of an unplanned problem, we can keep disruption to a minimum and reduce any adverse impact.

Our priorities, outcomes and targets



Priorities, outcomes and targets

The following pages set out the annual targets and three-year outcomes we want to achieve for each of our *One Leicester* priorities. Strategic directors are responsible for the strategic outcomes contained in this plan.

Seven priority boards are taking forward this work, each chaired by a strategic director. These priority boards will define their own portfolio of programmes, projects and activities necessary to achieve the outcomes associated with the strategic priority for which the board is responsible

The boards each monitor, evaluate and challenge progress against the key outcomes associated with its strategic priority and manage the interface with the relevant lead members to ensure they are appropriately briefed and engaged in the work of the board. They also manage the interface with relevant partnership theme groups.

Scrutiny committees and task groups also play an important part in our plans, providing objective inputs to our work on each of these priorities. Only by engaging with members at all levels can we ensure a robust and practical way forward.

In addition, two other boards look after the council's operational and developmental needs.

The operations board meets monthly to develop service improvement & efficiency plans, manage the deployment of staff and resources, scrutinise and challenge business performance and monitor and manage divisional budgets.

The organisation development & improvement (OD&I) programme board also meets monthly to oversee the developments and improvements going on at Leicester City Council. It recommends priorities for how we will improve the council and develop our portfolio of programmes/projects, develop and manage our OD&I plan and scrutinise and challenge how we are delivering OD&I activity



We have also included comparative data in the following pages wherever this is available to indicate how we measure up to what other councils are currently achieving across the country. We will continue to monitor our performance in relation to other councils – giving us a clear view of how far we are progressing towards our target of becoming one of the very best councils in the country.

Investing in our children

The priority

To narrow the wellbeing gap and remove barriers to improve educational achievement

Why it's important

Over a third of Leicester's children live in poverty, reducing their life chances and holding back growth and prosperity. We will use NI 116 to measure our progress; this is key outcome 9.

The proportion of children in poverty as measured by NI 116 is 38.5%. In the long term, we will work towards the government targets to reduce poverty by delivering all of *One Leicester*.

Leicester's children and young people are our most valuable asset and by ensuring that every child fulfils his or her potential, we are investing in a city that will thrive and grow.

What we will deliver

NB: In the following tables relating to this priority, all targets after 10/11 are indicative estimates based on our direction of travel and will be subject to possible modification when this plan is reviewed.

Better outcomes for children in need

Our childhood experiences shape our later lives. We want to ensure that all of Leicester's most vulnerable children receive the best possible care and support.

Outcome: more initial assessments carried out in seven working days (NI 59) [LAA]

Current: **67.1%** (2008/09)

Targets: 10/11: **77.5%** 11/12: **80%** 12/13: **85%**

England average: **72.1%** (2007/08)

Single tier average: **72.3%** (2007/08)

Single tier best **96%** (Bournemouth UA – 2007/08)

Outcome: maintain good performance in child protection planning: Children becoming the subject of a child protection plan for a second or subsequent time (NI 65) [LAA]

Current: **17.8%** (2008/09)

Targets: 10/11: **13%** 11/12: **12%** 12/13: **11%**

England average: **13.2%**

Single tier average: **12.8%**

Single tier best: **4%** (Bournemouth UA – 2007/08)

Outcome: improve the educational attainment of children in care in English at age 11 (NI 99)

Current: **47.1%** (2007/08)

Targets: 10/11: **60%** 11/12: **65%** 12/13: **70%**

England average: **47.9%**

Single tier average: **48.5%**

Single tier best: **83%** (Reading UA – 2007/08)

Outcome: improve the educational attainment of children in care in maths at age 11 (NI 100)

Current **41.2%** (2007/08)

:

Targets 10/11: **55%** 11/12: **60%** 12/13: **65%**

:

England average: **45.5%**

Single tier average: **46.5%**

Single tier best: **93%** (Sunderland MD – 2007/08)

Outcome: improve the educational attainment of children in care (including English and maths) at age 16 (NI 101) [LAA]

Current: **Not measured – new indicator**

Targets: 10/11: **20%** 11/12: **25%** 12/13: **30%**

Progress in the improvement plan will significantly impact in 2010/11 for NI 101. However this measure is also subject to a lot of volatility because of small student numbers.

A core offer for disabled children

Leicester City Council is committed to developing and improving the quality of services for disabled children and young people.

Outcome: better quality of services for disabled children (NI 54) [LAA]

Current: **59/100**

Targets: 10/11: **65/100** 11/12: **68/100** 12/13: **71/100**

The above figures are based on an annual survey of parents of disabled children that explores satisfaction with information, support, assessment, participation and feedback.

Early prevention

Children's development in the early years of their life is crucial to chances of later success.

Outcome: increase the take-up of formal childcare by low-income working families (NI 118) [LAA]

Current: **12.4%** (2007/08)

Targets: 10/11: **18%** 11/12: **20%** 12/13: **22%**

England average: **17.3%**

Single tier average: **17.7%**

Single tier best: **24.4%** (Trafford MD – 2006/07)

Outcome: improve learning, development and welfare at age 5 (NI 72) [LAA]

Current **39.5%** (2007/08)

:

Targets 10/11: **52%** 11/12: **59%** 12/13: **65%**

:

England average: **48.6%**

Single tier average: **47.6%**

Single tier best: **65%** (Solihull MD – 2007/08)

Outcome: narrow the outcome gap at age 5 (NI 92) [LAA]

Current: **39.5%** (2007/08)

Targets: 10/11: **29%** 11/12: **27%** 12/13: **24%**

England average: **34.7%**

Single tier average: **35.2%**

Single tier best: **27.2%** (Isle of Wight UA – 2007/08)

Integrated youth support services

Young people need things to do, places to go and people to talk to, to support them in their development and help them to progress into adult life.

Key outcome 1: reduce percentage of 16-18 year olds not in education, employment or training (NI 117) [LAA] [MAA]

Current: **8.4%** (2008/09)

Targets: 10/11: **7%** 11/12: **6%** 12/13: **5%**

England average: **6.9%**

Single tier average: **7.3%**

Single tier best: **1.8%** (Rutland UA)

Key outcome 2: reduce the conception rate per 1,000 15-17 year olds (NI 112) [LAA]

Current: **50.1** (2007)

Targets: 10/11: **29** 11/12: **28.9** 12/13: **28.9**

England average: **-9.4%**

Single tier average: **-9%**

Single tier best: **-51.87%**

NB: Benchmark data are expressed as % reductions.

Outcome: increase participation in positive out-of-school activities (NI 110) [LAA]

Current: **66.9%** (2008/09)

Targets: 10/11: **74%** 11/12: **78%** 12/13: **81%**

England average: **69.1%**

Single tier average: **68.4%**

Single tier best: **86.2%** (Herefordshire UA – 2008/09)

Better mental health and psychological wellbeing of all children and young people

Children and young people with emotional resilience and good mental health are better able to achieve in all areas of their lives and into their adulthood.

Outcome: improve children's and young people's emotional health (NI50) [LAA]

Current: **64.3%** (2008/09)

Targets: 10/11: **69%** 11/12: **72%** 12/13: **74%**

England average: **63.2%**

Single tier average: **63.5%**

Single tier best: **71.2%** (Knowsley MD – 2008/09)

Better schools

Education is a vital element in helping people achieve their potential, make a positive contribution and achieve economic wellbeing. We want to see all Leicester schools provide high quality learning.

Outcome: reduce the number of primary schools performing below the KS2 floor target (NI 76)

Current: **9** (2007/08)

Targets: 10/11: **0** 11/12: **0** 12/13: **0**

England average: **9**

Single tier average: **6.9**

Single tier best: **0** (Wokingham UA – 2007/08)

Outcome: reduce the number of secondary schools performing below the KS4 floor target (NI 78)

Current: **4** (2007/08)

Targets: 10/11: **0** 11/12: **0** 12/13: **0**

England average: **3**

Single tier average: **2.5**

Single tier best: **0%** (Windsor & Maidenhead UA 2007/08)

School choice for parents

We want parents to be able to choose the schools they feel will offer the best opportunities for their children. Our primary and secondary building programmes represent the most significant investment in Leicester's schools since Victorian times and will help transform learning opportunities for the city's children and young people, families, and communities.

Outcome: more parents achieve their first or second preference of primary school

Current: **89.6%** (2008/09)

Targets: 10/11: **92%** 11/12: **94%** 12/13: **96%**

No comparative data available for this outcome.

Outcome: more parents achieve their first, second or third preference of secondary school

Current:	96.7% (2008/09)					
Targets:	10/11	98%	11/12:	98%	12/13:	99%
	:					
England average:	94%					
Unitary average:	95.1%					
Unitary best:	99.8%					

Better school attendance

Truancy decreases the likelihood of a child fulfilling their potential at school. We want every pupil to have the chance to be the best they can be.

Outcome: reduce rates of persistent absence from school (NI 87) [LAA]

Current:	5.5% (2007/08)					
Targets:	10/11:	4.8%	11/12:	4.5%	12/13:	4%
England average:	5.6% (2007/08)					
Single tier average:	5.8% (2007/08)					
Single tier best:	3.4% (Rutland UA)					

Improving progress and attainment at school

Development of knowledge and skills, especially in the core curriculum, is the passport to lifelong learning and success in adult life.

Outcome: improve progression in English and Maths during primary school (NI 93 and NI 94) [LAA]

English

Current:	85% (2007/08)					
Targets:	10/11:	95%	11/12:	96%	12/13:	97%
England average:	83%					
Single tier average:	84%					
Single tier best:	88.7% (Wokingham UA – 2006/07)					

Maths

Current:	79% (2007/08)					
Targets:	10/11:	92%	11/12:	93%	12/13:	94%
England average:	84%					
Single tier average:	76.5%					
Single tier best:	82.7% (Trafford MD – 2006/07)					

DRAFT- pending final approval

Key outcome 4: increase the percentage of young people achieving level 4(+) English and maths key stage 2 (NI 73) [LAA]

Current: **66.7%** (2007/08)

Targets: 10/11: **80%** 11/12: **81%** 12/13: **82%**

England average: **72%** (2007/08)

Single tier average: **72.8%** (2007/08)

Single tier best: **81%** (Rutland UA – 2007/08)

We recognise that the targets for NI 73, NI 93 and NI 94 are ambitious. This reflects the importance we attach to making sure Leicester's children are given the best possible start to their secondary school careers. A lot of our work has focused, and will continue to focus, on this area.

Key outcome 5: increase the percentage of young people achieving 5+ A* to C GCSEs (including English and maths) (NI 75) [LAA]

Current: **39.9%** (2007/08)

Targets: 10/11: **55%** 11/12: **60%** 12/13: **65%**

England average: **47.9%** (2007/08)

Single tier average: **47%** (2007/08)

Single tier best: **63.9%** (Trafford MD – 2007/08)

Active and healthy children

Obesity in children is an increasing problem, with an average of one in four children in the city affected. We must reduce this if we are to prevent problems in later life.

Outcome: reduce obesity in Year 6 primary school age children (NI 56)

Current: **20.3%** (school year 2007/08)

Targets: 10/11: **19.6%** 11/12: **19.3%** 12/13: **19%**

England average: **18.8%** (2007/08)

Single tier average: **19.6%** (2007/08)

Single tier best: **13.5%** (Wokingham UA – 2007/08)

Outcome: increase children's and young people's participation in high quality PE and sport (NI 57)

Current: **69%** (LAA baseline)

Targets: 10/11: **80%** 11/12: **90%** 12/13: **99%**

For further information...

□ Leicester Children & Young People's Plan

Planning for people not cars

The priority

Reducing the number of cars on the roads and increase the opportunities for people to walk and cycle around the city.

Why it's important

Leicester's residents and stakeholders want a safe, accessible transport network that enables everyone to take part in all aspects of everyday life, at a reasonable cost. In the next few years they want to see Leicester with congestion under control, improved accessibility for all and reduced road casualties.

What we will deliver

Fewer journeys to work by car

Leicester's roads suffer from peak time congestion and air quality in parts of the city is poor. That is why a key focus of our work will be to reduce the number of cars on our roads during the morning and evening peak periods.

We will manage an increasing demand for travel by facilitating more bus, walking and cycling trips, encouraging a more effective allocation of road space.

Key outcome 6: reduce journeys to work by car

Current: **54.7%**

Targets: 10/11: **52%** 11/12: **50%** 12/13: **48%**

Fewer children killed and seriously injured on Leicester's roads.

Safer roads are a priority because of the numbers of people still being killed and injured on our roads.

In the long-term we would like to see no children killed or hurt on our roads. Working with our partners, we will implement road safety initiatives and schemes that take us much further towards that position.

Outcome: fewer children killed or seriously injured each year (NI 48)

Current: **14 pa** (five year average, 2004-2008)

Targets: 10/11: **11** 11/12: **9** 12/13: **8**

England average: **-4.7%** (2006-2008 three year average)

Single tier average: **-5.7%** (2006-2008 three year average)

Single tier best: **-31.3%** (Leicester UA 2006-2008)

NB: Benchmark data are expressed as % reductions

More bus journeys

We will improve access to everyday services, places of work, education, training and shopping – particularly for those neighbourhoods with high levels of deprivation – by working with partners to better plan the location and operation of services and the public transport that serves them. We will also raise awareness of alternatives to the car by promoting workplace travel plans.

We will work with partners to develop three new park and ride schemes and develop new city centre bus termini.

Key outcome 7: more people using public transport

Current: **38.5m**

Targets: 10/11: **43.5m** 11/12: **43.7m*** 12/13: **44m***

** targets are estimates based on general direction of travel and will be subject to modification when this plan is reviewed*

Key outcome 8: more employees covered by work place travel plans

Current: **13%**

Targets: 10/11: **45%** 11/12: **50%** 12/13: **55%**

Developing safe walking and cycling networks

We will encourage more school children to walk or cycle to school and promote the 'Bikeability' scheme, improving cycle training for young people. We will invest in the public areas of the city, planting trees and ensuring our footways and lighting are maintained in a good condition in order to encourage walking and cycling.

Outcome: a significant increase in the number of cycling trips

Current: **100** (2008/09 baseline)

Cumulative targets: 10/11: **+4%** 11/12: **+6%** 12/13: **+8%**

=

For further information...

- ☐ Central Leicestershire Local Transport Plan 2006-11
- ☐ Leicester City Council Transport Asset Management Plan
- ☐ Urban Congestion Target Delivery Plan
- ☐ Rights of Way Improvement Plan
- ☐ Local Development Framework
- ☐ Sub Regional Economic Assessment
- ☐ Sub Regional Investment Plan

Reducing our carbon footprint

The priority

Helping to tackle global warming and reduce carbon emissions.

Why it's important

Carbon dioxide is a major cause of global warming. Leicester's partners have committed to cut carbon emissions by 50% relative to 1990 levels by 2025. Our long-term aim is to have one of the lowest carbon footprints in the UK.

What we will deliver

Reduce our CO₂ emissions by 75,000 tonnes per year from 2008

Our *One Leicester* target is to reduce citywide CO₂ emissions by 75,000 tonnes each year over the next five years. This is monitored under the LAA NI 186.

The target for the city council is to reduce emissions by 1,250 tonnes every year up to 2025/06. Progress towards the city council emissions target is reported through NI 185. Both these targets are within the council's overall aim of cutting emissions in the whole city by 50% of 1990 levels by 2026.

Although some progress has been made, a step change in action is required to meet both the city and the city council's CO₂ reduction commitments. Our hot lofts project will reduce the emissions from private homes. We will encourage businesses to contribute through our 'What's Your Plan?' project. We will encourage travel planning in the council and other organisations.

Key outcome 9: reduce residential CO₂ emissions (NI 186 – part)

Current: **651,000 tonnes** (2006)

Targets: 10/11: **600,000 tonnes** 11/12: **576,000 tonnes** 12/13: **530,000 tonnes**

Key outcome 10: reduce business CO₂ emissions (NI 186 – part)

Current: **1,028,000 tonnes** (2006)

Targets: 10/11: **948,000 tonnes** 11/12: **910,000 tonnes** 12/13: **837,000 tonnes**

Key outcome 11: reduce travel CO₂ emissions (NI 186 – part)

Current: **285,000 tonnes** (2006)

Targets: 10/11: **263,000 tonnes** 11/12: **252,000 tonnes** 12/13: **232,000 tonnes**

For further information...

- Climate Change Strategy
- Central Leicestershire Local Transport Plan 2006-11
- Air Quality Action Plan
- EMAS
- Leicester City Council Climate Change Adaptation Plan
- Leicester City Council Environmental Policy
- Local Development Framework

Creating thriving, safe communities

The priority

Reducing inequalities by strengthening and supporting communities.

Why it's important

To improve people's sense of safety, belonging and pride in their neighbourhood – so communities take more responsibility for where they live and are able to influence the decisions taken on their behalf (*One Leicester*).

What we will deliver

Reduced incidence of crime

We want people to be and feel safe in their neighbourhoods and in the city centre. By reducing crime, we will reduce people's fear of crime.

Key outcome 12: reduce recorded crime per 1,000 population

Current: **69**

Targets: 10/11: **61** 11/12: **57** 12/13: **54**

People will be able to live independent lives

We will change the way we deliver our services so we support disabled and older people by promoting independence; by enabling more individual choice and control over their lives, we can help them play a full part in society.

Key outcome 13: increase number of people in control of their social care services through self-directed support (NI 130)

Current: **741** (Q2 2009/10)

Targets: 10/11: **1,337** 11/12: **1,667** 12/13: **1,957**

More affordable housing

Leicester needs more affordable housing – both social rented and intermediate – to meet the housing needs of its citizens. The 2008 Strategic Housing Market Assessment forms the basis of reviewing the level and type of need for at least the next five years.

Key outcome 14: deliver new affordable homes (NI 155)

Cumulative targets: 10/11: **678** 11/12: **835** 12/13: **992**

England average: **198** (2007/08)

Single tier average: **260.3** (2007/08)

Single tier best: **1,050** (Birmingham MD – 2007/08)

Improving people's homes

The council will bring all its properties up to the decent homes standard. There are 9,000 private homes below this standard. We offer advice and assistance to private owners to improve their homes and bring empty homes back into use.

Outcome: reduce % non-decent council homes (NI 158)

Current: **4.3%** (2008/09)

Targets: 10/11: **0%** 11/12: **0%** 12/13: **0%**

England average: **21.7%**

Single tier average: **27.1%**

Single tier best: **0%** (Warrington UA – 2007/08)

Outcome: private homes made decent

Current: **395**

Targets: 10/11: **400** 11/12: **425** 12/13: **450**

Outcome: reduce long-standing empty homes (empty for five years or more)

Current: **145**

Targets: 10/11: **85** 11/12: **55** 12/13: **25**

Encourage people in all communities to interact with each other

Nearly half of the population of Leicester has an ethnic minority background. Making sure that all communities get on well together is important for the wellbeing of the city. This means actively encouraging communities to get to know each other, addressing inter-community tensions and welcoming newcomers.

Key outcome 15: Increase the numbers of people who believe people from different backgrounds get on well together in their local area (NI 1) [LAA]

Current: **76.2%** (2008/09)

Targets: 10/11: **80%** 11/12: **82%** 12/13: **84%**

England average: **76.4%**

Single tier average: **73.9%**

Single tier best: **86.1%** (Brighton & Hove UA – 2008/09)

For further information...

- ☐ Transforming Adult Social Care In Leicester
- ☐ Leicester Supporting People Strategy
- ☐ Affordable Housing Strategy
- ☐ Housing Strategy
- ☐ Empty Homes Strategy

Improving wellbeing and health

The priority

To reduce the health inequalities between deprived areas of the city and the whole city and between the city and the rest of the country.

Why it's important

Health inequalities are the result of economic and social disadvantage. On average males in the most disadvantaged parts of Leicester live three years less than the Leicester average – females live two years less. Furthermore, there is a difference of around seven years between the least and most disadvantaged areas of the city. And, on average, people in England live two years longer than people in Leicester.

What we will deliver

Healthier, longer lives

The main causes of early mortality are heart disease and strokes, although increasingly obesity is a key factor.

Key outcome 16: reduce all-age all-cause mortality rates per 100,000 population (NI 120) [LAA]

Male

Current: **850** (2005-07 – three year rolling average)

Targets: 10/11: **665** 11/12: **664** 12/13: **663**

England average: **710** (Three year rolling average 2005-07)

Single tier average: **760** (Three year rolling average 2005-07)

Single tier best: **550** (Wokingham UA – Three year rolling average 2005-07)

Female

Current: **598** (2005-07 – three year rolling average)

Targets: 10/11: **484** 11/12: **483** 12/13: **482**

England average: **500** (Three year rolling average 2006-08)

Single tier average: **526** (Three year rolling average 2005-07)

Single tier best: **376** (Rutland UA – Three year rolling average 2005-07)

Reduced smoking

We want to reduce and prevent smoking because it is the single biggest cause of early death. This measure is used as a proxy for smoking prevalence until the appropriate data is collected.

Outcome: more people aged 16+ quit smoking per 100,000 (NI 123)

Current: **1,038**

Targets: 10/11: **1,012** 11/12: **997*** 12/13: **990***

England average: **861.5** (2007/08)

Single tier average: **961.8** (2007/08)

Single tier best: **2145** Hartlepool UA (2007/08)

** NB local population is growing.*

Physically active adults

Obesity is increasingly a cause of premature death, mainly due to poor diet and lack of physical activity. We want to encourage people to be more active.

Outcome: more adults participate in sport for 30 minutes three times a week (NI 8)

Current **15%** (2008)

:

Targets 10/11: **18%** 11/12: **20%** 12/13: **22%**

:

England average: **22%**

Single tier average: **20.6%** (2007/08)

Single tier best: **29.6%** (Trafford MD – 2007/08)

Reduced alcohol harm

The increase in alcohol consumption is of particular concern among young people where hospital admissions and permanent damage has increased.

Outcome: reduce the increase in alcohol-harm related hospital admission rates per 100,000 (NI39) [LAA]

Current: **2,262** (2007/08)

Targets: 10/11: **3,118** 11/12: **3,212** 12/13: **3,244**

England average: **1,551**

Single tier best: **174** (Isle of Wight UA – Q3 2008)

Reduced overcrowding

There are 1,500 overcrowded households on our housing register. We are focusing particular efforts on reducing severe overcrowding.

Outcome: reduce the number of severely overcrowded households

Current: **312**

Targets: 10/11: **90** 11/12: **75** 12/13: **70**

Prevention of homelessness

We are working to prevent homelessness and support vulnerable and socially-excluded adults into settled accommodation.

Outcome: reduce number of statutory homeless households in temporary accommodation (NI 156)

Current: **42** (2008/09)
Targets: 10/11: **45** 11/12: **40** 12/13: **35**
:
England average: **180.8** (Q4 2008/09)
Single tier average: **474** (Q4 2008/09)
Single tier best: **0** (Hartlepool UA – 2008/09)

Better support for carers

We will provide better support, advice and information to the many carers in Leicester, recognising the valuable role they play in supporting older and vulnerable people

Outcome: more carers receive needs assessment or review and a specific carer's service or advice and information (NI 135)

[LAA]

Current: **12.7%** (Q2 2009/10)
Targets: 10/11: **29%** 11/12: **31%** 12/13: **33%**
England average: **21.3%** (2007/08)
Single tier average: **20.8%** (2007/08)
Single tier best: **64.2%** (Rutland UA – 2007/08)

Supporting older people

We want all older people in Leicester to enjoy long, healthy, happy and fulfilling lives, supported by the services and resources they need.

Outcome: more people over 65 receive the support needed to live independently (NI 139)

Current: **31.5%**
Targets: 10/11: **35%** 11/12: **35%** 12/13: **40%**
England average: **30%**
Single tier average: **28.7%**
Single tier best: **39.3%** (Gateshead MD – 2008)

Outcome: achieve independence for more older people through rehabilitation/immediate care (NI 125) [LAA]

Current: **84.6%** (2008/09)
Targets: 10/11: **86%** 11/12: **87%** 12/13: **88%**

For further information...

- Later Life Matters: One Commitment To Positive Ageing In Leicester
- Leicester Carers' Strategy
- Transforming Adult Social Care In Leicester
- Overcrowding Pathfinder Action Plan: April 2008-2010 – Version 4
- Older Persons Housing Strategy
- Homelessness Strategy
- Homelessness Review
- Sports Strategy

Talking up Leicester

The priority

As a city, we want to take our place regionally and nationally as a centre for excellence. We want the people of Leicester to take greater pride in their city and work with us to build a national reputation. We want Leicester to be 'the place to be'. In 25 years' time we want to be one of the top cities in the country.

Why it's important

By developing and improving Leicester's reputation, we can build a confidence in our city and its people that will help us to attract further new investment, jobs and opportunities. Recent investment in the arts – in particular the Curve performing arts centre and Phoenix Square digital media centre – will be supplemented by a new art gallery on New Walk. These facilities will allow us to raise the city's profile still further.

What we will deliver

We can only succeed by working with our partners, achieving the targets in this plan and the long-term goals in *One Leicester*. Over the next few years we will:

- Using the *One Leicester* brand to promote Leicester and raise our profile outside the city.
- Work with Prospect Leicestershire to develop a place marketing strategy.
- Further develop the city's cultural offer with programmes that attract local people and visitors alike.
- Develop the city's renowned festival programme.
- Promote pride and celebrate our successes, showing everyone that Leicester is a great place to live, work and visit.
- Involve and engage with our citizens to promote creative, problem-solving approaches, building on work already undertaken in some of our communities like Braunstone.
- Develop an active role at the heart of regional policy in key areas that affect our residents.

There are few national indicators that allow us to measure our progress on this priority so we have developed an outcome framework based around the four key themes of:

- Championing Leicester
- Promoting pride and success
- Generating more ideas for the future
- Giving Leicester a louder voice

Key outcome 17: increase the % of people satisfied with their area (NI 5)

Current: **71.7%**

Targets: 10/11: **80%** 11/12: **82%** 12/13: **84%**

England average: **79.7%**

Single tier average: **76.3%**

Single tier best **86.1%** (Brighton & Hove UA)

Investing in skills and enterprise

The priority

Improving the economy of the city by increasing skills and through growth in business

Why it's important

"The successful regeneration of Leicester requires long-term planning, co-ordination and adequate investment (*Ian Borley, Chairman, Leicestershire Business Voice*).

What we will deliver

Increased skills among working age people

We want to see local people in work, enjoying the financial, social and personal benefits work brings. We particularly want to raise the skill levels of local people by ensuring they have access to training employment and training opportunities.

Key outcome 18: Increase the proportion of population qualified to at least NVQ level 2 or higher (NI 163) [LAA] [MAA]

Current: **57.6%** (2008/09)

Targets: 10/11: **61.9%** 11/12: **69.95%*** 12/13: **72.2%***

England average: **68.6%** (2007)

Single tier average: **67.8%** (2007)

Single tier best: **80.73%** (Wokingham UA – 2007)

** targets are estimates based on general direction of travel and will be subject to modification when this plan is reviewed*

Increased number of businesses showing employment growth

Having a dynamic, enterprising and prosperous business community is central to the city's economy. We want to encourage business growth and encourage inward investment into the city.

Key outcome 19: increase the number of VAT registered businesses in the area showing employment growth (NI 172). [Targets relate to regional average] [LAA] [MAA]

Current: **13.05%**

Targets: 10/11: **14%** 11/12: **15%** 12/13: **16%**

England average: **13%** (2007)

Single tier average: **12.8%** (2007)

Single tier best: **15.91%** (Middlesbrough UA – 2007)

Increased numbers of people in employment

There is a need to increase the employment rate in order to ensure there is an adequate supply of labour within the city. This will be done by promoting job opportunities and assisting the unemployed and those economically inactive within sustainable employment opportunities.

Key outcome 20: reduce percentage of working age people on out of work benefit (NI 152) [LAA] [MAA]

Current: **16.2%** (2008/09)

Targets: 10/11: **15.3%** 11/12: **14.9%*** 12/13: **14.3%***

England average: **10.2%** (Q4 2007)

Single tier average: **13.2%** (Q4 2007)

Single tier best: **3.65%** (Wokingham UA – Q3 2008)

** targets are estimates based on general direction of travel and will be subject to modification when this plan is reviewed*

For further information...

- ☐ Local Development Framework
- ☐ Sub Regional Economic Assessment
- ☐ Sub Regional Investment Plan

One excellent council

Alongside our work to support the delivery of our *One Leicester* priorities, we also recognise the need to ensure the council's systems and processes are the best they can be.

So we have set ourselves a further priority – to become one of the best councils in the country.

The improvements we need to make are contained in the council's Organisational Development & Improvement Plan, which sets out the path to Leicester City Council becoming a truly excellent authority.

SOURCES OF FURTHER INFORMATION

Council Management Structure Chart

Revenue Budget 2009/10 to 2011/12

Pay and Workforce Strategy

Organisation Development & Improvement Plan

One Leicester - the sustainable community strategy

LAA

MAA

REPORT OF THE MONITORING OFFICER

9.1 CODE OF PRACTICE FOR MEMBER INVOLVEMENT IN LICENSING MATTERS

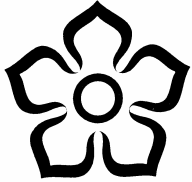
The Director, Legal Services, submits a report enabling the necessary approvals to be given for a Code of Practice for Member involvement in licensing matters.

A copy of the report is attached.

Council is recommended; to approve the Code of Practice and confirm that it will come into effect once approved by Council; and to delegate authority to the Director, Legal Services, in consultation with the Director, Environmental Services and in consultation with the Chair of the Licensing Committee, to make any further amendments to the Code, should this be required in consequence of Council deliberations and any future changes to the Members' Code of Conduct.

**PERRY HOLMES
DIRECTOR, CORPORATE GOVERNANCE**

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Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

COUNCIL

25TH MARCH 2010

CODE OF PRACTICE FOR MEMBER INVOLVEMENT IN LICENSING MATTERS

REPORT OF THE DIRECTOR, LEGAL SERVICES

1. PURPOSE OF REPORT

This report is to enable the necessary approvals to be given for a Code of Practice for Member involvement in licensing matters.

2. SUMMARY

- 2.1 So as to maintain the integrity of Member involvement in the licensing decision-making process, it is important that the Council has a Code of Practice similar to the Code of Practice for Member Involvement in Development Control decisions.

3. RECOMMENDATIONS

3.1 Council

3.1.1 Council is asked to approve the Code of Practice and confirm that the Code will come into effect once approved by Council.

3.1.2 Council is asked to delegate authority to the Director, Legal Services, in consultation with the Director, Environmental Services, and in consultation with the Chair of the Licensing Committee, to make any further amendments to the Code should this be required in consequence of Council deliberations and any future changes to the Members' Code of Conduct.

4. REPORT

- 4.1 As a requirement of the coming into force of the Licensing Act 2003, the Council approved a Code of Practice for Hearings. This primarily is a procedural Code. It is now recognised as good practice that in support of improvement of the ethical framework of Member involvement in regulatory decision-making there should also be a Code for Member Involvement in Licensing Matters.

- 4.2 Accordingly, officers have worked up a Code that can be read in conjunction with the existing Code of Practice. The proposed Code is attached as Appendix 1.
- 4.3 The key features of the proposed Code are:
- Clarification of its relationship to the Member Code of Conduct.
 - Emphasising the importance of the public perception of probity and the need for members to be impartial in the decision-making process.
 - Guidance for Members who wish to participate on behalf of constituents.
 - How to deal with lobbying.
 - Gifts and hospitality.
 - Principles of decision-making.
- 4.4 As a consequence of the proposed Code, the Director, Environmental Services, is reporting to this committee to make some consequential changes to the existing Code of Practice for hearings to ensure consistency and to prevent duplication.
- 4.5 The Code highlights the importance of the requirements that Members involved in licensing decision-making must have training to understand the processes but also undertake annual refresher training. It is proposed that the refresher training for 2010 will focus on the new Code to ensure its provisions can be understood by Licensing Committee Members.
- 4.6 The Code is based on a draft prepared by the Association of District Secretaries and Solicitors together with a suggested draft Model Licensing Protocol prepared by Standards for England.
- 4.7 Delegated authorisation is requested to be given to the Director, Legal Services, together with the Director, Environmental Services, in consultation with the Licensing Committee Chair, to make any consequential amendments to the proposed Code dependent on any further changes to the Member Code of Conduct.
- 4.8 This report is being considered by both the Standards Committee and the Licensing Committee for their respective comments. Standards Committee involvement reflects its role to ensure ethics and probity in regulatory decision-making. The Licensing Committee has a role, too, in ensuring the provisions of the Code will assist Members involved in licensing decision-making.
- 4.9 The attached Code has been amended to take into account comments made by the Standards Committee at its meeting on 13th January 2010. The Code also incorporates the necessary revisions arising from the coming into force of the Policing and Crime Act 2009 which enables all Members now to be interested parties under the 2003 Licensing Act and therefore able to make representations to the Council on applications for the grant, variation or review of premises licences.
- 4.10 Licensing Committee Members did not want a specific addition to be made to the Code to make clear that the primary responsibility in relation to licensing matters in any ward is with one or more of the Members representing that ward and that where a non-ward

Member wishes to be involved they will contact one of the Ward Members. Provisions dealing with this have been incorporated in the Code of Conduct for Member Involvement in Development Control Decisions.

- 4.11 When the Code was considered at the Licensing Committee meeting, a Member queried the situation with regard to Members who had a personal and prejudicial interest and whether notwithstanding they could still attend hearings or Licensing Enforcement Subcommittee meetings under the exemption provisions in the Member Code of Conduct at paragraph 10(2).

For this paragraph to apply, a Member with a personal and prejudicial interest can only attend a hearing or subcommittee meeting provided either the public are allowed to attend for the purpose of making representations or there is a right (statutory or otherwise).

At present the Council does not permit public speaking at meetings. The Council's current Code of Practice for hearings only enables participation by an applicant or licence holder, as the case may be, and the statutory interested parties. There is no right of general public speaking. The only participants are the applicant / premises licence holder and the statutory interested parties.

The situation has been double-checked with Standards for England. They can only give guidance as it is for the courts to interpret the law. It is accepted, however, that a Member who has a personal and prejudicial interest because they are personally affected (eg, as an applicant or licence holder) may in such a capacity attend a hearing or subcommittee for the purpose of making representations only.

Where a Member is a statutory interested party so that they are able to make representations on applications for the grant, variation or renewal of premises licences but also have a personal and prejudicial interest, they may not participate in any hearing unless they also live in the vicinity of the premises in question.

Arising from this, section 5 of the Code has been amended.

- 4.12 Formal approval of the Code under the Council's Constitution is required via Full Council.

5. FINANCIAL AND LEGAL IMPLICATIONS

5.1 Financial Implications

None.

5.2 Legal Implications

Covered in the report.

6. OTHER IMPLICATIONS

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

7. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

Relevant legislation, court decisions and guidance from Standards for England.

8. CONSULTATIONS

Cllr Sarah Russell, Cabinet Lead for the Environment
Adrian Russell, Director, Environmental Services
Mike Broster, Head of Licensing
Cllr John Thomas, Chair, Licensing Committee
Licensing Briefing – 30.11.09

9. REPORT AUTHOR

Anthony Cross, Head of Litigation, Legal Services, x296362

10.

KEY DECISION	REASON	APPEARED IN FORWARD PLAN	EXECUTIVE OR COUNCIL DECISION
NO	NOT APPLICABLE	NOT APPLICABLE	COUNCIL

LEICESTER CITY COUNCIL

CODE OF PRACTICE FOR MEMBER INVOLVEMENT IN LICENSING MATTERS

1 Introduction

This Code applies to Members appointed to serve on the City Council's Licensing Committee from which Members may be appointed to serve on the Licensing Enforcement Subcommittee or on Hearings under the Licensing or Gambling Acts. It should be read in conjunction with the Council's political conventions and the Code of Practice for Hearings.

2 Relationship to the Member Code of Conduct

2.1 Do comply with the rules of the Member Code of Conduct at all times.

2.2 Do then apply the rules of this Code of Practice which supplements the Member Code of Conduct and the Code of Practice for Hearings. If you do not comply with this Code you may:

put the Council at risk of proceedings in relation to the legality of the decision or in relation to a complaint of maladministration; and

put yourself at risk of being investigated by the Council's Standards Committee.

3 General

3.1 In this Code reference to licensing and Licensing Enforcement Subcommittee refers to matters within the terms of reference of the Subcommittee, eg, hackney carriage licences (vehicles and drivers) and private hire (vehicles and drivers). Reference to Hearings includes hearings under the Gambling and Licensing Acts.

3.2 At the start of each four-year local election cycle Members who wish to serve on the Licensing Committee must undertake initial training in licensing and a decision-making role.

3.3 Licensing Committee Members (and any substitute Members) must participate in annual refresher training.

3.4 Unlike the Licensing Enforcement Subcommittee, Hearings are not defined as formal Council committees. This means the "political balance" rules do not apply. Hearings and the Licensing Enforcement Subcommittee, however, are quasi-judicial. In the case of Hearings they will follow the procedure laid down by the Licensing and Gambling Acts.

3.5 This Code seeks to enhance the Council's role as a successful licensing authority which requires mutual trust and respect of all participants. This includes trust between Councillors and Officers and the avoidance of any political whip. In particular, a Member appointed to serve on the Subcommittee or a Hearing must acknowledge that

the public perception of probity is crucial and therefore there is a need to maintain his/her appearance of impartiality especially during the decision-making process.

- 3.6 Decision-making at Hearings under the Licensing and Gambling Acts requires the balance of private proposals against the wider public interest as provided by the four licensing objectives (1 prevention of crime and disorder, 2 public safety, 3 prevention of public nuisance and 4 protection of children from harm) and the three gambling objectives (1 preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime, 2 ensuring that gambling is conducted in a fair and open way and 3 protecting children and other vulnerable persons from being harmed or exploited by gambling). Often much is at stake and conflicting views may be held by relevant parties. While decision-making Members may take into account those views, Members should not favour any person, company, group or locality or put themselves in a position where this might arise.
- 3.7 A Member appointed to serve on the Licensing Enforcement Subcommittee or a Hearing cannot act as the appointed representative of any party to the Hearing.
- 3.8 Where the Hearing involves premises within the ward of a Member appointed to serve on a Hearing, if the Member feels s/he is under any pressure to deal with the matter in any particular way which would run the risk of the Member concerned being accused of bias or predetermination, that Member may notify the Council's Democratic Services Section so that a substitute Member can be found.

4 Role of Members

- 4.1 Subject to paragraph 5.3 and 5.4, any Member can now make representations as an Interested Party about any premises subject to the Licensing and Gambling Acts.
- 4.2 Subject to paragraph 5.3 and 5.4, Ward Councillors may participate in any Licensing Act Hearing as the appointed representative of any Interested Party but in such circumstances should not discuss the application with Members of the Hearing. (Interested Parties need to have made a formal objection to the Council before a Ward Councillor can be approached to act as their representative.)
- 4.3 In the case of matters dealt with by the Licensing Enforcement Subcommittee, as these are Council committees Ward Councillors may attend and, at the discretion of the Committee Chair, may be permitted to address the Subcommittee provided they do not have a personal and prejudicial interest.

5 Members' Interests

- 5.1 Where a Member is personally affected by a Licensing, Licensing or Gambling Act application as an Applicant / Premises Licence Holder, they are entitled to make representations to the Council (Licensing Section) as if they were an individual. In such circumstances the Member must make explicit that they are making representations as an individual and not as a Member.
- 5.2 Similarly, where Members have a personal interest in any Licensing, Licensing or Gambling Act application, they should submit written representations to the Council in an individual capacity rather than in a capacity as a Member.

- 5.3 Where paragraph 5.1 applies and a Member has a personal and prejudicial interest under the Code of Conduct but is an Applicant / Premises Licence Holder, s/he can under an exemption to the Code of Conduct attend a Hearing for the purpose of making representations only (and not participating in decision-making). In such circumstances, however, a Member may wish to consider how such participation might be viewed by members of the public.
- 5.4 Where paragraph 5.2 applies and a Member has a personal and prejudicial interest, they may not take part in any Licensing Enforcement Subcommittee. As the Council at present does not operate public speaking at committees, a Member with a personal and prejudicial interest may not remain and speak as a member of the public.

In relation to a Licensing Hearing, a Member with a personal and prejudicial interest who makes representations as an Interested Party and lives in the vicinity of the premises, s/he may attend the Hearing to make representations only (not participating in decision-making). In all other circumstances, where a Member has a personal and prejudicial interest in any Licensing Act Hearing, s/he may not participate because the Council does not permit public participation at Hearings.

- 5.5 Merely visiting licensed premises (even on a regular basis) will not necessarily give rise to an interest under the Code of Conduct. Members need to consider, however, whether having visited licensed premises could give rise to an appearance of bias.
- 5.6 Members who have been involved in Council meetings which have approved overall policies can take part in any Hearing or Licensing Enforcement Subcommittee subject to paragraph 5.4.

6 Gifts and Hospitality

- 6.1 Members should be aware of public perception when accepting any gift or hospitality from licensed premises and so should act with extreme caution when accepting any gift irrespective of monetary value. (Members are reminded that under the Code of Conduct they are required to add to their Register of Interests any gift or hospitality where its value is over £25.)

7 Lobbying

- 7.1 Licensing Committee Members need to take special care to avoid getting into a position where they might have a predetermined or biased view of any matter that could be the subject of a referral to the Licensing Enforcement Subcommittee or a Hearing. Therefore, Members involved in a Licensing Enforcement Subcommittee or a Hearing should not get involved in the lobbying process.
- 7.2 Where Members of a Hearing are approached by any person about the Hearing, they should explain that it cannot be discussed and refer the person to the Licensing Officer.
- 7.3 Any documentation received by Members at the Licensing Enforcement Subcommittee or a Hearing must be passed to the Licensing Officer.
- 7.4 Approaches/receipt of documentation should be declared at the start of the Hearing.

- 7.5 Members should not seek to influence Council Officers with regard to the content of any report to be considered by a Hearing or decisions to be taken by Officers under Delegated Powers.

8 City Council Applications

- 8.1 Where the City Council submits any licence application, the application must be considered in exactly the same way as any other application. Members taking the decision should give no regard to the interests of the Council.
- 8.2 Members who have taken a role in any decision to submit the application must not sit at any Hearing or Licensing Enforcement Subcommittee which determines the application.
- 8.3 Members should take care when expressing any views about the City Council application so as to avoid appearing to have a predetermined or biased view.

9 Conduct at Hearings / Licensing Enforcement Subcommittee

- 9.1 Members should not communicate directly with any applicant or parties to an application other than publicly through the Chair.
- 9.2 Questioning of speakers is to clarify arguments and to test evidence. Members should not express any view on the application and should frame questions so as not to intimidate.
- 9.3 Any material considered by Members must be provided by a relevant party to any application subject to compliance with any relevant procedural regulations.
- 9.4 Members must not vote or take part in the decision-making process unless they have been present throughout, which includes the presentation of any officer report.

10 Decision-making

- 10.1 Decisions of the Licensing Enforcement Subcommittee will be based on the relevant statutory powers outlined in the Subcommittee report. With regard to Hearings, applications must be considered on the basis of whether they promote the licensing/gambling objectives.
- 10.2 In reaching a decision the Licensing Enforcement Subcommittee or a Hearing must have regard to all relevant considerations including (not limited to):
- 10.2.1 the relevant statutory provisions
 - 10.2.2 relevant statutory guidance and case law
 - 10.2.3 the objectives (Licensing and Gambling Act Hearings only)
 - 10.2.4 the material facts based on relevant evidence presented and representations received
 - 10.2.5 the individual merits of each case
 - 10.2.6 the public interest.

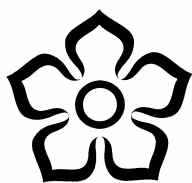
- 10.3 This means irrelevant considerations must be disregarded, eg, information or evidence which is not relevant to the application or to the promotion of the licensing or gambling objectives.
- 10.4 Members of a Licensing Enforcement Subcommittee or Hearing must act fairly, objectively and impartially throughout. The Chair will ensure compliance with procedural rules, for example, the Code of Practice for Hearings.
- 10.5 Members of the Licensing Enforcement Subcommittee or a Hearing must have an open mind and not pre-judge any application, express any views on the merits of any report/application or organise any support or opposition to any application in advance of the Licensing Enforcement Subcommittee or a Hearing. Any Member appointed to a Licensing Enforcement Subcommittee or a Hearing who feels s/he has a closed mind should stand down and inform Democratic Services Section at the earliest opportunity so an alternative Member can be appointed.
- 10.6 Members of the Hearing may make notes with regard to the information provided. For this purpose the attached decision-making sheet may be used for Licensing Act Hearings. A revised version of the decision-making sheet will be used for Gambling Act Hearings. The decision-making sheet can also be adopted for use by Members of the Licensing Enforcement Subcommittee.
- 10.7 Members are required to give reasons for all decisions. These reasons must be based on relevant considerations to reflect findings of fact.
- 11 **Review**
- 11.1 The Monitoring Officer will review this Code annually with the Chairs of the Licensing and Standards Committees.

15.3.10
AJC/DG

STRUCTURED DECISION NOTES

IN COMING TO A DECISION MEMBERS ARE REMINDED THAT A DECISION MUST BE MADE IN ACCORDANCE WITH THE FOUR LICENSING OBJECTIVES: THESE ARE PARAMOUNT:

- 1) PREVENTION OF CRIME AND DISORDER
- 2) PUBLIC SAFETY
- 3) PREVENTION OF PUBLIC NUISANCE
- 4) PROTECTION OF CHILDREN FROM HARM



Leicester
City Council

Date:

LICENSING HEARING

Members' Notes & Record of decision

Name & Address of Premises

Constitution of the Board: Cllr

CHAIR:

Other Councillors Present

Legal Advisor : Mr/s

Committee Administrator : Mr/s

Licensing Officer : Mr/s

Applicant/Applicant's representative(s):

Relevant Authority Officers (*Environmental Health, Police, Fire, etc., officers*)

Interested Parties (Objectors & Supporters)

Represented by

Witnesses:

On behalf of:

1. Findings of Fact *(the relevant facts accepted from the evidence available)*

2. Decision Reached and relevant conditions to be attached

An explanation of why:

-
- This image shows a full page of primary-ruled notebook paper. It features ten sets of horizontal dashed lines for writing, each set bounded by two vertical solid lines that create margins on both sides. The paper is white and contains no other markings or text.