



Leicester  
City Council

## **MEETING OF THE OVERVIEW SELECT COMMITTEE**

**DATE:** THURSDAY, 15 SEPTEMBER 2016  
**TIME:** 5:30 pm  
**PLACE:** Meeting Room G.01, Ground Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

### **Members of the Committee**

Councillor Singh (Chair)  
Councillor Malik (Vice-Chair)

Councillors Bajaj, Cleaver, Cutkelvin, Dempster, Grant, Khote, Dr Moore, Newcombe and Porter

### **Youth Council Representatives**

To be advised

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

For Monitoring Officer

#### **Officer contacts:**

***Jerry Connolly (Scrutiny Policy Officer)***

***Julie Harget (Democratic Support Officer),***

*Tel: 0116 454 6357, e-mail: [julie.harget@leicester.gov.uk](mailto:julie.harget@leicester.gov.uk)*

*Leicester City Council, Granby Wing, 3rd Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ*

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- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

### Further information

If you have any queries about any of the above or the business to be discussed, please contact:

**Julie Harget, Democratic Support Officer on 0116 454 6357.** Alternatively, email [julie.harget@leicester.gov.uk](mailto:julie.harget@leicester.gov.uk), or call in at City Hall.

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## **PUBLIC SESSION**

### **AGENDA**

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#### **1. APOLOGIES FOR ABSENCE**

#### **2. DECLARATIONS OF INTEREST**

Members are asked to declare any interests they may have in the business to be discussed.

#### **3. CHAIR'S ANNOUNCEMENTS**

#### **4. MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of the Overview Select Committee held on 28 July 2016 have been circulated and the Committee will be asked to confirm them as a correct record.

#### **5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING**

#### **6. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

The Monitoring Officer to report on any questions, representations or statements of case received.

A representation has been received from Mr G. Lees, Committee Member of The Victorian Society, as follows. This will be considered under the Scrutiny Procedure, Rule 10, Part 4E of the Council's Constitution.

'We as a Society offer our sincere condolences to the family and friends of the young man killed on his bicycle on London Road.

We can understand the reasoning for trying to find a safe way into the town both to and from Victoria Park, but trying to implement a cycle lane into New Walk is more likely to cause more harm to pedestrians.

New Walk's leafy ambience for over 200 years is reputed to be the longest and oldest inner city walkway in Europe and is a tourist attraction.

To implement a cycle lane into New Walk without destroying more trees and causing yet more harm to pedestrians, who already have to deal with some illegal cyclist who flaunt the law by using New Walk even without a bell to alert the walkers of their presence.

Leicester is fast becoming a city that people want to visit and New Walk is definitely one of Leicester's tourist gems'.

## **7. PETITIONS**

The Monitoring Officer to report on any petitions received.

## **8. TRACKING OF PETITIONS - MONITORING REPORT [Appendix A](#)**

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

## **9. QUESTIONS FOR THE CITY MAYOR**

The City Mayor will answer questions raised by members of the Overview Select Committee on issues not covered elsewhere on the agenda.

## **10. REPORT OF THE FINANCE TASK GROUP [Appendix B](#)**

The Committee will receive the report of the Finance Task Group which will consider the following Finance Reports:

- a) Revenue Monitoring Report Period 3, 2016-2017 (Appendix B1)
- b) Capital Monitoring Report Period 3, 2016-2017 (Appendix B2)

The meeting of the Finance Task Group will take place after the agenda has been published. Minutes of that meeting will be circulated as soon as they are available.

## **11. USING BUILDINGS BETTER OVERVIEW**

**Appendix C**

The Director of Delivery, Communications and Political Governance submits a report that provides an overview of the Using Buildings Better programme. The Commission is asked to note the report and comment as it sees fit.

## **12. SCRUTINY COMMISSIONS' WORK PROGRAMMES**

**Appendix D**

a) To receive and endorse the following Scoping Document:-

Getting the best out of our neighbourhoods. (Neighbourhood Services and Community Involvement Scrutiny Commission) (**Appendix D1**);

b) To receive and endorse the following report of a review carried out by the Heritage, Culture, Leisure and Sport Scrutiny Commission. This was sent direct to the Executive, as agreed at the meeting of the Overview Select Committee on 24 March 2016.

Capturing the potential economic performance of Leicester' heritage and culture (**Appendix D2**).

## **13. OVERVIEW SELECT COMMITTEE WORK PROGRAMME**

**Appendix E**

A work programme for the Overview Select Committee is attached. The Committee is asked to consider this and make comments and/or amendments as it considers necessary.

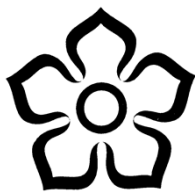
## **14. CORPORATE PLAN OF KEY DECISIONS**

**Appendix F**

Members are asked to consider and comment on the Corporate Plan of Key Decisions.

## **15. ANY OTHER URGENT BUSINESS**





Leicester  
City Council

WARDS AFFECTED  
All Wards - Corporate Issue

# Appendix A1

## FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview Select Committee

15 September 2016

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### Tracking of Petitions - Monitoring Report

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#### Report of the Monitoring Officer

##### 1. Purpose of Report

To provide Members with an update on the current status of outstanding petitions.

##### 2. Recommendations

The Committee is asked to note the current status of outstanding petitions and to agree to remove those petitions marked 'Petition Process Complete' from the report.

##### 3. Report

The Committee is responsible for monitoring the progress and outcomes of petitions received within the Council. An Exception Report, showing those petitions currently outstanding or for consideration at the current Overview Select Committee meeting is attached.

The Exception Report contains comments on the current progress on each of the petitions. The following colour scheme approved by the Committee is used to highlight progress and the report has now been re-arranged to list the petitions in their colour groups for ease of reference:

- **Red** – denotes those petitions for which a pro-forma has not been completed within three months of being referred to the Divisional Director.
- **Petition Process Complete** - denotes petitions for which a response pro-forma has sent to the relevant Scrutiny Commission Chair for comment, subsequently endorsed by the Lead Executive Member and the Lead Petitioner and Ward Members informed of the response to the petition.
- **Green** – denotes petitions for which officers have proposed a recommendation in response to a petition, and a response pro-forma has been sent to the relevant Scrutiny Commission Chair for comment, before being endorsed by the Lead Executive Member.

- **Amber** – denotes petitions which are progressing within the prescribed timescales, or have provided clear reasoning for why the three-month deadline for completing the response pro-forma has elapsed.

In addition, all Divisional Directors have been asked to ensure that details of **all** petitions received direct into the Council (not just those formally accepted via a Council Meeting or similar) are passed to the Monitoring Officer for logging and inclusion on this monitoring schedule.

#### **4. Financial, Legal and Other Implications**

There are no legal, financial or other implications arising from this report.

#### **5. Background Papers – Local Government Act 1972**

The Council's current overall internal process for responding to petitions.

#### **6. Consultations**

Staff in all teams who are progressing outstanding petitions.

#### **7. Report Author**

Graham Carey  
Democratic Services Officer  
Extn. 376356



| Date Petition referred to Divisional Director | Received From    | Subject  | Type - Cncr (C) Public (P) | No. of Sig | Ward           | Date Receipt Reported to Council (C) / Committee (Ctee)          | Lead Divisional Director | Current Position   | Scrutiny Chair Involvement   | Date of Final Response Letter Sent to Lead Petitioner | Current Status            |
|---|------------------|--|----------------------------|------------|----------------|--|--------------------------|--|--|---|---------------------------|
| 05/04/2016                                    | Mr R Skinner     | Petition requesting the Council of force Alderman Richard Hallam schools to create a dedicated parents drop off zone on their land.                            | (p) e-petition             | 12         | Abbey          |  | Ian Bailey               | Officers have investigated the issues. A pro-forma has been produced and is being discussed with the Lead Executive member. It will then be sent to the Scrutiny Chair for comment.  |  |   | RED                       |
| 11/04/2016                                    | Mr J Marshall    | Petition requesting the Council to move the youth provision at Barley Croft Primary School to Ur Choice Young People's base at Unit 7 Home Farm Square.        | (p) Paper and e-petition   | 348        | Beaumont Leys  |  | Caroline Tote            | Discussions have taken place with the Lead Petitioner and Ward Councillors. A pro-forma is being prepared for consideration by the Lead Executive member. It will then be sent to the Scrutiny Chair for comment.  |  |   | RED                       |
| 29/03/2016                                    | Mr A Whitworth   | Petition requesting a residents parking scheme in Nugent Street.   | (p)                        | 28         | Fosse          |  | Andrew L Smith           | The request for a Residents' Parking Scheme will be added to the council's database for residents' parking schemes to be considered after the current residents' parking scheme priority areas have been implemented.  | Pro-forma returned by Scrutiny Chair who is content with the response. | 03 August 2016  | PETITION PROCESS COMPLETE |
| 14/06/2016                                    | Mr D Hockin      | Petition requesting assistance to stop speeding on Brading Road  | (p)                        | 70         | Fosse          |  | Andrew L Smith           | A temporary Vehicle Activated Sign will be provided on Brading Road at a location to be agreed. The request for traffic calming and the 20 mph zone will be considered during the development of the 2017/18 and beyond Highways and Transport Capital Programme at the Highways and Transport Member Workshops. Ward councillors will be asked to advise on the priority of this request when confirming ward priorities. | Pro-forma returned by Scrutiny Chair who is content with the response  | 02 August 2016  | PETITION PROCESS COMPLETE |
| 17/06/2016                                    | Mr B Courtinho   | Petition requesting the Council to address parking issues in Pembroke Street.  | (p)                        | 28         | North Evington |  | Andrew L Smith           | Ward Members were asked for their views by 18 August 2016. A pro-forma is now being prepared and will be discussed with the Lead Executive Member before being sent to the Scrutiny Chair.   |  |   | AMBER                     |
| 11/07/2016                                    | Mrs L Hubble     | Petition requesting the Council to withdraw plans to sell land at Western Park until proper consultation has taken place to enable full community involvement. | (p)                        | 40         | Western        | Cllr Unsworth presented the petition to Council on 14 July 2016. | Matt Wallace             | Sent to Divisional Director  |  |   | AMBER                     |
| 10/08/2016                                    | Ms Louise Basten | Petition for parking permits and trees to be cut back at the flats at the top of Oak Street.   | (p)                        | 20         | North Evington |  | Andrew L Smith           | Sent to Divisional Director  |  |   | AMBER                     |
| 30/06/2016                                    | Mr A Vagani      | Petition requesting a residents parking scheme in Stafford Street  | (p)                        | 39         | Rushey Mead    |  | Andrew L Smith           | A pro-forma is now being prepared and will be discussed with the Lead Executive Member before being sent to the Scrutiny Chair.  |  |   | AMBER                     |

RED - Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.

GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER - Petition response progressing within 3 months of being referred to Divisional Director





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## ***Revenue Budget Monitoring – Period 3, 2016/17***

Decision to be taken by: City Mayor

Executive meeting date: 25<sup>th</sup> August 2016

Overview Select Committee date: 15<sup>th</sup> September 2016

Lead director: Alison Greenhill

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## Useful information

- Ward(s) affected: All
- Report author: Alistair Cullen
- Author contact details: Ext 37 4042

### 1. Summary

This report is the first in the monitoring cycle for 2016/17, and gives an early indication of the expected performance against the budget for the year.

Given the scale of Government funding cuts, departments are inevitably under pressure to provide services with less funding.

It is pleasing to note that at this stage, all services are forecasting that they will operate within budget for the year (albeit with some use of reserves and other measures to manage pressures in some areas)

In particular, indications are that the considerable budget planning work carried out within Adult Social Care and improvements to management information systems made in 2015/16 have resulted in a budget that reflects the demographic and other pressures that have been consistently highlighted in recent years.

As reported to OSC in June, the budget strategy places heavy emphasis on delivery of the spending review programme.

2016/17 marks a turning point in that the Council is now drawing down reserves to support the budget whilst ongoing spending reviews are approved and delivered - this means that services are being maintained using one off funding and cannot be sustained at their current levels within their current formats.

This use of one-off funding is in line with the Managed Reserves Strategy adopted in recent budgets whereby reserves built up for this purpose are used to manage pressures whilst ongoing reductions are achieved through the Spending Review programme.

Plans are in place for nearly all spending reviews to have been brought to the Executive for decisions by the end of 2016/17 but the achievement of this and the subsequent implementation of the approved measures is vital. Delays or failure to achieve the approved savings will increase pressures elsewhere in the Council and undermine the budget strategy. Services are, overall, managing these pressures at the moment but the scale of the task should not be underestimated.

## **2. Recommendations**

2.1 The Executive is recommended to:

- Note the emerging picture detailed in the report.
- Approve reductions to the City Development & Neighbourhoods departmental budget of £0.1m in respect of the City Centre spending review and £0.1m (rising to £0.15m in future years) in respect of the early delivery of savings in regulatory savings, as detailed in Appendix B, Paragraphs 6.1 and 6.2 respectively

2.2 The OSC is recommended to:

- Consider the overall position presented within this report and make any observations it sees fit.

## **3. Supporting information including options considered:**

The General Fund budget set for the financial year 2016/17 was £263.2m.

Appendix A details the budget for 2016/17.

Appendix B provides more detailed commentary on the forecast position for each area of the Council's operations.

## **4. Financial, legal and other implications**

### 4.1 Financial & Legal implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, Ext 37 4001

### 4.2 Climate Change and Carbon Reduction implications

This report is solely concerned with financial issues.

#### 4.3 Equality Impact Assessment

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

#### 4.4 Other Implications

| <b>Other implications</b>    | <b>Yes/No</b> | <b>Paragraph referred</b> |
|------------------------------|---------------|---------------------------|
| Equal Opportunities          | No            | -                         |
| Policy                       | No            | -                         |
| Sustainable & Environmental  | No            | -                         |
| Crime & Disorder             | No            | -                         |
| Human Rights Act             | No            | -                         |
| Elderly/People on low income | No            | -                         |
| Corporate Parenting          | No            | -                         |
| Health Inequalities Impact   | No            | -                         |

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

#### **5. Background information and other papers.**

Report to Council on the 24<sup>th</sup> February 2016 on the General Fund revenue budget 2016/17.

#### **6. Summary of appendices:**

Appendix A – P3 Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances;

#### **7. Is this a private report?**

No

## Overall Position against General Fund Budget for 2016/17

At this stage of the year a high level forecast has been presented against the budget shown below.

All departments, and the Council overall, believe they can live within their allocated budgets, and the Corporate Resources Department is currently forecasting savings of £0.6m in the year.

|   | Current Budget<br>for Year |
|---|----------------------------|
|   | <b>£000</b>                |
| Neighbourhood & Environmental Services          | 30,854.4                   |
| Tourism, Culture & Inward Investment            | 6,221.0                    |
| Planning, Transportation & Economic Development | 18,251.8                   |
| Estates & Building Services                     | 9,031.8                    |
| Departmental Overheads                          | 655.4                      |
| Fleet Management                                | 110.0                      |
| Housing Services                                | 4,834.2                    |
| <b>City Development and Neighbourhoods</b>      | <b>69,958.6</b>            |
| <b>Adult Social Care</b>                        | <b>103,277.1</b>           |
| <b>Health Improvement &amp; Well-being</b>      | <b>23,272.2</b>            |
| Strategic Commissioning & Business Development  | 522.1                      |
| Learning Quality & Performance Services         | 8,656.5                    |
| Children, Young People & Families               | 58,959.5                   |
| Departmental Resources                          | (10,278.0)                 |
| <b>Education &amp; Children's Services</b>      | <b>57,860.1</b>            |
| Delivery Communications & Political Governance  | 5,652.1                    |
| Financial Services                              | 11,731.0                   |
| Human Resources                                 | 3,921.4                    |
| Information Services                            | 10,026.1                   |
| Legal Coronial & Registrars                     | 1,981.0                    |
| <b>Corporate Resources and Support</b>          | <b>33,311.6</b>            |
| <b>Housing Benefits (Client Payments)</b>       | <b>527.6</b>               |
| <b>Total Operational</b>                        | <b>288,207.2</b>           |
| Corporate Budgets                               | 11,784.7                   |
| Capital Financing                               | 13,300.3                   |
| <b>Total Corporate &amp; Capital Financing</b>  | <b>25,085.0</b>            |
| Public Health Grant                             | (28,214.0)                 |
| Use of Reserves                                 | (21,904.7)                 |
| <b>TOTAL GENERAL FUND</b>                       | <b>263,173.5</b>           |

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**Outturn Divisional Narrative – Explanation of Variances**

**Corporate Resources and Support**

**1. Finance**

- 1.1. The Financial Services Division is on course to achieve savings of £0.3m, due to 7 vacant posts across the accounting teams. Some posts are however being recruited to and hence the impact on the service is expected to be limited.

**2. Human Resources & Workforce Development**

- 2.1. Human Resources & Workforce Development is forecasting a balanced budget.

**3. Information Services**

- 3.1. Information Services is on course to achieve savings of £0.1m, due to vacancies as the service implements the spending review with a target of £2.4m to be achieved by 2017/18.

**4. Delivery Communications & Political Governance**

- 4.1. The Delivery, Communications and Political Governance Division is on course to achieve savings of £0.1m, due to vacancies and running costs, as spending review targets are implemented.

**5. Legal, Registration & Coronial Services**

- 5.1. The Legal, Coronial & Registrars Division is forecasting it will live within its budget. Pressures on the Coroners' budget due to legislative changes will be met corporately.

**City Development and Neighbourhoods**

**6. Spending Review Savings**

- 6.1. As part of the spending review programme, savings of £0.1m per year are being sought through a review of city centre budgets. In order to consider this review more fully in the context of economic regeneration programmes in the city centre, it would be beneficial to extend the timetable for identifying savings. Consequently, it is proposed to realign budgets within the wider department to achieve the saving, and the recommendations to this report reflect this.
- 6.2. The spending review programme also includes savings from the Council's Regulatory Services function (part of Neighbourhood & Environmental Services). The spending



review work is not due to report until later in the year, but early savings have been secured through a review of the senior management structure. This has allowed a saving of £0.15m per annum to be realised and this can be removed from the department's budget (with a reduction of £0.1m in 2016/17 to reflect the part-year impact).

## **7. Planning, Transportation and Economic Development**

7.1. The Division is forecasting a balanced outturn on a net budget of £18.3m.

## **8. Tourism, Culture & Inward Investment**

8.1. The Division has identified pressures of £0.1m, largely due to reductions in income whilst the Leicester Market redevelopment works continue. This is being offset by savings on other services and the departmental reserve.

## **9. Neighbourhood & Environmental Services**

9.1. The Division is forecasting a balanced out-turn on a net budget of £30.8m. However, a pressure of over £300k is emerging due to changes in waste disposal regulations which could increase landfill tax costs. Mitigating options are being explored. The Division is also reviewing all costs to seek to contain these pressures; if this is not fully possible, then reserve funding will be used

## **10. Resources**

10.1. Resources include departmentally held budgets such as postage and pension contributions, and a balanced out-turn to the net budget of £655k is expected. The vehicle fleet is on target to deliver the £900k spending review savings target for 2016/17.

## **11. Estates & Building Services**

11.1. The Division is forecasting a balanced out-turn on a net budget of £9m.

## **12. Housing General Fund**

12.1. The General Fund housing service is on course to achieve savings of £0.1m.

12.2. Vacancy management across the service is expected to the equivalent of 9 FTE vacancies across the year with an underspend of £300k. Any emerging significant impact on service provision would be mitigated by short term staffing arrangements.

Supported Housing has identified pressures of £0.1m. Fifteen self-contained flats were returned to general housing management last year and were to be replaced with five shared houses to maintain the same level of provision. However, these plans are on hold pending the outcome of a government review of housing benefit for supported housing.

### **13. Housing Revenue Account**

- 13.1. The Housing Revenue Account (HRA) is a ring-fenced income and expenditure account relating to the management and maintenance of the Council's housing stock.
- 13.2. At period 3, the HRA is on course to achieve savings of £0.7m (excluding revenue for capital spending, which is reported in the capital monitoring report)
- 13.3. Rental income is forecast to be £0.6m less than budget. Right to Buy Sales are expected to be in the region of 500 this year, significantly higher than the 240 sales assumed in the budget. Additional resources are now in place to reduce the backlog that has arisen as a result of the high number of new applications.
- 13.4. Repairs and maintenance is forecast to achieve savings of £1.1m. Vacancies across the service are expected to contribute £0.9m. The new repairs service is expected to be implemented in November 2016 and most of the in-year underspend will become an ongoing saving, which will contribute to offsetting future pressures on the HRA. Expenditure on materials is forecast to be £0.2m less than budget.
- 13.5. Management and Landlord Services expect to spend £0.3m less than budget. Vacancies management across the service is expected to yield 9.5fte, ahead of the savings becoming permanent once the new district management service is implemented in November 2016 as part of the transformation programme to meet the financial pressures on the HRA.

### **Adult Social Care**

#### **14. Adult Social Care**

- 14.1. In summary the department is forecasting to spend as per the current annual budget of £103.3m
- 14.2. Of the £103.3m budget the most significant item is the £94.6m expenditure on independent sector service user care package costs. The level of net growth in long term service users in quarter one was 0.15% (8 service users from a base at the start of the year of 5,356). This translates to an annualised rate of 0.6% which is significantly lower than the 2.6% net growth seen in 2015/16. However it is too early

in the year to revise the forecast annual growth rate which remains as per the budget. This will be reviewed again at quarter two.

- 14.3. The most significant area of potential cost increase is from net increases in package costs during the year from our existing user base. This is where the condition of the user deteriorates through increasing frailty for example, or from the need for temporary respite. This is being closely tracked at an individual service user level by social work teams to be clear of the reasons why and the appropriateness of the new package being provided. Activity in the first quarter is such that we are not revising our budget assumptions in this forecast and we will review again in quarter two.
- 14.4. Reviews of service users are ongoing to ensure that the most appropriate care packages are in place.
- 14.5. Consultations with residential care providers to agree price increases are ongoing and should conclude shortly. The increases are principally to reflect the impact of the national living wage for providers and have been provided for in the budget.
- 14.6. Extra Care Housing provides self-contained flats with onsite support to enable vulnerable adults to live independently in the community rather using traditional residential care. Not only is this better for the service user but it is also more cost effective for the Council (saving around £3,000 per user per annum). However government plans to cap housing benefit payments for residents in Extra Care flats is jeopardising the financial viability of both existing and new schemes. From a financial viewpoint this is frustrating one of our means of reducing care package costs and delivering a key policy agenda in providing independent living opportunities.
- 14.7. There is significant demand for this kind of accommodation across the city and two new schemes which could provide 157 flats have been put on hold by the development consortium and the Council. It is understood that the new DWP minister will make an announcement regarding the government's position on whether or not housing benefits will be capped for these schemes in the autumn. The Deputy Mayor has written to the minister asking for an urgent decision.

### **Health Improvement & Wellbeing**

#### **15. Public Health & Sports Services**

- 15.1. In summary the department is forecasting to spend £23.3m (Public Health £19.9m and Sports Service £3.4m) as per the current annual budget.
- 15.2. In November 2015 the Department of Health announced a series of reductions in the Public Health Grant. £1.6m was cut in 2015/16, £0.6m in 2016/17 with estimated

cuts of £0.7m each in the years 2017/18 – 2019/20. The services provided by this division are almost entirely funded by Public Health Grant and therefore bear the brunt of the reductions.

- 15.3. The grant cuts in 2015/16 and 16/17 of £2.2m in total will be addressed by reducing spend in a number of areas including weight management in pregnancy, NHS Health-checks, Healthy Tots/ Healthy Nurseries programme, reductions in evaluation and intelligence, cuts to smoking and tobacco control, reductions in some alcohol programmes and a workplace health scheme. An organisational review is underway which will also release savings in staffing within the department, which will conclude by February 2017.
- 15.4. The 0-19 Healthy Child Programme contract is being re-tendered and savings from this exercise will meet anticipated grant cuts in 2017/18, 2018/19 and 2019/20. An integrated lifestyle review is also underway which will release further savings from 2017/18.
- 15.5. Departmental ear-marked reserves have been identified to meet severance costs associated with the organisational review and to meet any shortfall required in-year savings in staffing in 2016/17.

### **Education and Children's Services**

#### **16. Education and Children's Services**

- 16.1. In summary the department is forecasting to spend as per the current annual budget of £57.9m.
- 16.2. Of the £57.9m budget £24.5m relates to placement costs for looked after children (LAC). Numbers of LAC at the end of quarter one were 637 compared to 639 at the end of March.
- 16.3. In terms of controlling placement costs the approach is to both continually review existing LAC high cost placements for potential 'step down' opportunities to lower cost provision and to use targeted interventions to divert potential new entrants away from care. In terms of the latter two new Multi-Systemic Therapy (MST) teams are now fully operational and along with the existing team will have a capacity to deal with a caseload of approximately 110 per annum (dependent on family size). These teams provide an intensive family intervention programme to change the behaviour of the young person and parent. One of the new teams will deal with cases involving abuse and neglect and is already fully subscribed.
- 16.4. The financial impact of these teams on placement costs will be evaluated and compared against the budget assumptions. It is worth noting that we are ahead of

many other local authorities in terms of the delivery of MST and have worked closely with the DfE sector advisors to set up these teams. The DfE have recently launched the Life Chances Fund which is promoting Social Impact Bonds (SIB) as a means to deliver MST programmes. The SIB is an outcome based contract where a social investor funds a provider organisation to deliver the programme with payment by results by the local authority to the investor.

- 16.5. We are currently evaluating further targeted intervention programmes and have made a bid to the Social Care Innovation Programme to fund an 'Edge of Care' team which would deal with those children who are not eligible for MST but are in danger of becoming looked after.
- 16.6. Whilst there is a degree of certainty in terms of the placement stability of our existing LAC cohort, there remains high level of uncertainty when it comes to forecasting the number of net new entrants into the system for the remainder of the financial year. Levels of net new entrants in the first quarter particularly into high cost provision are cautiously encouraging and suggest that our current budget is adequate at this stage in the year. As a result we are forecasting a placement cost as per the budget.
- 16.7. External residential placements cost £6.5m in 2015/16. There has been a net reduction of 2 such placements in quarter one, with 36 total placements at the end of June.
- 16.8. There remains an issue with the number of internal foster carers available to take placements and we are still actively seeking to recruit new ones. Where internal foster carers are unavailable or the placement is short term then more expensive Independent Foster Agency carers (IFAs) are used. There was a net reduction of 4 IFA placements in the first quarter with a total population in this type of provision of 49 at the end of June. IFA provision cost £1.8m in 2015/16.
- 16.9. A new Single Assessment Team has been created by combining practitioners and managers from existing services and budgets. This team will deliver the first response to all referrals that meet the threshold for social work assessment and transfer cases at agreed points to the remaining Children in Need Service (CiN). This will be a more effective business process.
- 16.10. The CiN service is still reliant on agency staff, the impact of which has been included in the budget. At the end of June there were 23 ASYE (Assessed and Supported Year in Employment) level one trainee social workers and 5 level two ASYEs together with 12 FTE qualified social workers, a total of 40 permanent social workers. Agency staff are needed to support the ASYEs during their training and also to cover for secondments and maternity leave.

- 16.11. Proposals to remodel the Early Help service and Children's Centres are being developed to contribute to the Department's spending review savings target of £5m. These proposals will be consulted upon later in the year when agreed by the Executive.

### ***Schools & Learning Services***

- 16.12. The government has announced that the implementation of the National School Funding Formula will now be implemented from 2018/19, a year later than originally envisaged. The first stage of the consultation earlier in the year focused on principles only and did not provide any data upon which to estimate the financial impact on schools or the local authority. In short the local authority will no longer be able to set the school funding formula, schools will not be able to de-delegate funds back to the local authority and the funding of High Needs will change significantly. The Education Services Grant provided to LAs (and Academies) for centrally provided services will also reduce dramatically.
- 16.13. It is still anticipated that the local authority will have to withdraw from school improvement activities from September 2017, with the consequent impact on our staff.
- 16.14. Humberstone Infants, Knighton Fields Primary, Willowbrook Primary, Uplands Junior and Thurnby Lodge Primary have converted to academies this financial year. The loss of Education Services Grant to the authority as a result of these conversions has been included in the budget.

### **Corporate Items & Reserves**

#### ***17. Corporate Items***

- 17.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges and levies.
- 17.2. Given the difficult financial climate, recent budgets continue to include a general contingency of £3m to help the Council manage both anticipated and unforeseeable risks.
- 17.3. Since setting the budget, additional spending review savings have been approved, principally Parks & Open Spaces (£0.77m), Substance Misuse (£1m) and TNS Staffing (£0.38m in 2016/17 rising to £0.59m by 2018/19). A further £0.3m has also been recovered from the City Development and Neighbourhoods division's operating budget as reported in the 2015/16 Outturn report.



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## ***Capital Budget Monitoring – Period 3, 2016/17***

Decision to be taken by: City Mayor

Executive meeting date: 25<sup>th</sup> August 2016

Overview Select Committee date: 15<sup>th</sup> September 2016

Lead director: Alison Greenhill

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## Useful information

■ Report author: Ernie Falso

■ Author contact details: [ernie.falso@leicester.gov.uk](mailto:ernie.falso@leicester.gov.uk)

### 1. Summary

The purpose of this report is to show the position of the capital programme for 2016/17 at the end of Period 3.

This is the first report of the financial year. Further quarterly reports and an outturn report will be presented as the year progresses.

### 2. Recommendations

The Executive is recommended to:

- Note the level of expenditure of £16.1m at Period 3;
- Note the current level of spend (13%) of the £121.9m approved programme, and note that £7.5m of the approved programme has now been re-profiled to future years. Re-profiling occurs when it is sensible to delay commencement of a scheme and reasons for this are detailed in the commentary on individual schemes in Appendices B-F;
- Note that across a number of schemes, £119k has been declared as savings following completion of projects within budget.
- Approve an increase of £240k to the value of the Victoria Park Centenary Walk Phase 2 scheme, from £1.86m to £2.10m, funded by external sources including s106 contributions as detailed in Appendix E, Para 4.2.
- Approve the release of £125k from policy provisions for the replacement of allotment infrastructure (Appendix E, Para 5.6).
- Approve the virement within the HRA of £400k budget from Investment in Council Housing to Environmental and Communal Works (Appendix E, Para 7.2.1).

The OSC is recommended to:

- Consider the overall position presented within this report and make any observations it sees fit.

### 3. Report/Supporting information including options considered:

The 2016/17 Capital Programme was approved by Council on 24<sup>th</sup> February 2016.

The appendices B, C, D, E & F attached to this report provide further detail for each Strategic Director's area of responsibility.

The approved programme included:



- Schemes classified as 'immediate starts', which required no further approval to commence; and
- A number of separate 'policy provisions' which would not be released until specific proposals have been approved by the executive.

This report only monitors policy provisions to the extent that spending approval has been given.

#### **4. Financial, legal and other implications**

##### 4.1 Financial & Legal Implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, 37 4001

##### 4.2 Climate Change and Carbon Reduction Implications

This report is solely concerned with financial issues.

##### 4.3 Equalities Implications

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

##### 4.4 Other Implications

| <b>Other implications</b>    | <b>Yes/No</b> | <b>Paragraph referred</b> |
|------------------------------|---------------|---------------------------|
| Equal Opportunities          | No            | -                         |
| Policy                       | No            | -                         |
| Sustainable & Environmental  | No            | -                         |
| Crime & Disorder             | No            | -                         |
| Human Rights Act             | No            | -                         |
| Elderly/People on low income | No            | -                         |
| Corporate Parenting          | No            | -                         |
| Health Inequalities Impact   | No            | -                         |

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

**5. Background information and other papers:**

Capital Budget 2016/17 presented to Council on 24<sup>th</sup> February 2016

2016/17 HRA Budget Setting Report, which incorporates the 2016/17 HRA capital programme, presented to Council on 24<sup>th</sup> February 2016

Capital Outturn 2015/16 presented to Overview Select Committee on 22<sup>nd</sup> June 2016

**6. Summary of appendices:**

Appendix A - Period 3 Financial Position of Capital Programme 2016/17

Appendix B - Summary of Adult Social Care projects

Appendix C - Summary of Health Improvement & Wellbeing projects

Appendix D - Summary of Children's Services projects

Appendix E - Summary of City Development and Neighbourhoods projects

Appendix F - Summary of Corporate Resources projects

**7. Is this a private report**

No

**8. Is this a "key decision"?**

No

**9. If a key decision please explain reason**

N/A

## APPENDIX A

| Strategic Director                | Division  | Approved Programme 2016/17 | Spend to Period 3 | Re-profiling into 2016/17 | Year End Slippage | Year End Savings / (overspends) | Percentage of Spend * |
|-----------------------------------|---|----------------------------|-------------------|---------------------------|-------------------|---------------------------------|-----------------------|
|                                   |   | £000                       | £000              | £000                      | £000              | £000                            | %                     |
| Adult Social Care                 | Adult Social Care                                 | 6,346.0                    | 175.0             | 4,678.0                   | -                 | -                               | 3%                    |
| Health Improvement & Wellbeing    | Sports  | 450.0                      | 26.0              | -                         | 60.0              | -                               | 6%                    |
| Children's Services               | Schools   | 17,066.0                   | 992.0             | -                         | -                 | -                               | 6%                    |
|                                   | Schools (BSF)                                     | 5,000.0                    | 1,551.0           | -                         | -                 | -                               | 31%                   |
|                                   | Children's Social Care and Safeguarding           | 534.0                      | 83.0              | -                         | 19.0              | -                               | 16%                   |
|                                   | Young People's Services                           | 678.0                      | 43.0              | 232.0                     | -                 | -                               | 6%                    |
| City Development & Neighbourhoods | Planning, Transportation and Economic Development | 21,248.0                   | 5,018.0           | -                         | -                 | 19.0                            | 24%                   |
|                                   | Culture & Neighbourhood Services                  | 2,400.0                    | 237.0             | -                         | -                 | -                               | 10%                   |
|                                   | Neighbourhood & Environmental Services            | 2,475.0                    | 217.0             | -                         | -                 | 100.0                           | 9%                    |
|                                   | Estates and Building Services Division            | 5,864.0                    | 3,294.0           | -                         | -                 | -                               | 56%                   |
|                                   | Vehicle Replacement Programme                     | 380.0                      | 208.0             | -                         | -                 | -                               | 55%                   |
|                                   | Housing General Fund                              | 2,721.0                    | 69.0              | -                         | -                 | -                               | 3%                    |
|                                   | Housing Revenue Account (HRA)                     | 23,522.0                   | 2,936.0           | 2,636.0                   | -                 | -                               | 12%                   |
|                                   | LLEP (accountable body)                           | 32,426.0                   | 1,260.0           | -                         | -                 | -                               | 4%                    |
| Corporate Resources               | Financial Services                                | 695.0                      | -                 | -                         | -                 | -                               | 0%                    |
|                                   | Information Services                              | 51.0                       | -                 | -                         | -                 | -                               | 0%                    |
|                                   | <b>TOTAL</b>                                      | <b>121,856.0</b>           | <b>16,109.0</b>   | <b>7,546.0</b>            | <b>79.0</b>       | <b>119.0</b>                    | <b>13%</b>            |

\*

Percentage is based on approved programme minus any savings.

### Adult Social Care Projects

#### 1. Summary

- 1.1. The projects comprising the Adult Social Care capital programme have spent £0.2m at the end of Period 3. This equates to 3% of the approved programme of £6.8m.

#### 2. Adult Social Care

- 2.1. The table below summarises the £6.8m approved capital programme for Adult Social Care.

| Project  | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|---------------|-------------------|------------------|----------------|------------|
| ICT Investment - Phase 2                         | 867.0            | 175.0         | -                 | -                | -              | 20%        |
| Social Inclusion                                 | 201.0            | -             | -                 | -                | -              | 0%         |
| Improvement to Day Care Services at Hasting Road | 430.0            | -             | 430.0             | -                | -              | 0%         |
| Anchor Centre                                    | 600.0            | -             | -                 | -                | -              | 0%         |
| Special Dementia Care Centre                     | 1,798.0          | -             | 1,798.0           | -                | -              | 0%         |
| Extra Care                                       | 2,450.0          | -             | 2,450.0           | -                | -              | 0%         |
| <b>Total</b>                                     | <b>6,346.0</b>   | <b>175.0</b>  | <b>4,678.0</b>    | <b>-</b>         | <b>-</b>       | <b>3%</b>  |

- 2.2. **ICT investment.** This scheme consists of further enhancements to the Liquid Logic social Care IT system. The enhancements include mobile working for social workers, an on-line market place to enable budget holders and self-funders to purchase goods and services, improvements in data sharing with the NHS, training and other system improvements.
- 2.3. **Social Inclusion.** This covers a range of projects to provide access for disabled people to universal services, including community centres, libraries, leisure centres and other public services. Works include the adaptation of toilet facilities and the provision of specialised equipment. Schemes at Abbey Park, Age UK, Haymarket Bus Station and The Emerald Centre were completed in 2015/16. The Council capital programme of £201k is funding two toilet facility schemes at Aylestone and Leicester Leys Leisure centres to complete in 2016/17. In addition to these a further scheme is being proposed to add a toilet facility at the Outdoor Pursuits Centre which will be funded separately using the Disabled Facilities Grant. These schemes will commence during September.
- 2.4. **Hastings Road.** This scheme will improve Hastings Road Day Centre by utilising and expanding the use of the building, to accommodate more teams and provide a resource hub for service users. A feasibility study is currently in progress to determine the best use of the building.
- 2.5. **Anchor Centre.** An Executive decision has been taken to develop a new recovery hub at the Abbey Street premises. The scheme is now led by Public Health with an estimated cost of £600k. £330k of this will be funded from the capital programme and the balance of £270k will be from a Public Health England grant specifically to part fund these type of facilities. Works are scheduled to commence October 2016.
- 2.6. **Specialist Dementia Care Scheme.** Spending has been brought forward from the 15/16 Capital Programme to support the development of a specialist Dementia Care scheme in partnership

with an external organisation. Currently plans are on hold pending further consideration of service needs

- 2.7. **Extra Care** provides self-contained flats where service users can live independently but have care and support provided on-site rather than having to live in traditional residential homes. There is a shortage of this type of accommodation in the city and this policy provision has been set aside to part fund schemes to address this. This funding will be complemented by money set aside from the portion of housing capital receipts which can only be spent on affordable housing or must otherwise be returned to the Government.

In 2014 the Council procured a partner, Ashley House Independent Living consortia, to develop two such Extra Care Housing schemes in the city costing approximately £10m each and providing 157 flats in total. The two sites are at Hamelin Road in Braunstone and Tilling Road in Beaumont Leys. These sites would be run by a Registered Social Landlord and the Council has nomination rights for the flats in perpetuity.

In November 2015 the then Chancellor announced a cap to local housing allowance payments for Extra Care and other supported living housing schemes. This has put at risk the viability of new and existing schemes because the Housing Benefit paid to the tenant would then not cover the cost of the supported living accommodation. The schemes will become unviable unless the cap is revised.

There has been a considerable amount of lobbying with government to reverse these plans and an announcement is now expected from the new Department of Work and Pensions minister in the autumn. The Assistant Mayor has written to the minister. The Council and the developer have put the two schemes on hold until the decision from the Government. As a result of the delay there will be additional construction costs for these schemes.

### 3. **Policy Provisions**

- 3.1. At the end of Period 3 there was one policy provision for Adult Social Care.

| Service Area      |                    | Amount<br>£000 |
|-------------------|--------------------|----------------|
| Adult Social Care | Extra Care Schemes | 6,700.0        |
| <b>Total</b>      |                    | <b>6,700.0</b> |

### Health Improvement & Wellbeing

#### 1. Summary

- 1.1. The Health Improvement capital programme consists of one project which has spent £26k at the end of Period 3. This equates to 6% of the approved budget of £450k.

#### 2. Sports

- 2.1. The table below summarises the £450k approved capital programme for Sports.

| Project                                    | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|---------------|-------------------|------------------|----------------|------------|
| Humberstone Heights Golf Course Investment | 450.0            | 26.0          | -                 | 60.0             | -              | 6%         |
| <b>Total</b>                               | <b>450.0</b>     | <b>26.0</b>   | <b>-</b>          | <b>60.0</b>      | <b>-</b>       | <b>6%</b>  |

- 2.2. **Humberstone Heights Golf Course Investment.** This scheme was approved in November 2015 and will improve the quality of facilities and the overall financial sustainability of the golf course. Works include new drainage, irrigation, footpath and pond repairs, new signage and rebranding and enhancements to the Academy course. There is small amount of slippage forecast which relates to contingencies within the contract sum.

### Children's Services Projects

#### 1. Summary

- 1.1. The projects comprising the Children's Services capital programme have spent £2.7m at the end of Period 3. This equates to 18% of their approved capital programme of £15.2m.
- 1.2. The Children's Services capital programme is reported, for monitoring purposes, in three distinct sections, schools (£8.9m), the Building Schools for the Future programme (£5.0m) and non-schools (£1.2m).

#### 2. Schools

- 2.1. The table below summarises the £8.9m approved capital programme for the Children's Services Schools Programme and the related expenditure.

| Project                               | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|---------------------------------------|------------------|---------------|-------------------|------------------|----------------|------------|
| Basic Need Works                      | 7,282.0          | 549.0         | -                 | -                | -              | 8%         |
| Targeted Basic Need - Kestrels' Field | 1,403.0          | 333.0         | -                 | -                | -              | 24%        |
| School Capital Maintenance            | 8,381.0          | 110.0         | -                 | -                | -              | 1%         |
| <b>Total</b>                          | <b>17,066.0</b>  | <b>992.0</b>  | <b>-</b>          | <b>-</b>         | <b>-</b>       | <b>6%</b>  |

- 2.2. **Basic Need Works.** A further £3.7m of Basic Need funding for primary school places was approved for release in April 2016 to address the lack of capacity mainly within the central areas of the City. £2.6m of this funding is forecast to be spent on schemes in the 2016/17 financial year which, in addition to the existing programmes of £4.7m means the total 2016/17 approved spend on Basic Need schemes is £7.3m.

The new programme covers approximately 15 schemes including conversion of non-teaching spaces into classrooms, refurbishment and conversion of former ICT rooms into classrooms together with the use of temporary modular buildings. In total these works will create up to 1,200 additional places. Some of the larger schemes in 2016/17 include Alderman Richard Hallam Primary (£0.45m), Fosse Primary (£0.32m) and Inglehurst Junior (£0.25m).

The existing programme includes works at Wolsey House and rectification at Eyres Monsell (both of which are expected to complete by the end of December) together with a number of smaller schemes which will complete this year.

- 2.3. **Targeted Basic Need - Kestrels' Field Primary School.** This scheme will create an additional 60 reception places. It is a £6.9m scheme funded through a combination of £3.9m from the Department of Education and £3.0m from the Council. The first phase of the works was completed at the end of November 2015. The second phase of the works, to reconfigure the existing Primary School site to become the new infant block, will be completed by September 2016.
- 2.4. **School Capital Maintenance.** The current budget includes £264k to cover existing schemes including boiler and roofing works. A separate report (Children's Capital Maintenance Report 2016/17) has been approved to release £8.1m from the Capital Maintenance policy provision.

This is to address high priority works (both health & safety and urgent works) across the Children's Services capital portfolio.

### 3. **Building Schools For The Future (BSF)**

- 3.1. The BSF programme is now substantially complete with only some final retention payments, claims and work on a new dining hall at Fullhurst Community College of circa £600k remaining outstanding. Actual expenditure of £1.6m has been incurred in 2016/17 to date and this is funded from an earmarked reserve that has been specifically set-aside for this purpose. It should be noted that a further report will be submitted outlining the proposal for the planned programme of works for the BSF Retained Estate.

### 4. **Non-Schools**

- 4.1. The table below summarises the £1.2m approved capital programme for Children's Services directly controlled projects.

| Project  | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|---------------|-------------------|------------------|----------------|------------|
| Children's Homes and Contact Centre Refurbishments | 508.0            | 82.0          | -                 | 19.0             | -              | 16%        |
| Adventure Playgrounds & Youth Centres              | 26.0             | 1.0           | -                 | -                | -              | 4%         |
| Early Years - Two Year Old Entitlement             | 347.0            | -             | 232.0             | -                | -              | 0%         |
| Liquid Logic (Phase 2)                             | 331.0            | 43.0          | -                 | -                | -              | 13%        |
| <b>Total</b>                                       | <b>1,212.0</b>   | <b>126.0</b>  | <b>232.0</b>      | <b>19.0</b>      | <b>-</b>       | <b>10%</b> |

- 4.2. **Children's Homes and Contact Centre Refurbishments.** The budget is being spent on:

4.2.1. The St Andrew's Family Contact Centre scheme which will improve space and facilities for parents and children whilst also providing space for training and other meetings.

4.2.2. Children's homes, which will be refurbished and improved, with works to be carried out at Barnes Heath, Dunblane Avenue, Netherhall and Tatlow Road.

- 4.3. The **Adventure Playgrounds & Youth Centres** scheme is a provision to cover refurbishments and small capital maintenance works.

- 4.4. The **Early Years Two Year Old Entitlement** scheme provides resources to private, voluntary and independent providers to enable them to expand their provision to accommodate and provide the two year old free entitlement and enable the Council to meet its statutory obligations. There remains a need to develop new places for eligible 2 year olds in specific areas of the city and the remaining £347k capital funding continues to support this area of work in the areas of greatest need. Works will be carried out over the next two years, hence £232k has been reprofiled into 2017/18.

- 4.5. **Liquid Logic** is the main system supporting Children's social care services. The scheme will provide enhancements to the system including the integration of an online portal to communicate with children and families, improved communication and payment mechanisms for foster carers, case management for early help cases, together with delivering recommendations from the 2015 system health check.



## 5. Policy Provisions

- 5.1. There are three policy provisions for Children's Services projects.

| Service Area |   | Amount<br>£000  |
|--------------|---|-----------------|
| Schools      | Basic Needs (New Primary School Places) | 1,197.0         |
|              | Schools Capital Maintenance             | 4,877.0         |
|              | Children's Services *                   | 41,484.0        |
| <b>Total</b> |   | <b>47,558.0</b> |

\* This policy provision covers spend for 3 years up to 2018-19.

- 5.2. Since Period 3, £8,117k of the Capital Maintenance policy provision has been released to address high priority works across the Children's Services capital portfolio. This amount has been added to the School Capital Maintenance budget

**City Development and Neighbourhoods' Projects****1. Summary**

- 1.1 The projects comprising the City Development and Neighbourhoods' capital programme have spent £13.2m at the end of Period 3. This equates to 15% of their approved capital programme of £91m.
- 1.2 Excluding the Leicester & Leicestershire Enterprise Partnership (LLEP) grants programme (which is managed by the LLEP) and savings, this equates to 20% of the approved programme.
- 1.3 The City Development and Neighbourhoods programme is split into eight distinct areas, as shown in the following table:

| <b>Project</b>   | <b>Approved<br/>£000</b> | <b>Spend<br/>£000</b> | <b>Profiling<br/>£000</b> | <b>Slippage<br/>£000</b> | <b>Saving<br/>£000</b> | <b>%<br/>Spent</b> |
|--|--------------------------|-----------------------|---------------------------|--------------------------|------------------------|--------------------|
| Planning, Transportation and Economic Development        | 21,248.0                 | 5,018.0               | -                         | -                        | 19.0                   | 24%                |
| Tourism, Culture and Inward Investment                   | 2,400.0                  | 237.0                 | -                         | -                        | -                      | 10%                |
| Neighbourhood & Environmental Services                   | 2,475.0                  | 217.0                 | -                         | -                        | 100.0                  | 9%                 |
| Estates and Building Services                            | 5,864.0                  | 3,294.0               | -                         | -                        | -                      | 56%                |
| Vehicle Replacement Programme                            | 380.0                    | 208.0                 | -                         | -                        | -                      | 55%                |
| Housing General Fund                                     | 2,721.0                  | 69.0                  | -                         | -                        | -                      | 3%                 |
| Housing Revenue Account (HRA)                            | 23,522.0                 | 2,936.0               | 2,636.0                   | -                        | -                      | 12%                |
| <b>Total (Excluding LLEP)</b>                            | <b>58,610.0</b>          | <b>11,979.0</b>       | <b>2,636.0</b>            | <b>-</b>                 | <b>119.0</b>           | <b>20%</b>         |
| Leicester & Leicestershire Enterprise Partnership (LLEP) | 32,426.0                 | 1,260.0               | -                         | -                        | -                      | 4%                 |
| <b>Total (Including LLEP)</b>                            | <b>91,036.0</b>          | <b>13,239.0</b>       | <b>2,636.0</b>            | <b>-</b>                 | <b>119.0</b>           | <b>15%</b>         |

## 2. Planning, Transportation and Economic Development

2.1 The table below summarises the current approved projects relating to Planning, Transportation and Economic Development.

| Project  | Approved<br>£000 | Spend<br>£000  | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|----------------|-------------------|------------------|----------------|------------|
| Transport Improvement Works                                | 1,616.0          | 543.0          | -                 | -                | -              | 34%        |
| North City Centre Access Improvement Scheme                | 1,338.0          | 135.0          | -                 | -                | -              | 10%        |
| Leicester North West Major Transport Scheme (A50 Corridor) | 2,000.0          | 109.0          | -                 | -                | -              | 5%         |
| Legible Leicester  | 79.0             | 27.0           | -                 | -                | -              | 34%        |
| Air Quality - Walking and Cycling                          | 39.0             | 9.0            | -                 | -                | -              | 23%        |
| Haymarket Bus Station                                      | 779.0            | 376.0          | -                 | -                | -              | 48%        |
| Highways Maintenance                                       | 2,860.0          | 681.0          | -                 | -                | -              | 24%        |
| Street Lighting Replacement                                | 800.0            | 69.0           | -                 | -                | -              | 9%         |
| Local Environmental Works                                  | 217.0            | 29.0           | -                 | -                | -              | 13%        |
| Flood Strategy   | 300.0            | 11.0           | -                 | -                | -              | 4%         |
| Christmas Decorations Replacement                          | 59.0             | 5.0            | -                 | -                | -              | 8%         |
| City Centre Street Improvements                            | 2,650.0          | 340.0          | -                 | -                | -              | 13%        |
| Townscape Heritage Initiative                              | 250.0            | 135.0          | -                 | -                | -              | 54%        |
| Friars' Mill   | 377.0            | 33.0           | -                 | -                | -              | 9%         |
| Friars' Mill Offices                                       | 1,250.0          | 114.0          | -                 | -                | -              | 9%         |
| Waterside Strategic Regeneration Area                      | 4,000.0          | 1,613.0        | -                 | -                | -              | 40%        |
| Leicester Strategic Flood Risk Management Strategy         | 1,250.0          | 253.0          | -                 | -                | -              | 20%        |
| St George's Church Yard                                    | 21.0             | 10.0           | -                 | -                | -              | 48%        |
| 15 New Street  | 40.0             | 5.0            | -                 | -                | -              | 13%        |
| Architectural and Feature Lighting                         | 129.0            | 83.0           | -                 | -                | -              | 64%        |
| Dock 2   | 150.0            | 36.0           | -                 | -                | -              | 24%        |
| Retail Gateways  | 100.0            | 21.0           | -                 | -                | -              | 21%        |
| Broadband Business Vouchers                                | 340.0            | 262.0          | -                 | -                | -              | 77%        |
| Ashton Green   | 500.0            | 119.0          | -                 | -                | -              | 24%        |
| 68-70 Humberstone Gate                                     | 10.0             | -              | -                 | -                | -              | 0%         |
| 37-45 Rutland Street (Shahista House)                      | 75.0             | -              | -                 | -                | -              | 0%         |
| Residents Parking Schemes                                  | 19.0             | -              | -                 | -                | 19.0           | 0%         |
| <b>Total</b>   | <b>21,248.0</b>  | <b>5,018.0</b> | <b>-</b>          | <b>-</b>         | <b>19.0</b>    | <b>24%</b> |

2.2 **Transport Improvement Works** include:

2.2.1 The New College Cycling Track is programmed to start on site in the autumn, subject to tender costs being within budget. Significant contributions are expected from partners.

2.2.2 The level access bus stop programme is close to completion

2.2.3 Construction of the cycleway and new crossings on Welford Road between Newarke Street and Lancaster Walk started in January 2016 and was substantially completed by the first week of July.

- 2.2.4 The 20mph schemes programme for 2016/17 includes areas around Bloomfield Road, Downing Drive, Merrydale School, Keyham Lane, Fosse Primary School, Whitehall Primary School, Charnor Road, Fairfax Road, Northfields, The Avenues and Knighton Fields Road. Consultations are complete for the Bloomfield Road and Merrydale Schools areas with scheme construction expected over the winter. Other schemes are being consulted on and works are expected to complete this year with the exception of Downing Drive, The Avenues & Knighton Fields Road West which are expected to take place during the summer of 2017.
- 2.2.5 Local Transport Plan (LTP) Management and Monitoring provides funding for staff costs and traffic surveys for preparing bids and monitoring performance of the various strategies of the LTP.
- 2.3 **North City Centre Access Improvement Scheme.** This scheme is helping to connect the city centre with existing and proposed communities at Belgrave and Abbey Meadows, together with new development sites at Belgrave Circle and the Community Sports Arena on Charter Street. Design work is progressing on Belgrave Gate North and South. Options for the Golden Mile are out to consultation until August. Construction of a new bridge crossing the Grand Union Canal from Charter Street to Abbey Park is expected to start early in 2017.
- 2.4 **Leicester North West Major Transport Scheme (A50 corridor).** Construction of phase 1 started on site in July 2015 and was substantially completed as planned at the beginning of July 2016. Design work on Phase 2 of the scheme is in progress with consultation planned for the Autumn/Winter. The scheme is largely funded through the Local Growth Fund and is promoted jointly with Leicestershire County Council.
- 2.5 **Legible Leicester.** Design and development work for the city centre signs and information panels is well advanced and installation is programmed for winter 2016/17.
- 2.6 **Air Quality – Walking and Cycling.** The DEFRA funded pathfinding programme aims to increase walking and cycling by developing route information on the “Choose How You Move” website.
- 2.7 **Haymarket Bus Station.** The new bus station opened in May, resulting in significantly improved bus service quality. There are 23 bus stands, compared with the previous 12, and a new Shopmobility facility. The Charles Street/Belgrave Gate junction has been remodelled to improve efficiency and pedestrian safety, together with extensive public realm improvements. The improvements have acted as a catalyst for investment by the bus companies in 72 brand new buses to the Euro 6 standard.
- 2.8 **Highways Maintenance.** The emphasis of the current programme is targeted at asphalt carriageway maintenance works where the deterioration in road surfaces is most evident. Monies have also been allocated to address dangerous concrete roads and failed road humps, undertake footway schemes, renew traffic signals and undergo significant bridge maintenance schemes.
- 2.8.1 **Principal and Primary Roads.** The A563 carriageway between the A50 Groby Road and Glenfield Road islands has been resurfaced in conjunction with the Leicester North West A50 improvement scheme, together with works to the traffic islands. Completion straddled the 2015/16 financial year-end and full payment of over £400k has now been made. Resurfacing of Welford Road between Marlborough Street and Regent Road has been completed. A further section between Palmerston Way and Highgate Drive was resurfaced in early August, at an estimated cost of £158k. Resurfacing at the Red Hill Way/Thurcaston Road Island took place in July, at a predicted cost of £131k.

- 2.8.2 **Generic Treatment.** The programme includes surface dressing, joint sealing and concrete carriageway repairs. Some 22 streets across different communities will benefit from surface dressing over the summer, when traffic flows are lighter. Locations include Ellesmere Road and Waltham Avenue in Braunstone; Tuxford Road, Hamilton; Nicklaus Road, Rushey Mead; and Asplin Road, Broughton Road, Sheridan Street and Cavendish Road, Aylestone.
- 2.8.3 **Footways.** Sites to be addressed include Bryngarth Crescent, St. Saviours Walk and Astill Lodge footpath, at a combined cost of £70k. These are currently at design stage.
- 2.8.4 **Bridge Maintenance.** A total programme costing £700k has been planned. This includes bridge improvement and maintenance works totalling £200k such as Rayner Road bridge parapet upgrades and resurfacing (£90k). Also strategic bridge deck, maintenance and replacements including Highways Road bridge, programmed to take place between January and March 2017 at a total cost of £215k. During the same time period, Friday Street underpass retaining wall repairs are planned at a cost of £120k.
- 2.8.5 **Traffic Signals Renewals.** A number of sites have been completed, including Welford Road/ Regent Road, Catherine Street/ Dysart Way and West Bridge/ St. Nicholas Circle. Other sites due to be renewed include Main Street (Evington) and Ethel Road/ Goodwood Road.
- 2.9 **Street Lighting Replacement Programme.** This is now substantially complete, with city centre LED units ordered and programmed to be installed in the autumn.
- 2.10 **Local Environmental Works.** Funds totalling £217k were brought forward from the 2015/16 allocation to achieve optimum scheduling of the works and allow for further design and consultation. These schemes include the new pelican crossing on Glenfield Road, a new pedestrian refuge on Welford Road and a one-way system for Bradbourne Road. The decision to release £200k funding for this year's programme to fund works across the City was taken in July 2016 and will be added into the Period 6 monitoring report.
- 2.11 **Flood Strategy.** A comprehensive programme totalling £300k includes several feasibility studies worth a total of £100k, to address locations which have been identified as being at particular risk of flooding, including Northfields, Eggington Street, Oakland Road and Redhill Way. An ongoing programme of gulley replacements worth £50k is planned in areas at risk of flooding such as Knighton Road and Evington Drive. Other measures include watercourse improvements and repairs at a cost of £50k.
- 2.12 **Christmas Decorations Replacement.** This is the second year of a three-year refurbishment programme. Replacement decorations for Market Street and High Street have been ordered and further locations to benefit include Town Hall Square and the Clock Tower.
- 2.13 **City Centre Street Improvements.** This involves pedestrian and cyclist improvements to key city centre streets. Rutland Street was substantially completed in April. Belvoir Street commenced in July at the Granby Street junction and is on programme to complete in November. Mill Lane public realm works started in July and are programmed to complete in December, being funded entirely by De Montfort University.
- 2.14 **Townscape Heritage Initiative.** This is part-funded by a grant of £1.1m from the Heritage Lottery Fund and will facilitate an overall programme of improvements valued at over £2m including third party investment. The overall project is progressing as planned. More grant applications

for premises improvement have been received and approved, with the works expected to begin later this year.

- 2.15 **Friars' Mill.** Approximately half of the space is let and the enquiry pipeline is strong. Negotiations on the contractor's final account have commenced and delayed repair works to the river wall will begin soon, which is likely to absorb much of the remaining project funding.
- 2.16 **Friars' Mill Offices.** This project is funded from Waterside Local Growth Fund monies and involves the construction of two new office buildings in the grounds of the existing Friars' Mill development. These will be sold or leased.
- 2.17 **Waterside Strategic Regeneration Area.** The main items of expenditure from this budget at this stage of the scheme are land acquisitions and development fees, with significant further land acquisitions expected. Very good progress continues to be made.
- 2.18 **Leicester Strategic Flood Risk Management Strategy.** This is a programme of projects delivered by the Council, the Environment Agency and Canal and River Trust. Good progress is now being made as the programme is established and projects developed in 2015/16 are now incurring expenditure.
- 2.19 **St George's Church Yard.** The project consists of planned improvements to the churchyard, including repairs and public realm works. It is subject to further consultation and is likely to go on-site in winter 2016/17, following approval of the scheme details and the associated funding.
- 2.20 **15 New Street.** This involves the demolition of the property and associated works to improve access from the rear of the Greyfriars complex, which should be complete by December.
- 2.21 **Architectural & Feature Lighting.** This project is largely complete and properties which have benefitted include Blunts Shoes and the Turkey Café on Granby Street, Café Bruxelles on High Street and St. Nicholas Church. A further phase is under consideration.
- 2.22 **Dock 2.** The project will provide grow-on workspace for hi-tech businesses at Leicester's Pioneer Park. Planning consent is being sought, design development is progressing and a construction contractor is being procured. Implementation will be dependent upon agreement of the detailed design and confirmation of the funding package.
- 2.23 **Retail Gateways.** The programme is designed to support independent shop owners in the main gateway and regeneration areas. Areas which have been supported include the Golden Mile, the West End (Narborough Road, Braunstone Gate/ Hinckley Road) and Leicester Market.
- 2.24 **Broadband Business Vouchers.** This is funded by Broadband Delivery UK (BDUK) as part of their national programme. Grants of up to £5k are available to SMEs in Leicester and Leicestershire to improve their broadband connectivity. Almost 500 SMEs have been supported in this way.
- 2.25 **Ashton Green.** Work on the Beaumont Leys Lane cycleway improvements was completed in June and further works for Leicester Road are anticipated to start on site later in the year. The first house builder has recently completed the legal agreements and will start on site later in 2016. Other potential development opportunities to release capital receipts are in the pipeline.
- 2.26 **68-70 Humberstone Gate East.** Funds are set aside to support the development of new workspace for creative industries at 68-70 Humberstone Gate East. This is part of the ongoing work to encourage the development of empty buildings throughout the Cultural Quarter.

- 2.27 **37-45 Rutland Street (Shahista House).** This is a grant to support a developer proposal to generate the Grade II listed building for a mix of retail and residential apartments, which has recently been approved
- 2.28 **Residents' Parking Schemes.** These are complete, with any new schemes now part of the Local Environmental Works and Parking Strategy programmes. The budget brought forward from the 2015-16 programme is therefore not required.

### 3. Tourism, Culture & Inward Investment

- 3.1 The table below summarises the current approved projects for Tourism, Culture and Inward Investment.

| Project   | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|---|------------------|---------------|-------------------|------------------|----------------|------------|
| Replacement of Auditorium Seating at De Montfort Hall | 400.0            | 96.0          | -                 | -                | -              | 24%        |
| Leicester Market Redevelopment                        | 2,000.0          | 141.0         | -                 | -                | -              | 7%         |
| <b>Total</b>  | <b>2,400.0</b>   | <b>237.0</b>  | <b>-</b>          | <b>-</b>         | <b>-</b>       | <b>10%</b> |

- 3.2 **Replacement of Auditorium Seating at De Montfort Hall.** The seats were installed in 1994 as part of the auditorium redevelopment, with an expected lifespan of 15 years. They are now 22 years old and have given excellent service. Replacement is planned for later this year. 25% of the contractor costs were paid on order placement.
- 3.3 **Leicester Market Redevelopment.** Work is underway to construct the new public square on the site of the former indoor market hall. The bulk of the new square will be complete by Christmas, though highway works to Market Place North and Hotel Street will not complete until the end of the last quarter. A planning submission for the new screen structure to the rear of the Corn Exchange is anticipated in the near future. Costs incurred during this period are being covered by the Local Growth Fund allocation.

### 4. Neighbourhood and Environmental Services

- 4.1 The table below summarises the current approved projects for Neighbourhood and Environmental Services.

| Project                                  | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|---------------|-------------------|------------------|----------------|------------|
| Victoria Park Centenary Walk Phase 2     | 1,500.0          | 9.0           | -                 | -                | -              | 1%         |
| Victoria Park Gates                      | 250.0            | 22.0          | -                 | -                | -              | 9%         |
| Parks Plant and Equipment                | 150.0            | -             | -                 | -                | -              | 0%         |
| Public Conveniences - Abbey Park and Bel | 355.0            | 186.0         | -                 | -                | 100.0          | 73%        |
| Waste Recycling Centre Enhancements      | 120.0            | -             | -                 | -                | -              | 0%         |
| Allotment Infrastructure Phase 2         | 100.0            | -             | -                 | -                | -              | 0%         |
| <b>Total</b>                             | <b>2,475.0</b>   | <b>217.0</b>  | <b>-</b>          | <b>-</b>         | <b>100.0</b>   | <b>9%</b>  |

- 4.2 **Victoria Park Centenary Walk Phase 2.** Works on site commenced in May. The first phase of the works will see half of the new car park construction and improvements to the existing tennis courts. The second phase is due to commence shortly and will see the remainder of the car park

works completed along with other landscaping (including tree planting). Overall completion is expected around the turn of the year. Since the start of the scheme, the Lawn Tennis Association has awarded funding for new lighting tennis court lighting, unforeseen ground conditions have required significantly more sub-base material than was expected and additional s106 contributions have been identified. Hence approval is sought to increase the scheme approval by £240k from £1.86m to £2.10m, funded by external and s106 contributions.

- 4.3 **Victoria Park Gates.** The Peace Walk gates have been taken away for repair by a specialist contractor and the stone piers on Peace Walk have been cleaned. The London Road lodge gates will then be removed for repair, followed by cleaning of the gate piers. All works are expected to be completed over the summer. Associated activities on the parks are progressing well, such as guided walks, family fun days and community archaeology sessions.
- 4.4 **Parks – Plant & Equipment.** The £150k parks, plant and equipment capital budget is to purchase replacement items of grounds maintenance equipment with an initial purchase value of over £5k per item. Full spend is anticipated by February 2017, following an end of season assessment of requirements.
- 4.5 **Public Conveniences – Abbey & Belgrave.** The new build toilet block at Belgrave Road opened in May and the refurbishment works at Abbey Grounds are also complete.
- 4.6 **Waste Recycling Centre enhancements.** A range of enhancements are planned to the new Waste and Recycling Centre at Gypsum Close. This includes steel works on the castellations to prevent householders and traders from using the bins while they are being changed, and to prevent users from climbing onto the walls; two new roll packers to replace compactors; and enhanced signage and lighting. These improvements are required for health and safety reasons, and to improve the efficient use of the bins. The procurement exercise for the new containers has now been completed and the compaction equipment is expected to be procured by December.
- 4.7 **Allotment Infrastructure Phase 2.** This is the first year of a three year programme of Allotment Infrastructure improvements, the need for which was identified by 2014 site audits. All scheduled work is on time and on budget and to date security improvements have been carried out at Bonney Road and Meredith Road; path and roadway repairs have been undertaken at Harrison Road; an improved car park has been constructed at Gorse Hill, part of which will be leased to an adjacent business. Further work for this financial year includes improvements for disabled access and security works at Paget Street; road and pathway improvements at Uppingham Road; and security improvements at Wakerley Road.



## 5. Estates and Building Services

5.1 The table below summarises the current approved projects for Estates and Building Services.

| Project                                    | Approved<br>£000 | Spend<br>£000  | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--|------------------|----------------|-------------------|------------------|----------------|------------|
| City Centre Office Accommodation           | 1,019.0          | 674.0          | -                 | -                | -              | 66%        |
| Loan to Leicestershire County Cricket Club | 1,000.0          | 1,000.0        | -                 | -                | -              | 100%       |
| 20-40 New Walk                             | 3,070.0          | 1,616.0        | -                 | -                | -              | 53%        |
| 6-8 St Martins                             | 10.0             | -              | -                 | -                | -              | 0%         |
| Haymarket Theatre                          | 86.0             | -              | -                 | -                | -              | 0%         |
| Leicester North Railway Museum             | 64.0             | -              | -                 | -                | -              | 0%         |
| Saffron Hill Cemetery Improvements         | 75.0             | -              | -                 | -                | -              | 0%         |
| Braunstone Hall                            | 540.0            | 4.0            | -                 | -                | -              | 1%         |
| <b>Total</b>                               | <b>5,864.0</b>   | <b>3,294.0</b> | <b>-</b>          | <b>-</b>         | <b>-</b>       | <b>56%</b> |

- 5.2 The City Centre Office Accommodation project supports the relocation of social workers and support staff from Greyfriars to Halford House, which has progressed smoothly. Different teams who were previously separated in small offices can physically work closer together, and facilities for partners and families who have been invited in for meetings will be much improved.
- 5.3 A loan of £1m has been made to Leicestershire County Cricket Club to assist them in developing the ground to increase income generation. This is expected to be repaid by the English Cricket Board in 2018/19.
- 5.4 IBM has been attracted to Leicester as a major inward investor. The Council has undertaken improvement works to a Council owned property at 20-40 New Walk, for lease to IBM as their new city home. Works commenced on site in December 2015 and are nearly complete.
- 5.5 The feasibility funding for the Haymarket Theatre is to support the development of alternative uses, and has supported a proposal that could see it re-open as a space for live performance in 2017.
- 5.6 The Great Central Railway in partnership with the National Railway Museum, the Heritage Lottery Fund and the Council plans to deliver a £15m railway museum at the Leicester North Station. The Council has financially supported the scheme design and the acquisition of allotment plots to release land, which is anticipated to be completed this year. Approval is therefore sought to release the £125k Policy Provision for replacement allotment infrastructure.
- 5.7 Saffron Hill Cemetery works will start in January and are expected to be completed in spring 2017.
- 5.8 Payments as agreed are being made towards repair and improvements to support bringing Braunstone Hall back into use as a hotel and conference venue.

## 6. Vehicle Replacement Programme

- 6.1 The Vehicle Replacement Programme is the replacement of vehicles in City Council fleet, which in 2016-17 includes the delivery of 15 ultra-low emission vehicles and associated charging points.

| Project                       | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|-------------------------------|------------------|---------------|-------------------|------------------|----------------|------------|
| Vehicle Replacement Programme | 380.0            | 208.0         |                   |                  |                | 55%        |
| <b>Total</b>                  | <b>380.0</b>     | <b>208.0</b>  | -                 | -                | -              | <b>55%</b> |

## 7. Housing Services

- 7.1 The table below summarizes the £26.2m approved capital programme for Housing Services and the related expenditure.

| Programme Area                   | Approved<br>£000 | Spend<br>£000  | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|----------------------------------|------------------|----------------|-------------------|------------------|----------------|------------|
| Investment in Council Housing    | 14,771.0         | 2,074.0        | 602.0             | -                | -              | 14%        |
| Business Investment              | 2,195.0          | 69.0           | 880.0             | -                | -              | 3%         |
| Environmental and Communal Works | 6,104.0          | 540.0          | 1,154.0           | -                | -              | 9%         |
| Affordable Housing               | 452.0            | 253.0          | -                 | -                | -              | 56%        |
| <b>Total HRA</b>                 | <b>23,522.0</b>  | <b>2,936.0</b> | <b>2,636.0</b>    | -                | -              | <b>12%</b> |
| Housing General Fund             | 2,721.0          | 69.0           |                   | -                | -              | 3%         |
| <b>Total Housing</b>             | <b>26,243.0</b>  | <b>3,005.0</b> | <b>2,636.0</b>    | -                | -              | <b>11%</b> |

- 7.2 The forecast for the HRA capital programme of £23.5m is a net underspend of £2.6m, which it is proposed to re-profile into 2017/18. Virement of £0.4m between schemes is also proposed. By the end of period 3, some £2.9m had been spent and a further £1.1m of work was completed but not yet invoiced.

- 7.2.1 Electrical Rewires & Upgrades (£2.5m) is forecast to spend £0.4m less than budget. In recent years additional budget has been allocated to help reduce the backlog of work. A more recent review of the work programme shows that the full budget is not required this year. It is requested that £0.4m is vired to increase the fire safety budget to help reduce the backlog of fire safety work in flats.
- 7.2.2 The current phase of the Tower Block Redevelopment (£1.3m) started later than expected due to a delay reoccupying Clipstone House, which in turn has delayed work commencing on Gordon House. The redevelopment is expected to complete with Maxfield House in 2017 and hence re-profiling of £0.6m into 2017/18 is required.
- 7.2.3 Work on phase 2 of the new Housing IT system, Northgate, (£1.4m) was delayed whilst fixes for phase 1 which went live in January were completed. Preparatory work for the channel shift and self-service implementation began in June. Re-profiling of £0.4m is required into 2017/18.

- 7.2.4 Mobile Working (£0.4m) is now expected to run into 2017/18. The new structure for the repairs service and the tenancy management service will commence from November 2016, when roll out of tablet devices to the voids repair service and tenancy management officers is expected to begin. Re-profiling of £0.2m into 2017/18 is required.
- 7.2.5 CCTV Renewal (£0.3m) is to upgrade the housing cameras from analogue to digital as part of a citywide review of CCTV operations, which is due to report in the autumn. Hence spend is unlikely to occur this financial year and re-profiling of the £0.3m to 2017/18 is required.
- 7.2.6 External Wall Insulation (£1.2m) is unlikely to find an external match funder this year, although new opportunities could arise in the future. The £1.2m budget is therefore profiled into next year.
- 7.3 The forecast for the Housing General Fund capital programme (£2.7m) is that it will fully spend the budget this year.

## **8. Leicester & Leicestershire Enterprise Partnership**

- 8.1 The table below summarises the current approved projects relating to the Leicester & Leicestershire Enterprise Partnership, for which the Council is the accountable body.

| <b>Project</b>                       | <b>Approved<br/>£000</b> | <b>Spend<br/>£000</b> | <b>Profiling<br/>£000</b> | <b>Slippage<br/>£000</b> | <b>Saving<br/>£000</b> | <b>%<br/>Spent</b> |
|--------------------------------------|--------------------------|-----------------------|---------------------------|--------------------------|------------------------|--------------------|
| Growing Places Fund                  | 56.0                     | 56.0                  | -                         | -                        | -                      | 100%               |
| MIRA Technology Park Enterprise Zone | 530.0                    | 530.0                 | -                         | -                        | -                      | 100%               |
| Local Growth Fund Projects           | 31,840.0                 | 674.0                 | -                         | -                        | -                      | 2%                 |
| <b>Total</b>                         | <b>32,426.0</b>          | <b>1,260.0</b>        | <b>-</b>                  | <b>-</b>                 | <b>-</b>               | <b>4%</b>          |

- 8.2 The Growing Places Fund (GPF) is a revolving fund which advances loan funding for new development across city and county areas. The payment of £56k is the balance outstanding from the last round of approvals.
- 8.3 £530k is the final payment to MIRA Ltd in respect of the MIRA Technology Park Enterprise Zone. It will pay for employment and skills support, business development personnel and marketing including key improvements to the website, and was paid in May. This will be funded by present and future business rates uplift within the Zone.
- 8.4 The 2016/17 allocation for Local Growth Fund (LGF) is £31.84m, covering city and county schemes. City Council led projects include the North City Centre Access Improvement Programme, Strategic Flood Risk Management, the Waterside Strategic Regeneration Area, Connecting Leicester and DOCK 2. These sums are also reflected in the PTED Division table and narrative above. Some £21m is allocated for projects led by external partners, including the North Warwickshire and Hinckley College new skills training centre at the MIRA Technology Park, the Leicester College Skills and Innovation village, the highways access to the new Lubbesthorpe development near J21 of the M1-J21 and accelerated broadband.

9. **Policy Provisions**

- 9.1 At the end of Period 3 a number of policy provisions for City Development & Neighbourhoods projects still awaited formal approval for allocation to specific schemes.

| Service Area   | Project                                      | Amount<br>£000  |
|--|--|-----------------|
| Planning, Transportation and<br>Economic Development | Economic Action Plan Phase 2                 | 10,837.0        |
|  | Ashton Green Infrastructure                  | 1,640.0         |
|  | Parking Strategy Development *               | 2,200.0         |
|  | Air Quality Action Plan                      | 1,110.0         |
|  | Local Environment Works *                    | 900.0           |
|  | Heritage Interpretation Panels - Phase 3 *   | 135.0           |
| Local Services & Enforcement                         | Replacement of Library Management System *   | 150.0           |
|  | Replacement Allotment Infrastructure         | 125.0           |
|  | Defibrillator Installations for City Parks * | 65.0            |
| Property Services                                    | Property Maintenance *                       | 5,100.0         |
| Housing Revenue Account                              | New Affordable Housing                       | 2,654.0         |
|  | New HRA Schemes                              | 300.0           |
| <b>Total</b>   |  | <b>25,216.0</b> |

\*These policy provisions cover up to three years.

- 9.2 Since Period 3, £200k of the Local Environment Works policy provision has been released via an executive decision.

### Corporate Resources Projects

#### 1. Summary

- 1.1. The projects comprising the Corporate Resources capital programme had spent none of their approved capital programme of £0.7m up to Period 3.
- 1.2. The following table shows the split of the capital programme by division:

| Project              | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|----------------------|------------------|---------------|-------------------|------------------|----------------|------------|
| Financial Services   | 695.0            | -             | -                 | -                | -              | 0%         |
| Information Services | 51.0             | -             | -                 | -                | -              | 0%         |
| <b>Total</b>         | <b>746.0</b>     | -             | -                 | -                | -              | <b>0%</b>  |

#### 2. Financial Services

- 2.1. New corporate Finance and HR/Payroll systems are required due to current contracts approaching expiry. A full OJEU tender process has been carried out and the new suppliers selected. The Leicester based company Safe Computing Limited will deliver the HR/Payroll solution, whilst accounting software company TechnologyOne will supply the finance system. Work leading to implementation in 2017 is now underway, and £390k has been spent since Period 3.

#### 3. Information Services

- 3.1. The table below summarises the £0.1m approved capital programme for Information Services.

| Project                              | Approved<br>£000 | Spend<br>£000 | Profiling<br>£000 | Slippage<br>£000 | Saving<br>£000 | %<br>Spent |
|--------------------------------------|------------------|---------------|-------------------|------------------|----------------|------------|
| ICT Firewall                         | 21.0             | -             | -                 | -                | -              | 0%         |
| Lync Telephony Infrastructure System | 30.0             | -             | -                 | -                | -              | 0%         |
| <b>Total</b>                         | <b>51.0</b>      | -             | -                 | -                | -              | <b>0%</b>  |

- 3.2. The Firewall improvements are complete.
- 3.3. It is anticipated that £30k will be spent this year on the first phase of upgrading the Council's Lync telephony system infrastructure, with further major expenditure anticipated in 2017/18.





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*Overview Select Committee*

***Using Buildings  
Better (UBB)  
overview***

Lead director: Miranda Cannon

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## Useful information

- Ward(s) affected: All
- Report author: Miranda Cannon
- Author contact details: 454 0102
- Report version number: 0.1

### 1. Purpose of report

This report provides an overview of the Using Buildings Better (UBB) programme.

## 2. Briefing

### 2.1 Introduction

The UBB programme was established in late 2015. The main focus is on the Council's operational estate (i.e. the buildings the Council uses to deliver services) excluding schools. The types of buildings in-scope are:

- Depots, stores and workshops
- Community and neighbourhood Centres
- Libraries
- Customer service centres
- Children, young people and family centres
- Housing offices
- Youth centres
- Adult education centres
- Administrative buildings
- Training centres eg Forest Lodge
- Sport and Leisure centres
- Parks buildings and facilities

The scope covers around 250 operational buildings in total.

### 2.2 Vision for the programme

The vision for the programme is to:

*Operate in future with fewer, higher quality operational buildings which support effective, efficient and joined-up service delivery and ways of working.*

*To invest where appropriate to enable a range of benefits including financial savings, support for economic growth, reduced carbon emissions, and improved customer experience and service access.*

*To deliver this based on a positive process of community, councillor, staff, trade union and partner engagement.*



The programme is designed to focus on service needs and delivery over retention of specific buildings with early consideration of options for reuse or disposal of buildings. It has the potential to impact on all Leicester City Council non-schools based staff in some way. As part of the programme co-location with partners will be considered where benefits are evident and can be practically achieved within reasonable timescales.

### **2.3 Programme governance:**

The programme involves six work-streams and a summary of these is set out in section 2.4 below.

Each work-stream has a clear governance structure involving a lead Director, Project Manager and a Project Board. The Programme Director for the overall programme is Miranda Cannon. Appendix 1 sets out a governance structure chart and there is a second chart showing the key individuals involved in delivery of the programme.

The work-streams all report into the UBB Programme Board chaired by Andy Keeling and which is attended by all Strategic Directors or their representative, plus the Director of Estates and Building Services, Director of Finance and Miranda Cannon as Programme Director.

There is communications support to the programme from the Communications and Marketing Team. Monthly meetings are held at a programme management level bringing all work-stream Project Managers together with the Programme Director and with relevant disciplines including Facilities Management, HR, ICT and Finance to ensure that all staffing, resource and other implications are considered. There are also monthly update meetings for Trade Unions.

Each work-stream is responsible for ensuring that decisions are formally taken at the appropriate points via the formal Executive decision making route and with the involvement of the relevant scrutiny commission. As part of this decision making process there should be clear identification of costs and savings and other benefits arising which will then be tracked overall through the programme management arrangements.

### **2.4 Programme scope and delivery**

#### **2.4.1 Rationalisation of depots, workshops and stores**

**Project Director:** Strategic Director, City Development and Neighbourhoods

**Project Manager:** Phil Davison

This work-stream focuses on how 35 depot sites across the city can be rationalised. Some of these depots are primarily stores or workshops, and others are depots with staff based there. The depots cover a range of service areas, namely Parks and Open Spaces, Housing, City Cleansing, Transport Fleet, Cemeteries and Crematoria. Some are used for the purpose of storing supplies for repairs and maintenance of properties, roads and fleet. Others are used as workshops to support repairs functions, for the storage of fleet vehicles including specialist vehicles used in the upkeep of parks and open spaces for example, and as bases for craft workers and other staff.

In the first phase of the work an initial 8 sites have been identified and agreed for early disposal and these are listed in appendix 2. These have been identified as readily surplus to requirements and disposal will have little impact on service delivery and negligible impact on staff.

The second phase of the review is working on identifying depots that are not a strategic priority for future service delivery, not in the right locations and not fully utilised as depots, and will propose a future model which rationalises further the remaining 27 depots. This will be developed into a business case for approval in early Autumn.

This project is being delivered as part of the wider Technical Services spending review programme which is also managed by the same Project Director and Project Manager. This is important because the rationalisation of depots has close dependencies with the work being undertaken within Technical Services, particularly the review of stores provision and work to review planned and reactive maintenance.

#### **2.4.2 Transforming neighbourhood services (TNS)**

**Project Director:** John Leach

**Project Manager:** Adrian Wills and Lee Warner

The TNS work that was already underway has been brought into the scope of the UBB programme to ensure that linkages are made with other aspects of building usage such as staff accommodation and also with channel shift (see below). As well as inclusion in UBB, at the same time the scope of TNS expanded to formally include Youth Services so that the scope is now Neighbourhood Services (Community Centres and activities, Libraries), Adult Skills and Learning and Housing, and Youth Services.

Decisions have already been taken for the South, West and North West areas of TNS. Implementation of changes is complete in some areas and still underway in others. Appendix 3 outlines the outcomes in relation to buildings to date.

The first phase of engagement work has been completed for the North East area and at the time of writing this report work was underway to use the findings of this to inform a set of proposals for the second phase of engagement, with the aim of taking a formal decision in October/November 2016. This will be followed by the final phase of the programme commencing around that time in East and Central areas.

There is a particularly close link between the TNS work and the Customer Services and Channel Shift work. In the multi-service centres such as Pork Pie Library and in due course at New Parks and Beaumont Leys Libraries we will be looking to make provision for self-service facilities such as self-serve payment machines and PCs to access on-line services as well as phone facilities to speak to a customer service line advisor.

#### **2.4.3 Early help (health and children's) remodelling of service delivery**

**Project Director:** Frances Craven

**Project Manager:** Jackie Difolco / Nick Furini

This work-stream is focused on the remodelling of Early Help Targeted services which may have implications in terms of future use of Children, Young People and Family Centres in the city. The remodelling is also likely to explore options for delivering some early help services in other Council buildings such as multi-service centres. The Project Director therefore also sits on the TNS Project Board to help ensure these links are made. It is planned to shortly commence consultation on proposals with a view to taking a decision following this in early 2017.

#### **2.4.4 Office accommodation**

**Project Director:** Alison Greenhill

**Project Manager:** Lorna Simpson

This work-stream is reviewing all of our staff accommodation, particularly those buildings which are non-customer facing. The most recent focus has been on the move of staff out of Greyfriars which has now been completed. Adult Social Care staff have relocated from there to Bosworth House, the Records Team moved to the Town Hall and Children's Social Care staff have moved into Halford House. The Greyfriars, St Martin's and Conway Buildings closed on 22<sup>nd</sup> June and disposal plans are currently being developed.

In conjunction with TNS there has been work to identify how we can make more efficient use of the staff accommodation on the first floor of Beaumont Way and plans have been agreed and implementation is commencing.

Work has also taken place in conjunction with a significant staffing review across Adult Social Care to help locate teams together. The East Locality team is being brought together into the Merlyn Vaz centre from Sulgrave Road and Preston Lodge. The West locality team will move into Beaumont Way therefore releasing Thurcaston Road which will then be available for disposal. The Learning Disability team have been located together at Sovereign House. Staff from Lincoln Street have been relocated on a temporary basis to the Rowans, and Lincoln Street has recently been disposed of via auction.

Work is currently underway to prioritise the next buildings that will be looked at with a view to consolidation and disposal where possible.

#### **2.4.5 Channel shift**

**Project Director:** Miranda Cannon

**Project Manager:** Caroline Jackson

Customer expectations are changing both nationally and locally in terms of how they wish to interact with us. We know nationally 87% of adults are accessing the internet, of these 66% are doing so using a smartphone. Here at Leicester we are ten years behind customer interaction expectations.

Channel shift is about moving as much customer contact away from expensive face to face and telephony channels as possible. In doing so improving service standards and the user experience, and protecting a core face to face service for those who really need it.

The vision for customer access is a one council approach ‘One Council, One contact’ delivered through:

- One Contact Centre and digital hubs
- One golden contact number
- One customer (service) website portal

The benefits this investment will achieve are a cost reduction in overall customer contact, improved customer experience through greater access to service transactions and choice of how to interact with us. This will increase cost effective contact transaction and customer satisfaction and maximise income.

There is an integral link with the use of buildings and hence why the channel shift work-stream is included in the UBB programme. In particular as referred to in relation to TNS, we are identifying where the digital hubs in neighbourhoods should be located in conjunction with the delivery of multi-service centres as part of TNS. The channel shift programme has also supported the staff accommodation moves in relation to our city centre locations with the consolidation of all city centre customer service facing locations at Granby Street.

The focus to date for the project has included the procurement and implementation of a replacement CRM system which went live on 2 March 2016. The first digital hub was operational in December 2015 at Pork Pie Library and Community Centre, and the city centre customer service consolidation in the city centre has concluded with the final element being the move out of Greyfriars. Payment transactions at Granby Street are now 100% self-service. A range of other channel shift projects are underway as well as a focus on the implementation of the one customer (service) website portal from September 2016.

#### **2.4.6 Disposal of surplus assets**

**Project Director:** Strategic Director, City Development and Neighbourhoods  
**Project Manager:** Phil Davison

This is a reactive work-stream which runs alongside and responds to the decisions taken in other workstreams. It supports the appraisal of disposal options in relation to buildings in each work-stream as appropriate, and co-ordinates the disposal of those assets that become surplus. Disposal routes include all for example sale, demolition and subsequent sale or development, housing development, provision of school places and community asset transfer.

There has been a focus at the outset on tightening up the process by which disposals are managed and to ensure that all relevant aspects are properly considered including for example facilities management and ICT infrastructure in existing buildings identified for disposal.

#### **2.5 Programme Benefits**

The programme is aiming to deliver a number of specific benefits as follows:

| Description of Benefit | Contributing workstreams |
|------------------------|--------------------------|
|------------------------|--------------------------|

|   |  |
|---|--|
| Reduction in number of LCC operational buildings  | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Release of sites for business investment and value to economy                             | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Release of sites for housing and increase in total housing yield                          | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Transfer of sites to LCC commercial portfolio and increased yield                         | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Number of community asset transfers achieved  | TNS/ Depots, workshops & Stores / Early Help service remodelling / Disposal of surplus assets                                      |
| Release of sites for school place provision and increase in total school places available | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Revenue savings including Housing Revenue Account savings                                 | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Channel Shift / Disposal of surplus assets |
| Total value of capital receipts   | TNS/ Depots, workshops & Stores/ Office accommodation/ Early Help service remodelling / Disposal of surplus assets                 |
| Reduction in staff accommodation footprint i.e. per m2 per employee                       | Office accommodation / Disposal of surplus assets  |
| Reduction in GIA per employee to make more efficient use of CLABs space                   | Office accommodation / Disposal of surplus assets  |
| Reduction in average costs of occupation  | Office accommodation / Disposal of surplus assets  |
| Reduction in customer transaction from face-to-face to telephone to web                   | TNS / Channel shift  |
| Increase in building usage i.e. footfall  | TNS / Early Help service remodelling   |
| Reduction in carbon emissions from LCC estate   | Disposal programme / Channel shift   |

### 3. Financial implications

UBB is an important element of the Council's Spending Review programme. The UBB programme aims in total to save £2m across the various work streams, in addition to this, the programme management structure has been asked to oversee the delivery of

£2.2m of savings that are part of other reviews but are best managed through the UBB framework (primarily Transforming Neighbourhood Services). At this point it has achieved reductions in budgets of £1.3m.

There is no specific amount of saving to be achieved from UBB in 2016/17 or 2017/18, but it is anticipated that the full amount will be achieved by 2018/19.

It is important to be clear that savings are accounted for when an executive decision has been taken to approve the changes required to deliver the savings and reduce service budgets to reflect the planned cost reductions. Once a service's budget has been reduced, it will need to implement the agreed measures in order to live within the lower budget. It is vital for the service to keep focus on delivery as failure to spend within reduced budgets will undermine the overall financial strategy behind the spending reviews.

Savings from the Early Help work stream will not form part of the UBB saving, but it has been incorporated into the governance structure to facilitate better management of the overall programme.

UBB is charged with achieving efficiencies without regard to whether individual savings benefit the General Fund or the Housing Revenue Account (HRA). It is therefore accepted that some savings achieved will benefit the HRA (and thus be 'lost' to the General Fund). Nevertheless, given the scale of the General Fund budget gap, the UBB board is expected to prioritise work which primarily benefits the General Fund.

Many UBB work streams may achieve or facilitate capital receipts from the disposal of land and buildings. Though desirable, these receipts do not count against the savings guideline outlined above as this relates purely to the General Fund or HRA revenue budgets.

Alistair Cullen  
Principal Accountant – Corporate Accountancy

### **3. Legal implications**

There are no legal implications arising directly from the content of this report however Legal Services are being engaged with on the work streams as appropriate. The legal advice will differ dependent upon the work stream, property under consideration and the proposals.

Emma Horton  
Head of Law (Commercial, Property & Planning)

### **3. Equalities implications**

There are two areas for comment regarding equalities implications: equality impact

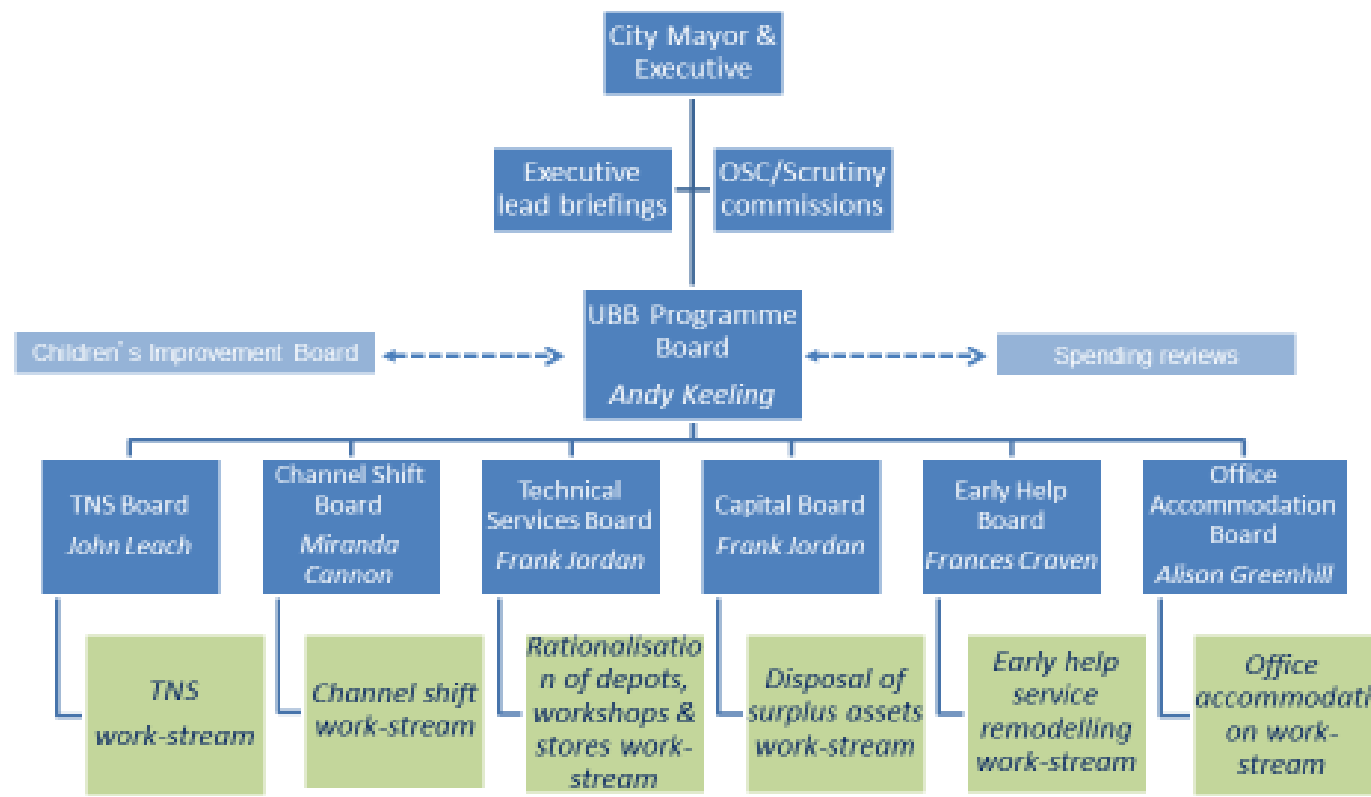
assessments (EIAs) undertaken for each phase of the TNS programme; the handling of employees' reasonable adjustments as part of office accommodation moves.

EIAs have been undertaken for each phase of the TNS programme and each has carefully set out changes to customer access arising from the channel shift activities, and wider issues arising regarding access to various sites under consideration, identified during public consultation. These considerations have ensured that we are meeting our Public Sector Equality Duty by taking account of the impact of our proposed changes and how they affect people based on their protected characteristic.

Major office moves have embedded the efficient transfer of reasonable adjustments - IT software and specialised furniture and equipment - from previous offices to ensure continued support for disabled employees. However, a very small number of issues have arisen regarding alternative desk configurations and specific lighting and working space requirements fitting into hot desking layouts. Although there has been sufficient flexibility in new office workspace configurations to sort out these problems over time, there is a need to clarify the responsibility of managers to address these issues before office moves take place. The above attention being paid to reasonable adjustments during office moves demonstrates our compliance with our specific duty under the Equality Act 2010 to provide reasonable adjustments to disabled employees.

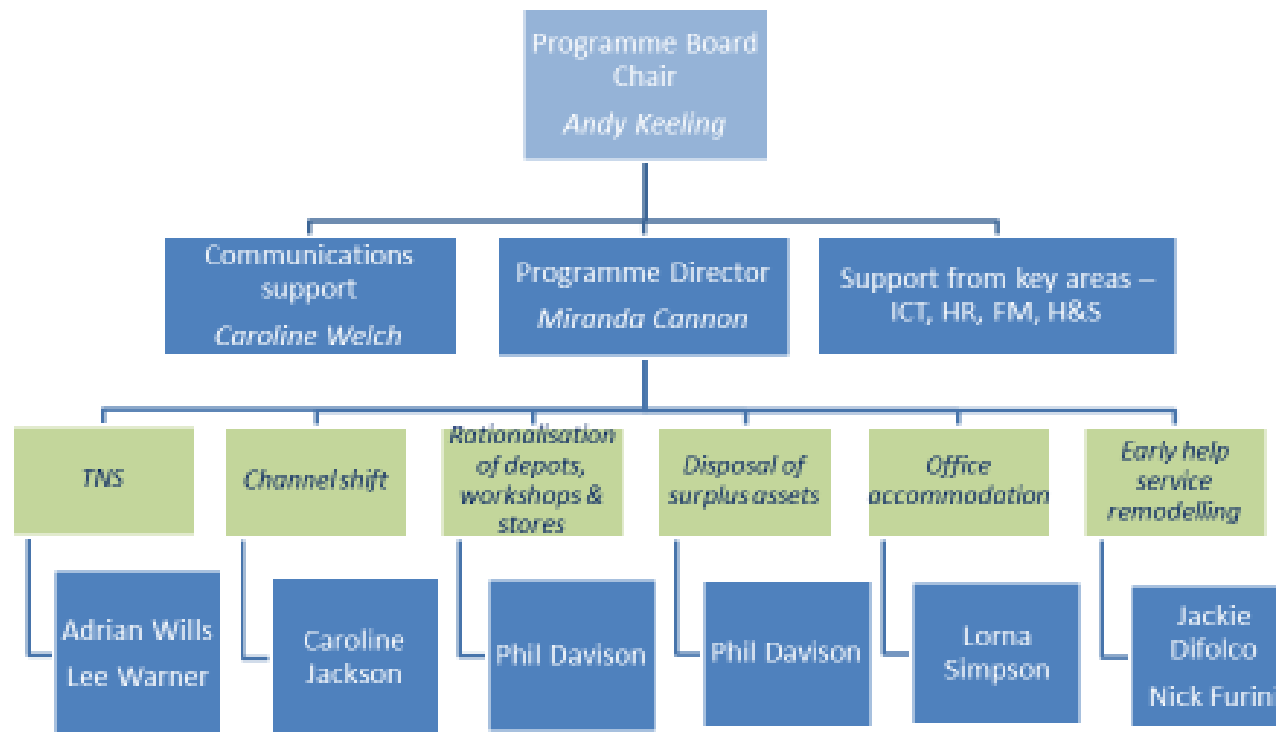
Irene Kszyk, Corporate Equalities Lead, ext 374147.

Appendix 1 – Programme governance





# Programme delivery - resources





## Appendix 2 – Rationalisation of depots, workshops and stores

The following 8 depots have been identified as quick disposals with no impact on service delivery:

| Property name                     | Location          | Overview  |
|-----------------------------------|-------------------|---|
| Aylestone Recreation Ground South | Saffron Lane      | Site containing a garage used to store small parks maintenance equipment and a small, run-down kitchen and seating area located away from the garage. |
| Humberstone Park Depot            | Uppingham Road    | Series of unused storage spaces.  |
| Belgrave Cemetery Store           | Loughborough Road | Storage facility for equipment for maintaining the grounds.   |
| Rushey Fields changing rooms      | Harrison Road     | Previously a parks store but now vacant and closed.   |
| Rushey Fields depot               | Harrison Road     | Previously a parks depot but now vacant and closed.   |
| Mowmacre depot                    | Thurcaston Road   | Derelict buildings unused   |
| Western Park store                | Hinckley Road     | Parks equipment store   |
| Western Park golf course depot    | Scudamore Road    | Parks depot within the golf course but now the golf course closed; it is no longer needed.  |

## Appendix 3 - Transforming Neighbourhood Services

### Summary of building outcomes to date

#### South Area: Executive decision, March 2014

| Building                             | Outcome  |
|--------------------------------------|--|
| Southfields Library                  | Retained as a multi-service centre and refurbishment completed including digital customer access offer                       |
| Saffron Resource Centre              | Retained   |
| Eyres Monsell Community Centre       | Retained with investment for self-service library  |
| Saffron Neighbourhood Housing Office | Closed to customer access. Now used for staff accommodation only and to be reviewed as part of staff accommodation programme |
| Linwood Centre                       | Services relocated and space refurbished for workshop provision  |
| Old Aylestone Library                | Disposal   |
| Southfields Drive Community Centre   | For demolition and clearance for housing development   |
| Gilmorton Community Centre           | Monitor usage and if not increased, release for alternative use.   |

Number of buildings invested in: 2

#### West Area: Executive decision, September 2014

| Building                        | Outcome  |
|---------------------------------|--|
| Westcotes Library               | Retained - self-serve library equipment installed and investment in facilities |
| Brite Centre                    | Retained and incorporate STAR office   |
| Braunstone Grove Youth Centre   | Explore community asset transfer   |
| Braunstone Oak Community Centre | Community asset transfer   |
| Fosse Centre                    | Retained and investment  |
| Cort Crescent Community Centre  | Community asset transfer   |
| Winstanley Community Centre     | Community asset transfer   |
| Newfoundpool Community Centre   | Community asset transfer   |
| West End Neighbourhood Centre   | Leased   |
| Woodgate Resources Centre       | Retained   |
| Manor House Community Centre    | Explore options to reduce running costs with existing partners                 |
| Winstanley Centre               | Community asset transfer   |

Number of buildings invested in: 2

## North West Area: Executive decision, June 2016

| Building   | Outcome   |
|--|---|
| Braunstone Frith Community Centre                            | Separate decision to be taken   |
| Beaumont Leys Library  | Retain and invest as multi-service centre to include a digital customer access offer and housing office |
| Beaumont Leys (Home Farm) Neighbourhood Housing Office       | Move services into Beaumont Leys Library and disposal   |
| Beaumont Leys (Marwood Road) STAR                            | Move services into Beaumont Leys Library and lease the shop   |
| Home Farm Community Centre                                   | Community Asset Transfer  |
| Mowmacre (Jersey Road) Neighbourhood Housing Office          | Move services into Beaumont Leys Library and disposal of building                                       |
| New Parks Community Centre                                   | Community Asset Transfer  |
| New Parks Library / Housing Office / Customer Service Centre | Retain and invest as multi-service centre to include a digital customer access offer                    |
| New Parks STAR   | Move into New Parks Library and lease the shop  |
| New Parks Youth Centre                                       | Retain  |
| Stocking Farm Community, Healthy Living and Youth Centres    | Further work on strategic options   |
| Tudor Centre   | Minor investment to increase opportunities for out of hours use   |

Number of buildings invested in: 3



**DRAFT**

## **Leicester City Council Scrutiny Review**

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‘Getting the best out of our services in neighbourhoods’

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A review of the Neighbourhood Services and Community  
Involvement Scrutiny Commission

August 2016



## **Background to scrutiny reviews**

Determining the right topics for scrutiny reviews is the first step in making sure scrutiny provides benefits to the Council and the community.

This scoping template will assist in planning the review by defining the purpose, methodology and resources needed. It should be completed by the Member proposing the review, in liaison with the lead Director and the Scrutiny Manager. Scrutiny Officers can provide support and assistance with this.

In order to be effective, every scrutiny review must be properly project managed to ensure it achieves its aims and delivers measurable outcomes. To achieve this, it is essential that the scope of the review is well defined at the outset. This way the review is less likely to get side-tracked or become overambitious in what it hopes to tackle. The Commission's objectives should, therefore, be as SMART (Specific, Measurable, Achievable, Realistic & Time-bound) as possible.

The scoping document is also a good tool for communicating what the review is about, who is involved and how it will be undertaken to all partners and interested stakeholders.

The form also includes a section on public and media interest in the review which should be completed in conjunction with the Council's Communications Team. This will allow the Commission to be properly prepared for any media interest and to plan the release of any press statements.

Scrutiny reviews will be supported by a Scrutiny Officer.

### **Evaluation**

Reviewing changes that have been made as a result of a scrutiny review is the most common way of assessing the effectiveness. Any scrutiny review should consider whether an on-going monitoring role for the Commission is appropriate in relation to the topic under review.

**For further information please contact the Scrutiny Team on 0116 4546340**



| To be completed by the Member proposing the review |  |  |
|--|--|--|
| 1.   | <b>Title of the proposed scrutiny review</b>   | Getting the best out of our neighbourhood services.  |
| 2.   | <b>Proposed by</b>   | Councillor Elly Cutkelvin,<br>Chair, Neighbourhood Services and Community Involvement Scrutiny Commission  |
| 3.   | <b>Rationale</b><br>Why do you want to undertake this review?  | <p>Significant cuts to local government have meant the authority has not been able to sustain the services on offer in local communities as they have been historically delivered. As a result the innovative Transforming Neighbourhood Services programme aims to review and identify different ways that local services can be delivered with a view to reduce the number of buildings in which services operate. Savings are being achieved whilst key services are being protected. This model can be compared favourably with the much more negative outcomes for residents in other authorities.</p> <p>Much has already been achieved around service change, but there is not yet a fully shared understanding amongst all locally based staff and service users as to the nature of the new service offer.</p> <p>As such it is important for the commission to work with services to identify additional measures that will mitigate and reduce any negative impact arising from this lack of shared understanding and to improve the ways in which service changes are communicated to Council staff and residents.</p> |
| 4.   | <b>Purpose and aims of the review</b><br>What question(s) do you want to answer and what do you want to achieve? (Outcomes?)   | <p>Establish whether residents understand what the new service offer is and understand the changes which have come about as a result of the centralisation and transfer of customer services online and into fewer buildings; and whether this meets resident's needs.</p> <p>The review would assess the current position through a number of site visits and evidence gathering sessions; and consider whether further recommendations are needed.</p>   |
| 5.   | <b>Links with corporate aims / priorities</b><br>How does the review link to corporate aims and priorities?<br><br><a href="http://citymayor.leicester.gov.uk/delivery-plan-2013-14/">http://citymayor.leicester.gov.uk/delivery-plan-2013-14/</a> | <p>Under the City Mayor's Delivery Plan this review contributes towards 'Our Neighbourhoods and Communities' and 'The Built and Natural Environment'.</p> <p>The review also links with programmes such as:</p> <ul style="list-style-type: none"> <li>a) Transforming Neighbourhood Services</li> <li>b) Channel Shift</li> </ul> <p>The aims within this include ensuring that services continue to meet the needs of residents and that changes in the service</p>  |

|    |   |  |
|----|---|--|
|    |   | offer are fully understood by staff and members of the public.   |
| 6. | <p><b>Scope</b><br/>Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.</p>   | <p>The scope of this review <b>will include</b>:</p> <ul style="list-style-type: none"> <li>a) Mapping to show to location of neighbourhood and community buildings with a customer face-to face element &amp; changes made to neighbourhood customer service centres. <ul style="list-style-type: none"> <li>i. Name of buildings and list of services within the centres</li> <li>ii. Highlight which services are new in the buildings in the context of TNS and how they have changed.</li> <li>iii. How services are advertised (digital media etc.)</li> </ul> </li> <li>b) Phone and internet services</li> <li>c) Neighbourhood customer service centres and central customer services</li> <li>d) Advertising and promotion of services</li> </ul> <p>The review <b>will not include</b>:</p> <ul style="list-style-type: none"> <li>a) Back of office services</li> <li>b) Operational decisions in how services are delivered but may make recommendations of extra services</li> <li>c) Staffing numbers or the role of staff</li> </ul> |
| 7. | <p><b>Methodology</b><br/>Describe the methods you will use to undertake the review.</p> <p>How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?</p> | <p>Working with relevant officers with TNS and channel shift to explore lessons learnt and ways to establish the best methods of communicating with residents.</p> <p>The commission would like to identify the following:</p> <ul style="list-style-type: none"> <li>• Do residents know how and where to access services and if not how can the Council best communicate these changes to residents?</li> <li>• How does planning of communications across neighbourhood services work?</li> <li>• Are residents aware of the digital service offer and do they use it?</li> </ul> <p>A task group will be set up to administrate the evidence of this review.</p> <p>Site visits to multiservice centres: Porkpie library, BRITE centre, St Matthews Centre.</p>  |

|     |   |   |
|-----|---|---|
|     | <b>Witnesses</b><br>Set out who you want to gather evidence from and how you will plan to do this   | Potential witnesses may include: <ul style="list-style-type: none"> <li>• Assistant City Mayor leads</li> <li>• Relevant Council Officers</li> <li>• Customers in multipurpose centres</li> </ul>   |
| 8.  | <b>Timescales</b><br>How long is the review expected to take to complete?   | <b>August</b><br>Scoping document to be agreed at 24 <sup>th</sup> August meeting.<br><b>September – December (4 months)</b> <ul style="list-style-type: none"> <li>• Site visits</li> <li>• Task Group meetings</li> <li>• Drafting findings and recommendations</li> </ul> <b>January</b><br>Present the final review report to the 25 <sup>th</sup> January meeting. |
|     | Proposed start date   | September 2016  |
|     | Proposed completion date  | December 2016   |
| 9.  | <b>Resources / staffing requirements</b><br>Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively. | It is expected that the Scrutiny Policy officer will support the whole review by capturing information at meetings, arranging evidence and compiling the draft report of the review.  |
|     | Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.   | It is anticipated that there will be site visits to multiservice centres.   |
| 10. | <b>Review recommendations and findings</b><br><br>To whom will the recommendations be addressed? E.g. Executive / External Partner?   | Recommendations will be presented to the Executive for consideration.   |
| 11. | <b>Likely publicity arising from the review</b> - Is this topic likely to be of high interest to the media? Please explain.   | It is not expected that this review will generate high media interest but the council's communications team will be kept aware of any issues that may arise of public interest.   |
| 12. | <b>Publicising the review and its findings and recommendations</b><br>How will these be published /   | There will be a review report that will be published as part of the commission's papers on the council's website.   |

|  |   |  |
|--|---|--|
|  | advertised?   |  |
| 13.  | <b>How will this review add value to policy development or service improvement?</b>   | <p>The review hopes to achieve the following:</p> <ul style="list-style-type: none"> <li>• Service improvement: ensuring that neighbourhood services work in the best interest of residents.</li> <li>• Policy development: learning lessons on how we can best help residents understand and best engage with changes to neighbourhood services.</li> </ul> |
| <b>To be completed by the Executive Lead</b>           |   |  |
| 14.  | <b>Executive Lead's Comments</b><br><br><p>The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.</p> |  |
| <b>To be completed by the Divisional Lead Director</b> |   |  |
| 15.  | <b>Divisional Comments</b><br><br><p>Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.</p>  |  |
| 16.  | <b>Are there any potential risks to undertaking this scrutiny review?</b><br><br><p>E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?</p>   |  |
| 17.  | <b>Are you able to assist with the proposed review? If not please explain why.</b><br><p>In terms of agreement / supporting documentation /</p>   |  |

|  |  |  |
|--|--|--|
|  | resource availability?   |  |
|  | <b>Name</b>  |  |
|  | <b>Role</b>  |  |
|  | <b>Date</b>  |  |
| <b>To be completed by the Scrutiny Support Manager</b> |  |  |
| <b>18.</b>   | <b>Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team?</b><br>(Conflicts with other work commitments) | <p>The review will be supported by the Scrutiny Policy Officer and it is not expected to negatively impact on his work as it is the first review of the commission.</p> <p>As the timescale is four months and includes site visits it may be that some prioritising of work will need to take place in order to meet deadlines.</p> |
|  | <b>Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.</b>  | The review can be adequately supported by the Scrutiny Team as per my comments above.  |
|  | <b>Name</b>  | Kalvaran Sandhu, Scrutiny Support Manager  |
|  | <b>Date</b>  | 2 <sup>nd</sup> August 2016  |



# **Leicester City Council**

## **Scrutiny Review**

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**Capturing the potential economic  
performance of Leicester's heritage  
and culture**

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**A Review Report of the Heritage,  
Culture, Leisure and Sport Scrutiny  
Commission**

**June 2016**

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# **Heritage, Culture, Leisure and Sport Scrutiny Commission**

## **Commission Members:**

Councillor Dr Susan Barton (Chair)  
Councillor Malcolm Unsworth (Vice-chair)  
Councillor Ratilal Govind  
Councillor Dr Lynn Moore

## **Chair's Foreword**

As we face the worst cuts ever inflicted by central government, some people are asking why does Leicester City Council continue to spend on museums, the Arts and heritage? The answer is that our investment in this sector underpins the city's strategy for regeneration, tourism and inward investment by making Leicester a good place to live, work, visit and do business. To demonstrate this, I have led a task group investigating the contribution and economic impact of culture and heritage to the city. This has involved many hours of work outside formally constituted meetings, spending time with and talking to key people within the cultural sector locally.

Heritage and culture are key aspects of Leicester's place-marketing strategy and the development of our tourism industry, something that has seen sustain growth over the last six years, but has come on astonishingly since the discovery of Richard III, the Rugby World Cup and now the success of our football and other sports teams and the prospect of European football in the city. Our local manifesto commitment to make Leicester a self-confident city, which perhaps seemed fanciful at the time is being delivered. We have to build on the opportunities that have presented themselves so we keep up this amazing momentum.

If Leicester, as a city, is to continue to invest in heritage and culture, it is important that there is a demonstrable return on that investment in order to satisfy scrutiny that this is a worthwhile strategy, one that has measurable benefits to the city as a whole. The question would frequently be asked in scrutiny, when we were discussing a really exciting initiative, what was the actual value to the city, other than that it was a nice thing to do or have, something that local people and visitors would enjoy? For some things, such as Rugby World Cup games held in Leicester, a value was projected by the national co-ordinators using elements including infrastructure improvements, spend in stadia, ticket revenue and fanzone spend in addition to wider benefits such as a the 'feel good' factor and business legacy.

For the Richard III events an independent economic impact assessment was commissioned. The impact was calculated using available metrics such as visitor numbers and the application of industry approved multipliers. The indirect (money spent on related goods and services) and induced spends (money spent on

unrelated goods and services) were also calculated but investment in infrastructure was excluded. It became apparent that this was going to be something extremely difficult to calculate and monitor without costly specialists being engaged but that it was necessary to enable robust scrutiny to take place.

As well as the economic impacts on Leicester's economy of the arts, heritage and culture, there were other, even less tangible, but very important, impacts. These were the beneficial effects that engagement with cultural, artistic or heritage activities could have on the health and well-being of individuals. Social benefits, such as personal enrichment, community cohesion, companionship, combatting social isolation, opportunities for volunteering and educational progress could all be identified as outcomes of cultural initiatives. Social Return on Investment is one methodology that could help to quantify this. Financial proxies can be used to put a monetary value on a non-financial outcome, part of a methodology towards accounting for social value.

It was obvious from the start of the task group, that the work would highlight the need for further research, that there was no *vade mecum* or tool kit that could be produced with our limited time and resources. The focus of the task group was on discovering what evaluation methods were already in place within the arts and cultural industry sectors in the city. To that end, a number of witnesses gave evidence to the task group or were interviewed separately to provide such evidence. Many of them had their own methods of project or event evaluation and monitoring. All of them highlighted the need for a consistent approach to data collection and assessing performance and return on investment through key performance indicators and analysis of metrics to produce a methodology that could be used to calculate potential and actual economic impacts and social return on investment. The findings of this task group contained within this report will contribute towards this process as it will provide evidence of need to future investigators and may be referred to in bids for funding, giving weight to applications with potential funding bodies and partners. Methods to begin this data collection are recommended in the report's conclusions.

**Councillor Dr Susan Barton**

**Chair, Heritage, Culture, Leisure and Sport Scrutiny Commission**

## **1 Executive Summary**

### **1.1 Background to the Review and Key Findings**

- 1.1.1. The Chair and Vice-Chair of the commission were keen to understand what the economic benefits were of the city's heritage assets and culture. Concerns were raised that there was a lack of evidence about the returns on investment in the arts and culture.<sup>1</sup>
- 1.1.2. Evidence has been collected from desktop research, task group meetings and a series of other meetings with interested parties from the creative industry.
- 1.1.3. After initial research, it became apparent that there is little evidence about the economic impact that the arts, heritage and culture has on the city. This is in part fuelled by cost implications, but also due to there being no impact evaluation framework for the arts generally adopted within the Council and between key stakeholders in the culture sector.
- 1.1.4. During the review it was noted that there was evidence-based need for an evaluation framework that could track the impact of the arts, heritage and culture. This is not only desirable, but also increasingly important as Leicester's reputation nationally and internationally grows. The task group recommends that an annual economic impact survey should be sent to all publicly funded-arts organisations.
- 1.1.5. The city of Leicester has always had a sense of pride, place and identity but this identity has changed over just a generation as communities have changed, evolved and developed. This identity, though, has had a tendency to be self-deprecating. It has remained internal to the city but now, galvanised by recent high-profile events, it is becoming recognised externally on a national and global context. Arts and culture has the capacity to help build an area's reputation to create a sense of place and identity. The task group recommends that an annual arts and culture economic impact survey should be combined with a perception survey to record attitudes towards the city for the purpose of providing data and information for place-marketing initiatives for the Council.
- 1.1.6. During the review a common concern expressed by interested parties was that there was a need to document the social impact of the arts in terms of health and well-being and education in the City. This could be beneficial for the Council and relevant organisations. Witnesses suggested that this work could be produced in collaboration with the city's two universities
- 1.1.7. A draft study from the Leicester Arts Festivals network, that was presented to one of the task group meetings, raised concerns from members that there seemed to be differing levels of cultural participation from residents in

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<sup>1</sup> This report uses culture to take into account "the accumulated influence of creativity, the arts, museums, galleries...and heritage upon all over lives". See the Cultural White Paper for reference <https://www.gov.uk/government/publications/culture-white-paper>.

different wards. The concerns raised form part of a wider issue concerning the contrasting levels of cultural deprivation in the city.

## **1.2 Recommendations**

- 1.1.8. Recommendations are grouped into the following area for consideration and responsibility

### **Leicester City Council and partners**

- The local context: the cultural offer and sense of place
- The need for evidence: the potential economic benefits of arts, culture and heritage
- The case for the social return on investment

### **RECOMMENDATIONS**

**The Assistant Mayor for Culture, Leisure and Sport and the Executive are asked to consider the following recommendations:**

- 1.1.9. **Greater collaboration between the cultural sector, cultural organisations, local partners and the City Council has the potential to deliver a wide range of benefits for the city and its residents. This activity could be embedded within existing governance structures.**

- There is a need for synergy within the culture sector of the creative industry to maximise the delivery and benefits of the arts, heritage and culture.
- Establish a working party of key stakeholders from the cultural sector to identify and communicate local needs and to act as a forum to establish the evaluation metrics anticipated as part of recommendation 1.2.3.

- 1.1.10. **Produce a survey, which can be sent to all arts organisations funded by the Council, to measure, track and monitor the impact of the service on the City.**

- An annual economic impact survey could monitor the impact of the city's heritage and culture combined with a perception survey to record attitudes towards the city for the purpose of providing data and information for place-marketing initiatives. The survey should cover the year to 31st March and report to the Scrutiny Commission the following Autumn.
- This review encourages the integration of branding and place-marketing initiatives within the City's tourism strategy.

- 1.1.11. **To use information collected from the proposed surveys detailed in 1.2.3 in conjunction with the visitor data and customer insight gained from the VisitLeicester.info destination management system and customer database.**

- A new website for VisitLeicester.info is being developed with a customer database that enables destinations to efficiently use visitor intelligence drawn from all kinds of activities and key performance indicators. This will allow full performance monitoring as well as the capability of reporting on visitor demographics.
- This approach would ensure greater comparability across cultural tourism and more consistent analysis of local economic impacts measured against cultural tourism and performance benchmarks.
- There needs to be leadership from within the Culture, Tourism and Investment division in respect of the proposed data to be collected. Culture needs to be treated as a means for economic regeneration, social cohesion, health and wider initiatives surrounding place-marketing.
- An annual statement of what culture means to the City of Leicester should be published with the intention of improving the image and sense of 'place' for Leicester.

**1.1.12. Liaise with local universities to support possible future research regarding the social impact of the arts, heritage and culture on the City.**

- To establish evidence of need for the research.
- That the conclusions of this review inform the research agenda.
- This review has found evidence to suggest that participation and involvement in the arts can lead to a higher level of health and well-being among participants.
- Partners and stakeholders to be invited to work with us to establish variables, proxies and definitions.<sup>2</sup>

**1.1.13. The collaborative approach of the Leicester Arts Festivals (LAF) is an example of strategic planning and programming to deliver a culturally diverse set of Arts Festivals to Leicester. It is proposed that Leicester City Council continue dialogue with the LAF.**

- That the LAF test pilot the surveys recommended in 1.2.3 of this report.
- That the LAF and ArtReach provide expertise on the development of the surveys.

**1.1.14. Cultural activity should be accessible to all. This review recommends that the connection between cultural participation and deprivation needs to be investigated.**

- For there to be a dialogue between the Council and cultural organisations that support the advancement of widening access to

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<sup>2</sup> The Director of the City Centre noted that there are specialist companies that measure the social return on investment.

cultural education and arts programmes. It is through this dialogue that local need can be identified.

- The task group was interested in the reasons why residents within certain wards were more likely to attend a festival than residents in other wards. Concerns were raised over the reasons for this.
- A finding of this review was participation in cultural activity is mostly by a certain demographic, which means that other sections of the community can be excluded from the benefits. Work that correlates postcodes (ward location) with other factors to include demographics (ethnicity and social stratification) will help the city understand where and why cultural deprivation exists.

## **2 Report**

### **1.3 The local context: the cultural offer and sense of place**

1.1.15. Culture and creativity are increasingly being used in branding to place-market destinations as they provide opportunities for investment, economic growth, image branding and identity.<sup>3</sup> Leicester is a city that has a particularly rich cultural offer and is increasingly self-confident in itself. Leicester has many notable assets: a global population, the city is renowned for its diverse culture and food and there are opportunities to capitalise on the city's tourism offer including:

- King Richard III Visitor Centre
- The National Space Centre
- Great Central Railway
- Theatre, music, dance
- Museums
- Sports tourism
- Faith tourism
- Food tourism

1.1.16. While Leicester has come some way in marketing its tourism attractions, it needs to understand more about the impact these venues and attractions have on visitor experience and at explaining why visitors come and go. Whilst we get a lot of information through Trip Advisor marketing Leicester as a distinct tourist destination relies heavily on understanding the visitor economy and making the most of the city's cultural and heritage assets; and how these assets contribute towards producing an image of the city as a place of destination, a place to do business and a place of inward investment.

1.1.17. The task group was made aware that the city-centre has limited hotel capacity on most weekdays and a further international standard hotel may be required to cope with increased and changing demand. The City Centre Director later added that the City is getting another hotel in the Granby Hall

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<sup>3</sup> Summarised from the following report:

[http://www.mlit.go.jp/kankocho/naratourismstatisticsweek/statistical/pdf/2009\\_The\\_Impact.pdf](http://www.mlit.go.jp/kankocho/naratourismstatisticsweek/statistical/pdf/2009_The_Impact.pdf).

scheme. There will be serviced apartments and AirBnB; providing more capacity.

- 1.1.18. The quality of the cultural offer contributes to a city's attractiveness as a place to live, work, visit and invest. Improving this offer requires an understanding of how investment benefits the city economically and how the quality of the service can be improved for residents and visitors. This sort of information and intelligence can be accessed by project monitoring reports. Impact evaluation is a tool that allows for an understanding of the returns on investment. Such a toolkit appears to be absent within the Council.
- 1.1.19. Through discussions with key people in Leicester's cultural sector, a repeated concern was a perceived lack of synergy and partnership within the industry and with the Council. Local partnerships are critical to maximise the reach and scope of the benefits attached to the arts.  
**RECOMMENDATION: Greater collaboration between the cultural sector, cultural organisations, local partners and the City Council has the potential to deliver a wide range of benefits for the city and its residents. This activity could be embedded within existing governance structures.**
- 1.1.20. There needs to be information that identifies where possible enhancements could be made to the quality of the services within the arts, heritage and culture by taking into account the perception of service users. This information is required to enhance the cultural offer and to market Leicester as a place to work, live, do businesses as well as a tourist destination.  
**RECOMMENDATION: That an annual perception survey for arts organisations gathers information to develop and monitor service quality for the purpose of place-marketing the City as a place to work, live, do business as well as a tourist destination.**
- 1.1.21. There are feedback surveys used by the Arts & Museums Service. The questions asked provide valuable information to the Council but are not detailed enough to provide a robust economic assessment of each event surveyed. Questions also remain over what analysis of the data is conducted and how the findings inform spending on the arts. An impact survey would need to take into account how to gather the impact information given the likely resistance from visitors to fill in long surveys.
- 1.4 The need for evidence: the potential economic benefits of the arts, heritage and culture**
- 1.1.22. The intrinsic benefits of investing in the arts are largely known; art enriches the lives of individuals. However investing in the arts, heritage and culture plays an enormous role in driving local economic growth. As an authority we have a responsibility to demonstrate the value of investing in the arts given the need to demonstrate our expenditure is responsible and is for the greater benefit for the city and its residents.

- 1.1.23. The creative industries are “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property”.<sup>4</sup> The task group was informed that between 2010 and 2014 employment rates in the creative industries in Leicester grew by 17%, compared to 2-3% across all other industries.<sup>5</sup> Whilst the majority of creative businesses are micro businesses, the creative industry makes a significant contribution to Leicester’s local economy because the impact is multiplied.<sup>6</sup> For example there are direct benefits from the direct expenditure on goods from local businesses; there are indirect impacts by supply chains using the money accrued from the sale to pay staff and there are induced impacts by employee’s spending their wages in the local area: in restaurants, bars and retail.
- 1.1.24. Nationally the culture sector has proved resilient in the financial crisis and has continued to show a level of buoyancy and growth.<sup>7</sup> The Gross Value Added of the creative industries was £84.1bn in 2014 and for the past four years this figure has continued to grow each consecutive year.<sup>8</sup>
- 1.1.25. In terms of heritage tourism the sector is worth 2% of the UK’s GDP.<sup>9</sup> It is also the case that nationally for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 69p is spent in local businesses such as restaurants, cafes, hotels and shops.<sup>10</sup>
- 1.1.26. The more the Council understands about the contribution to our local economy made by the return on investment of the arts, heritage and culture the more the local authority can build the case for future funding and investment.
- 1.1.27. There is a growing body of evidence about the contribution of the arts to the economic growth in Cities across the UK from a number of different organisations: The University of Liverpool and Liverpool John Moores University, Manchester City Council and the Manchester Cultural Partnership and the Birmingham Arts Partnership.<sup>11</sup>

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<sup>4</sup> Definition from <https://www.gov.uk/government/statistics/creative-industries-economic-estimates-january-2016>.

<sup>5</sup> See appendix C.

<sup>6</sup> Note that the official definition of the creative industries does not include museums or heritage industries.

<sup>7</sup> <http://www.llep.org.uk/content/uploads/2015/07/LLEP-Creative-Industries-Sector-Growth-Plan1.pdf>

<sup>8</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/494927/Creative\\_Industries\\_Economic\\_Estimates\\_-\\_January\\_2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/494927/Creative_Industries_Economic_Estimates_-_January_2016.pdf)

<sup>9</sup> <https://content.historicengland.org.uk/images-books/publications/heritage-and-the-economy/heritage-and-the-economy-2015.pdf/>

<sup>10</sup> Ibid.,

<sup>11</sup> For Liverpool see “Beatles Heritage in Liverpool and its economic and cultural sector impact: A report for Liverpool city Council”, November 2015 and “Creating an impact: Liverpool’s experience as European Capital of Culture”; for Manchester see “The Impact of Manchester’s Cultural Organisations”, October 2014; and for Birmingham see “Cultural Impact Study: The impact of the arts in Birmingham”, September 2009.



- 1.1.28. A report by the Birmingham Arts Partnership noted that for every £1 Birmingham City Council invested in the public arts, this represented a return on investment of £29.<sup>12</sup>
- 1.1.29. Approaches and indicators to measures vary in evaluating the economic performance of the sector, however indicators can be grouped into the following two sections:<sup>13</sup>
- The visitor economy and financial audits of art organisations
  - The visitor profile: to include visitor origin, demographics and participation rates.
- 1.1.30. Encouragingly a recent report from Arts Council England has found that the contribution to regional economies of arts and culture is growing in the East of England and the East Midlands.<sup>14</sup> It is important to capitalise on this momentum on the basis that the need for evidence-based impact evaluation is financially important if the industry is to attract further investment for continued growth, job creation and skills retention.
- 1.1.31. The report from Arts Council England identifies that tourism contributes close to a billion pounds per annum to the arts and culture economy.<sup>15</sup> In terms of Leicester and Leicestershire, data from STEAM provided by Leicester and Leicester Shire Promotions provides a positive outlook.
- 1.1.32. As of September 2015 hotel occupancy rates in Leicester peaked at 86.8%.<sup>16</sup> The task group were informed that at present the figure is around 85%.<sup>17</sup> In general according to the STR / Global destination monthly report there has been a rise of 4% in terms of occupancy rates from last year (2014). Business tourism accounts for most overnight stays in serviced accommodation in the city.<sup>18</sup> The average total economic impact per night for visitors staying in hotels and guest houses in Leicester was £115 per person.<sup>19</sup>
- 1.1.33. The value of tourism to Leicester and Leicestershire was £1.571 billion and there are strong signs for future growth.<sup>20</sup> There has been consistent growth for the past 6 years which represents a +20.8% increase.<sup>21</sup> For

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<sup>12</sup> See "Cultural Impact Study: The impact of the arts in Birmingham", September 2009, p. 6. This report substitutes 'the arts' for 'culture' as culture is easier to qualify for the purpose of collecting survey data. Culture in this report includes: theatre, dance, music, visual arts, music / cultural festivals, arthouse film, literature/poetry. p. 13.

<sup>13</sup> This model was largely derived from the work from the Manchester Cultural Partnership.

<sup>14</sup> Contribution of the arts and culture industry to the national economy: An update of our analysis of the macroeconomic contribution of the arts and culture industry to the national economy. Report for Arts Council England, July 2015, p. 6

<sup>15</sup> Ibid.,

<sup>16</sup> Data provided by Leicester and Leicestershire Promotions (STEAM data).

<sup>17</sup> See appendix B.

<sup>18</sup> Data provided by Leicester and Leicestershire Promotions (STEAM data).

<sup>19</sup> Ibid.,

<sup>20</sup> Ibid.,

<sup>21</sup> Ibid.,

Leicester City alone this figure is even higher at +22.9%, an increase from £440.36M to £541M.<sup>22</sup> It is estimated that tourism supports 20,000 jobs in Leicester and Leicestershire.<sup>23</sup>

- 1.1.34. In conversations with officers within the Council it is understood that there is no framework or metrics generally in place for measuring and evaluating the economic performance of the arts or heritage. Rather, past economic impact assessments have been conducted by De Montfort University (Caribbean Carnival and Leicester Comedy Festival) or by private consultancy firms (King Richard III economic impact assessment).
- 1.1.35. Previous work carried out in the three venues review of grants to major art venues by C. Maughan and R. Fletcher (2013) details the economic impact and visitor expenditure of Curve theatre, De Montfort Hall and Phoenix cinema. The audience expenditure for Curve theatre was between £5.33 - £5.37m; for De Montfort Hall expenditure was between £5.73-£5.81m and for Phoenix cinema it was between £1.07-£1.08m.<sup>24</sup>
- 1.1.36. What we do know from current work commissioned by the Council is that for the Caribbean Carnival (2011) there was a total audience spend between £143,000 to £372,000.<sup>25</sup> The reason why the estimated spend is so broad in scope is to account lower half and upper half spend per head. Onsite spend ranged between £5.51 to £14.49 per head and offsite spend ranged between £1.24 and £3.47 per head.<sup>26</sup>
- 1.1.37. Festivals and events are a vital part of the cultural offer in Leicester. The Leicester Comedy Festival (LCF) in 2011 produced an economic impact in Leicester of £1.78m.<sup>27</sup> In terms of the returns on investment for every £1 the LCF receives in the form of grants and sponsorship, it generates £20 of complementary expenditure, which benefits artists, the venue as well as the local economy.<sup>28</sup>
- 1.1.38. The Night of Festivals, a festival produced by ArtReach, had an average spend per head of £31.89 (upper estimate) in 2015.<sup>29</sup>

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<sup>22</sup> Ibid.,

<sup>23</sup> <http://www.leicestermercury.co.uk/8203-Rethink-tourism/story-29048162-detail/story.html>, accessed April 4<sup>th</sup> 2016.

<sup>24</sup> Data extracted from appendix to final report: Economic impact of audience expenditure by venue, Christopher Maughan / Richard Fletcher, Arts and Festivals Management, De Montfort University, January 2013.

<sup>25</sup> See "Leicester Caribbean Carnival 2011 Research Report", Christopher Maughan and Richard Fletcher, January 2012, p. 16.

<sup>26</sup> Ibid., p. 16.

<sup>27</sup> Data from "Leicester Comedy festival ... a series business," Research report on Leicester Comedy Festival 2011, p. 5.

<sup>28</sup> Ibid., p. 5.

<sup>29</sup> "Evaluation, Night of Festivals, Special Edition, Leicester 2015, ArtReach, p. 22.

- 1.1.39. In terms of understanding the economic impact of festivals it is worth working with the Leicester Arts Festival (LAF) considering their organisational network and approach of working. David Hill, Director of ArtsReach and Chairman of the LAF, welcomed initiatives for robust economic impact assessments in the industry.
- RECOMMENDATION: The collaborative approach by the Leicester Arts Festivals is an example of strategic planning and programming to deliver a culturally diverse set of Arts Festivals to Leicester. It is proposed that Leicester City Council establish dialogue with the LAF to test pilot the surveys recommended in 1.2.3 of this report.**
- “The range, depth and complexity of the sector however provide challenges for the design and collation of a meaningful set of indicators to measure and quantify these various impacts. This work is important however if the city is to develop strategies and policies based on sound evidence.” Peter Chandler, LCB Workspace Manager, Leicester City Council*
- 1.1.40. The information provided in this report was compiled for the purpose of providing a snapshot of kind of economic impacts the heritage, culture and arts sector has had on the city. While the data shows a promising picture for the sector economically, a more rigorous and systematic analysis of the returns on investment is required for it to be of value to inform future policy decisions within the sector.
- 1.1.41. It was clear through meetings with stakeholders in the culture sector that there is a need for evidence based economic impact assessments within the sector. **RECOMMENDATION: That an annual economic assessment survey to monitor the impact of the city’s heritage and culture be sent to all publicly funded arts organisations for the purpose of data collection.**
- 1.1.42. There is little evidence within the Council of a body that gathers economic impact information. However a new website for VisitLeicester.info has been developed with a customer database that enables destinations to efficiently use visitor intelligence drawn from all kinds of activities and key performance indicators. This will allow full performance monitoring as well as the capability of reporting on visitor demographics.
- RECOMMENDATION: To use information collected from the proposed surveys detailed in 1.2.3 in conjunction with the visitor data and customer insight gained from the VisitLeicester.info destination management system and customer database.**

## **1.5 The case for the social return on investment**

- 1.1.43. As part of the evidence gathering of this review a number of key interested parties suggested it would be advantageous to widen the scope to include the social impact of the arts, heritage and culture.
- 1.1.44. The task group heard that there is evidence to suggest the creative industries are socially worth a lot to Leicester; for every £1 invested there is a £10 social return on investment.<sup>30</sup>
- 1.1.45. According to a report from Arts Council England, engagement and participation in arts and culture have a positive social impact on an individual's health and well-being.<sup>31</sup> It is also evidenced that participation in the arts and / or in cultural events and activities can relieve symptoms of stress and anxiety. The report goes on to suggest that arts and culture could be incorporated in the future delivery of adult social care.
- 1.1.46. Gloucestershire City Council has partnered with NHS Gloucestershire clinical commissioning group among others to pilot a project using culture to deliver a range of clinical outcomes, including for cancer, mental health and dementia.<sup>32</sup>
- 1.1.47. A Fosse Arts Presentation that went to the Health & Well-being Scrutiny Commission on the 28<sup>th</sup> September 2015 recently revealed that from the people who attended the classes at the centre, there were subsequent benefits to their health and well-being. It is believed the centre could provide benefits to address some issues in relation to adult social care; namely loneliness, anxiety and depression.<sup>33</sup>
- 1.1.48. There is also evidence that suggests that access to cultural activities increases an individual's social capital in terms of improving social relations, fostering community cohesion and makes communities feel safer and stronger. In addition the arts council England have reported that taking part in creative subjects improves attainment in literacy and maths.<sup>34</sup>

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<sup>30</sup> See appendix B.

<sup>31</sup> See "The Value of Arts and Culture to People and Society: an evidence review", Arts Council England, March 2014.

<sup>32</sup> <http://www.theguardian.com/public-leaders-network/2016/apr/13/councils-arts-culture-tourism-museums-libraries>

<sup>33</sup> See meeting minutes from the Health and Wellbeing Scrutiny Commission, Leicester City Council, 28<sup>th</sup> September 2015.

<sup>34</sup> "The Value of Arts and Culture to People and Society: an evidence review", Arts Council England, March 2014.

1.1.49. It is largely unknown, in the context of Leicester, exactly who benefits socially and how people benefit from engagement and participation in the arts. Issues connected to the arts such as the impact on health & well-being, and how an exposure to cultural education benefits local children and young adults is yet to be explored. **RECOMMENDATION: Liaise with local universities to support future research regarding the social return on investment in the arts, heritage and culture**

1.1.50. A report from the Warwick Commission and evidence gathered from a witness outside the workings of the task group noted that participation and engagement in the arts and culture is typically only accessed by a small and narrow demographic.<sup>35</sup>

1.1.51. During the discussions on the 31<sup>st</sup> March task group members raised concerns over the lack of participation in festivals and events from selected wards presented in a draft map produced by Richard Fletcher, Arts and Events Research Assistant from De Montfort University. There were low levels of participation in certain outer estates and in North Evington and Spinney Hills ward. While the reports Richard provided were draft and had incomplete data sets, (an important factor in the accuracy of the data), the task group were interested and

*“If there is an aspiration to develop further assessment of the impact of the creative and cultural sector, I would suggest engaging with De Montfort University and the University of Leicester. Both institutions are keen to contribute to the future growth and vitality of the city, and have specialist academic researchers that could add value to the work”.* Peter Chandler, LCB Workspace Manager, Leicester City Council

keen to conduct an analysis for all major festivals to see where attendees came from in terms of ward location and how factors such as ethnicity and social stratification affect participation. It was noted that an impact survey that included a question on location for the purpose of mapping data would be useful in future impact evaluation exercises.

1.1.52. Data collected by the Arts & Museums team reveals that in general terms, cultural venues such as De Montfort Hall, Curve Theatre, Phoenix, New Walk Museum, Jewry Wall, Newarke Houses, Guildhall and Abbey Pumping Station are more often attended by non-BME members of the community. In terms of festivals and events the data suggests that the city's cultural programme does not reflect the make-up of the city's population.<sup>36</sup>

<sup>35</sup> “Enriching Britain: Culture, Creativity and Growth: The 2015 Report by the Warwick Commission on the Future of Culture Value”, The University of Warwick, The Warwick Commission. [http://www2.warwick.ac.uk/research/warwickcommission/futureculture/finalreport/warwick\\_commission\\_final\\_report.pdf](http://www2.warwick.ac.uk/research/warwickcommission/futureculture/finalreport/warwick_commission_final_report.pdf) . Also see Appendix K of this report.

<sup>36</sup> Data provided by the Arts & Museums Service, Leicester City Council.

However it is worth bearing in-mind the impact of tourism on the data sets. It is estimated that only half of the visitors live in Leicester.

- 1.1.53. The percentage of BME and non-BME members attending Festivals and Events is less distinct, as some festivals and events appeal more to certain communities than others.<sup>37</sup> Big events during the calendar year such as Diwali and Caribbean Carnival do appeal to a broad section of Leicester's diverse community and people from outside the city. In relation to the latter it is important to take into account the impact of tourism on the data sets, especially in regards to large festivals. **RECOMMENDATION: Cultural activity should be accessible to all. This review recommends that the connection between cultural participation and deprivation needs to be investigated.**

## 1.6 Conclusions

- 1.1.54. There's a real buzz about Leicester at the moment. Many visitors and residents have been saying this for a while now. What this review has highlighted is that Leicester is a city on the up. This rise has obviously been assisted by, but is not entirely due to, the discovery of the remains of Richard III and the recent success of our football club, Leicester City.
- 1.1.55. Events of international interest and their successful organisation under the gaze of the world's media have demonstrated that Leicester has the expertise to stage high profile events of global significance. This has built up the skill base of personnel involved in staging these events, extended networks of key participants and created an enhanced sense of pride in Leicester as a place among residents and raised awareness of what the city has to offer to potential visitors and investors. IBM has chosen to open a new centre in Leicester, as has Hastings Direct which is now expanding its operation here. Because of IBM's role as a location seeker for other blue chip companies other businesses could soon be joining them. The success of the Dock for technology based businesses; the new food park, Friar's Mill as well as the cultural businesses at LCB and Makers' Yard demonstrate the demand for employment space in the city. It is Leicester's cultural offer that has played a major role in attracting inward investment as employers need a location that offers opportunities for leisure to attract the best job applicants to move here and to retain the existing skill base.
- 1.1.56. Having a clear strategy for investment in arts, culture and heritage is helping develop Leicester as a brand through place marketing. This is having an impact on the local economy, creating not just new jobs but helping make existing ones more secure. The sector has also brought social benefits to our citizens. These benefits, economic and social, can be difficult to measure which is why a means of data collection, to provide the information necessary to attempt to do this would be useful.

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<sup>37</sup> Ibid.,

- 1.1.57. Following the recommendations of this review will go a long way towards providing this information. Routine monitoring of arts, culture and heritage events and projects could lead to more robust scrutiny, something that is essential if the Council is to vindicate its continued investment in the sector. Closer working with the Economic Development and Tourism Scrutiny Commission could be beneficial. Rigorous scrutiny, creating a clear narrative of economic, social, health and well-being benefits will help inspire confidence in the local population that the Council is investing their money wisely.

### **3 Financial, Legal and Other Implications**

#### **1.7 Financial Implications**

The report explores the economic benefits of heritage and culture to the city. It makes some specific recommendations that could have a relatively small direct cost to the Council, including an annual economic impact survey of arts organisations funded by the Council and possible future research. These could add to the quantitative evidence of the economic benefits generated by Council spending on heritage and culture.

Colin Sharpe, Head of Finance, ext. 37 4081.

#### **1.8 Legal Implications**

It is not clear whether the development and piloting of the survey will be conducted by an external provider. If this is to be delivered by an external provider, then this will need to be procured in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015. Any collaborative working with the Universities for research may need to be formalised through a collaboration agreement. Further legal advice and assistance will need to be sought.

Any survey which is produced to collate data will need to be in compliance with data protection rules. The client department should work with Information Governance Team.

The recommendations in this report are to consider and review matters, further legal implications may arise if and when the matters under review are implemented and ongoing legal advice/assistance should be sought.

Mannah Begum, Solicitor, (Commercial Contracts, Property and Planning Team)

Legal Services, ext. 37-1423

#### **1.9 Equality Implications**

The report touches upon the identification of social benefits arising from the city's cultural offer. Members of the Scrutiny Commission may wish to consider social benefits from an equalities perspective as set out in the Equality and Human Rights Commission's equalities measurement framework. The framework presents 10 domains setting out those things in life that people say are important for them to actually 'do' and 'be'. The domain most relevant to consideration of social benefits is that of 'identity, expression and self-respect'. This includes being able to:



- Have freedom of conscience, belief and religion
- Have freedom of cultural identity
- Have freedom of expression (so long as it doesn't cause significant harm to others)
- Communicate, including using ICT, and use your own language
- Engage in cultural practices, in community with other members of your chosen group or groups (so long as it doesn't cause significant harm to others)
- Have self-respect
- Live without fear of humiliation, harassment, or identity-based abuse
- Be confident that you will be treated with dignity and respect
- Access and use public spaces freely.

The broad scope of these freedoms embrace the diversity of the city and the abundant availability of opportunities for people to engage in activities that reflect who they are. The above equalities outcomes are much broader than specific social benefits and also can only be measured/considered over time by their cumulative effects/impacts on people. However, the absence or lack of availability of these freedoms would substantially undermine social engagement in the city and would likely preclude/prevent interest in having cultural and heritage activities at all.

Irene Kszyk, Corporate Equalities Lead, ext 374147.

#### 4 **Summary of Appendices**

Appendix A: Acknowledgements and thanks

Appendix B: Minutes of task group meeting: 3<sup>rd</sup> March 2016

Appendix C: Minutes of task group meeting: 31<sup>st</sup> March 2016

Appendix D: Minutes of task group meeting: 21<sup>st</sup> April 2016

Appendix E: Working research document: circulated to members

Appendix F: Evidence from Peter Chandler, Creative Workspace

Development Manager (Leicester City Council).

Appendix G: Evidence from Barbara Mathews MBE, Pro Vice-Chancellor, Dean, Faculty of Arts, Design and Humanities, De Montfort University.

Appendix H: Meeting with Peter Chandler, Creative Workspace

Development Manager (Leicester City Council) and Kevan Grantham, Arts Manager (Leicester City Council).

Appendix I: Meeting with Geoff Rowe BEM, Founder of the Leicester Comedy Festival.

Appendix J: Meeting with Barbara Mathews MBE, Pro Vice-Chancellor, Dean, Faculty of Art, Design and Humanities, De Montfort University.

Appendix K: Meeting with Danny Myers, Commercial Director, Mighty Creatives.

Appendix L: Executive Response to Scrutiny.

## **5        Officers to Contact**

Alex Sargeson  
Scrutiny Policy Officer  
Tel: 0116 454 3114

## **Appendix A – Acknowledgement and thanks**

As chair of the Task Group and Heritage, Culture, Sport and Leisure Scrutiny Commission for 2015-16, I would very much like to thank the following contributors who gave up their time and shared their expert knowledge and experience:

Geoff Rowe BEM (Big Difference Company and Leicester Comedy Festival)

Barbara Matthews MBE (Pro Vice-Chancellor and Dean of Art, Design and Humanities, De Montfort University)

Kevan Grantham (Arts Manager, Leicester City Council)

Peter Chandler (Creative Workspace Development Manager, Leicester City Council)

Richard Fletcher (Events and Festivals researcher, De Montfort University)

Danny Myers (Commercial Director, Mighty Creatives)

David Hill (Director, Leicester Arts Festivals)

Cllr Malcolm Unsworth (Vice-chair), Cllr Ratilal Govind, Cllr Lynn Moore (Task Group members)

Special thanks to Alex Sargeson, Scrutiny Policy Officer, Leicester City Council for all his hard work and enthusiasm in co-ordinating the project, writing up all the notes and compiling the report.

## Appendix B – Minutes of task group meeting

Thursday 3<sup>rd</sup> March 2016

### Meeting notes

1. **Present**  
Cllr Barton (Chair)  
Cllr Govind  
Cllr Moore  
Cllr Unsworth (Vice Chair of HCLS)  
  
Sarah Levitt: Head of Arts & Museums, tourism, culture, inward investment  
Sarah Harrison: City Centre Director  
Alex Sargeson  
Jerry Connolly (notes)
2. **Apologies for absence**  
None received
3. **Declaration of interest**  
Cllr Moore is publisher of a book on Richard III sold through, among other places, city council tourism outlets
4. **Context for the Task Group**
  - 4.1 Cllr Barton said the task group would look to explore how tourism and culture fit into economic development and underpins regeneration within Leicester.
  - 4.2 She wanted to identify and review the issues to make sure the economic benefits of tourism and culture were identified and spelt out.
5. **Introduction to TOPIC: Alex Sargeson**
  - 5.1 Alex referred to his briefing note for members and referred to the five questions he had posed in that paper. They were:
    - What have been the economic performance indicators used in past reviews/studies by the Council and external partners?
    - What is the relationship between culture and economic development?
    - Which heritage sites and culture venues have economic performance data?
    - what type of data is required to measure economic performance?
    - What has been the benefit on heritage sites and cultural venues since the discovery and retrenchment of King Richard III?
  - 5.2 Examples of the kind of question which should be addressed included the sale of Curve tickets - who bought the tickets<sup>38</sup> and what were the other economic benefits in terms of theatre, restaurant and hotel jobs.
  - 5.3 The visitor economy for the city and county was estimated at around £541m in 2014, maintaining or creating, depending on how it was measured, between 20,000 and 30,000 jobs.
  - 5.4 Alex said other authorities were doing similar analysis work - singling out Birmingham, Manchester and Liverpool, that latter of which had done the Impact 8 analysis following

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<sup>38</sup> Sarah Harrison said recent data suggested 10% of buyers were overseas visitors, 35% from other parts of the UK and the balance from Leicester and Leicestershire

- the City of Culture festival programme. Birmingham's analysis was that for every £1 invested in culture the local economy received £29.
- 5.5. However the chair advised that caution needed to be exercised in making comparisons. It would need to be determined what algorithm was used. Every situation is different.
- 5.6. She commented that there was an added value to owning and operating heritage assets. However some private owners seemed unaware of the value of their buildings' intrinsic value and saw heritage as an expense rather than an asset.
- 5.7. Cllr Govind said there should also be an assessment of the economic value of festivals and events in the city. No economic assessment had ever been done of the Diwali festival. It should be possible to measure the benefits of the event to, for example, the Golden Mile. Sarah Levitt agreed an analysis of Diwali would be a valuable exercise.
- 5.8. Cllr Unsworth suggested there was a value in also looking at the economic benefits of other festivals and events within the city, including community-based events.
- 5.9. Cllr Moore advised that some events might also have adverse local effects. She cited a shop in Oadby where takings were hit when there was a street market.

## 6 Witness Evidence

### 6.1 Sarah Harrison

- 6.1.1 Sarah cited three views<sup>39</sup> on how cities are developing in the context of their cultural health. There was a shift in how people are approaching work. Increasingly they want to do what they enjoy doing rather than pursue more material rewards.
- 6.1.2 In Leicester there were several issues including transport links which are a local issue and a sense of place. What to do and what to see is important in attracting and retaining visitors.
- 6.1.3 Leicester does not have a strong sense of identity... there is however a list of things about the city to do with the physical build and a range of assets - we have a global population and the city is a good example of a 21st century global community.
- 6.1.4 For residents there is a sense of pride defined partly by football success and Richard III... but there were other assets - food is a massive plus in the city and there was a big opportunity for the city in leisure tourism including:
- Richard III
  - The Space Centre
  - Great Central Railway
  - Faith tours
- 6.1.5 Attractions within the county included Twycross Zoo and, for example, Foxton Locks. Hotel room occupancy has reached around 85%, and it was difficult to get a room in the week.
- 6.1.6 The point was being reached at which developers would be interested in building further capacity, and the city centre probably needed further good-quality hotel capacity.
- 6.1.7 In that context there was a question about how well the city would be able to cope with the prospect of visitors if the football club qualifies to play in Europe next year.
- 6.1.8 Sarah said that while Visit England tourism packages were becoming increasingly popular, business tourism was hampered by a lack of a large-scale city centre conference venue,
- 6.1.9 Members discussed whether or not outer estate communities were excluded from the cultural life of the city, and also whether there were enough free attractions for children within the city centre.
- 6.1.10 There was, the Task Group was told, scope for a festival celebrating what it is like to live in England, and that Leicester would be a very suitable location for such an event.

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<sup>39</sup> [The rise of the creative class: Richard Florida](#); [KPMG: Magnet Cities](#); Cities and the cultural economy: [Hutton](#)

- 6.1.11 A Social Return on investment survey using the Egan Wheel toolkit suggested that in Leicester and Leicestershire there was a £10 return for every £1 invested in culture and leisure.
- 6.1.12 Cllr Moore said the city still had an image problem “My family thinks Leicester is “a dump”; what are we doing about tackling negative image of the city?”
- 6.1.13 Sarah said that this was something to be addressed by place marketing as well as more tactical PR approaches. For example, Diwali helped promote a national image with the help of professional marketing.
- 6.1.14 There was discussion about how best overseas visitors could be catered for in terms of translation services. Officers and members felt that there was enough scope with downloadable apps and web-based translation services to cater for most requirements of most visitors.

## **6.2 Sarah Levitt**

- 6.2.1 She said the arts and museum service remit has widened, most recently with new restructuring. We have responsibility for De Montfort Hall, heritage sites, museums, cultural events and activities. We do arts development and arts participation and public art; also support city mayor’s advisory panel on culture. Missing from this scope were the 800 or so listed buildings in the city.
- 6.2.2 She felt the objectives of the review have to be clearly and tightly identified. If we focus on the tourism offer that would be worthwhile, she said. She added that within this scope the creative industries were important (for example, behind the museums service lay a hinterland of SMEs, freelancers and designers).
- 6.2.3 Out of the review might come an understanding and explanation of the intricacies and relationships involved in tourism. Generally there has not been an impression of Leicester as a place of culture or tourism. Images of the city had been defined by (declining or extinct) industries or by sport.

## Appendix C – Minutes of task group meeting

Thursday 31<sup>st</sup> March 2016

### 1. Present

Cllr Barton (Chair)  
Cllr Govind  
Cllr Moore  
Cllr Unsworth (Vice Chair of HCLS)

Sarah Levitt: Head of Arts & Museums, Tourism, Culture and Inward investment  
Richard Fletcher, Research Assistant at De Montfort University (Arts Festivals and Events research)  
Alex Sargeson  
Kalvaran Sandhu (notes)

### 2. Apologies for absence

None received

### 3. Context for the Task Group

- 3.1 Cllr Barton said the task group would be looking into the practical measures for producing a methodology into the economic impact of Leicester's heritage and culture.

### 4. Witness Evidence, Richard Fletcher

- 4.1 Richard introduced his two papers he brought to the meeting. He mentioned it would be worth contacting the Arts Management Team at De Montfort University regarding the review. He made the group aware that these documents were not for circulation and should be treated as examples of his current work he is working on that may be of interest to the task group. The Festivals and Events research conducted is at a smaller scale than what is being looked at by the review.
- 4.2 Cllr Barton referred to one of Richards's reports which identified that Leicester's creative industries have grown less than compared with neighbouring cities, such as Nottingham and Derby.
- 4.3 Richard mentioned that in fact the industry in Leicester has grown by 17%, but due to the way creative industries were defined in the table this had made it appear that Leicester's creative industries are growing slower than neighbouring cities. The data is taken from the LEPP economic growth plan and from ONS. He mentioned that often the businesses are microbusinesses are not picked up by the figures recorded because the threshold turnover is low. Self-employed people in the creative industry are also underrepresented the statistic.
- 4.4 Referring to the maps Richard produced regarding ward participation in Festival and Events, Cllr Unsworth hoped that the review would answer how we Council should we looking to invest to ensure the maximum benefit accrues from the people of Leicester in terms of encouraging participation to cultural festivals and events.
- 4.5 Cllr Govind raised the issue of whether we have got people from 'smart technology' areas in the city to develop I.T to support cultural activities and data collection. It was noted that with firms such as IBM, there is investment in I.T in the City. Cllr Govind also asked whether the Council has an analysis of the data from visitor numbers.
- 4.6 Sarah Levitt replied to say that in general visitors who attend heritage and cultural events, including festivals, are approximately 40% from the City, 40% from the County and 20% beyond the County. She also mentioned that in terms of demographics, a large

- section from the CDE category visit the Abbey pumping station in part due to their connections with the sites industrial heritage.
- 4.7 Cllr Govind asked Sarah Levitt how the Council captures visitor data from outside the City. In response, Sarah Levitt said it was through the use of surveys. For ticketed events such as Curve, we use the information (post codes) De Montfort University provides us to establish where visitors are from. She also mentioned success is measured by the difference in the visitors and the city's demographics; success is measured by the people who don't live in the City.
- 4.8 Cllr Govind also raised the question as to what kind of promotion do we as a Council do to promote visitors out of the City? Sarah Levitt responded by mentioning that it is only in the past five years the Council has had an awareness of tourism. Traditionally the Council has employed a PR company instead of a marketing company to promote Diwali Festival which helps gather national coverage.
- 4.9 A map Richard produced detailing Festival and Events participation by ward in Festivals and Events, there was debate as to why there were lower turnout rates in areas such as Spinney Hills and Thurncourt. It was suggested that people are more likely to attend events that are in closer proximity to them in their area and relative to their cultural upbringing.
- 4.10 According to a hot spot map Richard has produced in the city, there was debate as to whether geographical proximity to a festival was the reason for such high numbers of attendance.
- 4.11 Questions were raised as to whether the Council should focus on marketing festivals outside areas where the hot spots identified if proximity to Festivals and Events was a key factor in determining participation.
- 4.12 Different events attract a different demography of people.
- 4.13 Alex Sargeson raised the issue of how best to capture and measure all cultural activity as opposed to just measuring data from theatres such as the Curve.
- 4.14 Richard expanded on this point and said Alex was right in that there does exist some kind of cultural hierarchy and the data we choose tells us the story we choose to tell. Richard mentioned that he would love to capture data from smaller festivals, but this is hard because they are more often than not un-ticketed and free to the public.
- 4.15 Cllr Moore suggested it would be interesting to do an experiment in low attendance wards to see if we can boost participation by putting on an event in close geographical proximity to see whether location was a key factor in determining why people attend festivals and events.
- 4.16 Cllr Unsworth suggested perhaps the reason why the maps showed North Evington and Spinney Hills to have lower levels of participation was due to likelihood that residents are less likely to attend conventional events.
- 4.17 In regards to the hot spot map, Cllr Unsworth mentioned one reason why activity was large in the city centre was due to the Belgrave Mela Festival now being held in the City centre.
- 4.18 Cllr Govind mentioned that the Mela festival now attracts a younger audience. The festival is no longer family marketed and is commercial and not community or family led. Cllr Govind also asked whether festival numbers are increasing.
- 4.19 Sarah Levitt mentioned that festival numbers have shown a healthy increase over the years. However this data is hard to capture as an event is not ticketed. It is also an issue capturing data from outside county visitors.
- 4.20 Sarah also mentioned that we have had big one off events in recent years which is reflected in the visitor numbers. For example, the discovery of King Richard III, the Rugby world cup, and now the successful performance of Leicester City football club.
- 4.21 There was discussion about the overlap of festivals in the city regarding reason for activity on the hot spot map.



- 4.22 Alex Sargeson asked a question about the feasibility of collecting data at festivals and events if a survey was produced as part of the recommendations to collect economic impact data. Richard replied and said that if the City Council were to provide a template for key indicators for what we collect this would be welcomed. However there is no one size fits all approach. There are various approaches such as the one from audience finder, but this primarily meets the needs for the Arts Council only. Technology makes it more feasible but it is still practically difficult.
- 4.23 Alex Sargeson mentioned that in one of the reports Richard was working on there is evidence among smaller festivals that they do not have the capability to do data gathering nor do they have place or location to distribute the data too. But smaller festivals aspire to develop the capability to collect data on its events.
- 4.24 Cllr Govind asked whether it was possible to differentiate between the audiences that attend festivals. Richard replies saying this is possible by demographics data, social class and postcodes.

## **Appendix D – Minutes of task group meeting**

Thursday 21<sup>st</sup> April 2016

Notes of the meeting of the above Task Group of the Heritage Leisure and Culture Scrutiny Commission:

City Hall Room 3.12: 11 am.

Present

Cllr Barton; Cllr Unsworth; Helen Donnellan; Jerry Connolly

### **Agenda**

1. Welcome and introductions from Cllr Barton
2. Apologies:  
  
Cllr Govind; Alex Sargeson
3. Notes from the last meeting
- 3.1 These were previously circulated and were confirmed as an accurate record of the meeting
4. Context for the task group: Cllr Barton explained the need for the review in the context of the health and community cohesion as well as economic and other benefits provided by cultural activity. A strong cultural profile also helped the place marketing strategy of the city.
5. Draft recommendations:  
A series of recommendations was considered by members. The draft recommendations as amended by the task group are contained in version V5 of the Task group Report and circulated to task group members for comment and correction where necessary. The circulated version as corrected will form part of the evidence from the task group to the Commission.
6. The meeting closed at 12.15pm  
Jerry Connolly  
  
Jerry.connolly@leicester.gov.uk

## **Appendix E – Working research document**

Capturing the potential economic performance of Leicester's heritage and culture.

### **1.0 Introduction**

1.1 The Heritage, Culture, Leisure and Sport Scrutiny Commission (HCLS) agreed at the meeting on the 2<sup>nd</sup> December 2015 to set up a task group to investigate the potential economic growth of Leicester's heritage and culture. The Chair of OSC was notified about the review on the 28<sup>th</sup> January 2016.

1.2. The scoping document for the review should be treated as an introduction to this review. Cllr Barton will lead and chair the task group. Members were invited to partake in the conduct and inquiry of this task group. The following members agreed to participate:

Cllr Barton (Chair of the Task Group)

Cllr Unsworth (Vice Chair of the Heritage, Culture, Leisure and Sport Scrutiny Commission)

Cllr Govind

Cllr Dr Moore

1.3 The Scrutiny Policy Officer will fully support the research required for this review.

1.4 The discovery of King Richard III gave Leicester worldwide promotion as a place of destination for hundreds of thousands of visitors. Place marketing Leicester as a place to visit exposes other heritage sites and culture venues to a new market of visitors.

1.5 The purpose of the review is to gather information and evidence regarding the potential economic and social impact of Leicester's heritage and culture.

1.6 It is intended that this review will be a quick scoping review of relevant work produced by the authority and other authorities / groups based on the research questions set out below:

Broad research questions

1.6.1 What have been the economic performance indicators used in past reviews / studies conducted by the Council and other external partners?

1.6.2 Understand the relationship between culture and economic development

1.6.3 Which places of heritage and culture have available economic performance data and social impact data?

1.6.4 Identify the type of data required to measure economic performance and to some extent social impact.

1.6.5 What has been the benefit on heritage sites and cultural venues since the discovery and retrenchment of King Richard III?

1.6.6 What is the economic impact of the creatives industries in Leicester?

1.7 The review will investigate economic performance indicators that can be used to calculate economic performance.

1.7.1 This review also recognises the value of the city's heritage and culture in terms of social impact.

1.7.2 It is intended that the review will investigate to a lesser extent social impact indicators from the research compiled. However it is to be noted that a study focusing on social impact of the city's heritage and culture is both desirable and worthwhile to the city of Leicester

1.8 The approach allows for a rapid and robust assessment of the available evidence in a timely manner and means the task group will be to pull out the key issues when exploring the research questions set out.

1.9 It is anticipated that the information and findings of the review serves as a benchmark for further analysis.

**1.10 The aim of the review is to:**

- Reinforce the positive contribution of the creative sector to the local economy in terms of economic and social impact.
- Contribute towards understanding the intricacies of the relationship between culture and tourism
- Understand heritage and culture as a way to stimulate economic growth.
- Understand economic impact assessments as a way of guiding future policy development in the arts.
- Identify common performance indicators (PI's) to measure the benefit that heritage and culture have on the city in terms of economic contribution.

**1.11 The review has four key objectives.**

- 1) Identify the parameters of heritage and culture
- 2) Understanding the link between the creative industry and culture in relation to economic growth and social impact in the context of Leicester.
- 3) Coming to terms with 'hard benefits' such as ticket sales and 'soft' benefits such as visitor numbers, visitor expenditure, average visitor spend of hotel occupancy rates, indirect benefits from restaurants, cafés and retail and;
- 4) The role tourism plays in relation to culture and heritage

## **2.0 Definitions**

**2.1 What is culture and heritage in the context of this review?**

2.2 Culture is defined in the sense that it encompasses the arts. In order to capture the economic impact of the arts, this review will include leading performing arts venues such as Curve Theatre, Phoenix, New Walk Museum and De Montfort Hall. It will also include data from the creative and cultural industries to present a local profile for the City of Leicester.

2.2.1 (Note in terms of cultural festivals the review will focus primarily on the Comedy Festival due to the wealth of data available and the Caribbean Carnival Festival as a study has been conducted in the past)

2.2.2 The definition is constructed to serve the purpose of this review; to investigate the social and economic impact. Therefore the definition takes into consideration arts organisations that actually have a noticeable impact on the city.

2.2.3 Culture also has wider social impacts on society than just economic contributions. Culture affects society in large, education and health and well-being. In order to take account of these impacts the review will include data for three sub themes within assessing the social impact of culture. The three sub-themes are society (youth participation and cultural deprivation), education and health and well-being.<sup>40</sup>

2.3 Heritage is a broad concept that includes the natural as well as the cultural environments. It encompasses landscapes, historic places, sites and built environments”.<sup>41</sup>

2.4 A definition of heritage ought to embrace social heritage and living heritage.

2.4.1 Social heritage refers to the history and cultural identities of people in a particular region.

2.4.2 Living heritage refers to our built heritage, languages, music and celebrations.

## 2.5 What is economic and social impact?

2.6 Economic impact investigates *how* an organisation contributes to the local economy. Many arts organisations use economic impact to demonstrate that they deliver economic benefits as well as the more obvious social and cultural benefits. In general economic impact assessments start from the number of attendees (visitor number) and how much they have spent (visitor expenditure).

2.7 To give some context, economic impact assessments (EIA) are used by cultural organisation to show their economic value. These assessments are particularly important when factoring in the current financial climate in which spending cuts limit the ability of local authorities to provide funding to local arts organisations.

2.8 Premise of economic impact assessments:

This starts from the premise that an arts organisation, such as say Curve, attracts an audience who spend money on their ticket but also that they buy food, may stay in a hotel overnight, and may do a spot of shopping while they are visiting the city. These people may not have visited the City had it not been for wanting to visit the art organisation. So the question we want to be asking is:

*What is the economic value to the local area of this ‘pulling power’?*

2.9 What are direct, indirect and induced impacts?

Direct impact: A direct impact is for example a person spending a given amount of a ticket to see a show or a coffee from that theatre which is a direct benefit to that organisation

Indirect impact: The money accrued from the ticket which a person bought or the coffee they purchased is used to pay the wages of the staff at that organisation.

Induced impact: The wages paid to the staff are then spent in local businesses in the City.

2.10 Economic impact will include statistics from audience participation and audience expenditure; the visitor economy and data from the creative industry.

2.10.1 Measures will include:

- Visitor numbers and audience expenditure per venue

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<sup>40</sup> Definition from Arts Council England

<sup>41</sup> Definition from Historic England website

- The visitor economy: economic value and impact & hotel occupancy (Avr and RevPar)
- Value and impact of the creative sector
- Data from national heritage figures

2.11 Following on from a meeting with Peter Chandler and Kevan Grantham (4/3/12) it was recommended that the scope of the review should be widened to take into account the wider social impacts the creative industry (culture) has on the city. This will feature in future work and measures ought to include:

2.12 Measures will include:<sup>42</sup>

- Society: Youth participation in the arts & levels of cultural deprivation.
- Education: Education attainment & employment outcomes.
- Health & Well-being: Levels of well-being between individuals who attend and/or participate in the arts compared to individuals who don't.

### 3.0 The Leicester context

3.1 This review coincides with efforts to market Leicester as a primary tourist destination. It goes without saying that a vibrant cultural heart of a city attracts visitors, but it also attracts inward investment from businesses that help to stimulate economic growth and more reason to visit. It aims to build on Leicester's strong track record in culture-led regeneration.

3.2 The City Mayors Delivery plan (2014-15) goes on to mention "We will build on Leicester's strong track record in culture-led regeneration". Investing in culture is about providing a creative space for creative industries to locate (cultural quarter). Whilst the national trend has been to cut spending in culture, local authorities such as Leicester have been investing in culture to stimulate growth.

3.3 Investing in culture are both about infrastructure and business.

3.4 The Economic Action plan 2012-2020 quotes that "***The Creative and cultural sector is a significant and growing part of the local economy and has an important impact on economic development***"<sup>43</sup>. It is anticipated that the findings from the review may help inform and support future investment and policy development to boost the city economy.

3.5 The Cultural Ambition for the City the Leicester quotes that "***culture is a force for economic regeneration, social cohesion, well-being and civic identity...and economic growth will flourish through investment, enterprise and business development***"<sup>44</sup>.

3.6 This work ties into the previous work done entitled 'Review of grants to major city arts venues' which details the audience expenditure and the economic impact from De Montfort Hall, Phoenix and Curve Theatre.

### Key Statistics: Economic impact

<sup>42</sup> Measures and themes cited from: The Value of Arts and Culture to People and Society: an evidence review. Arts Council England, March 2014.

<sup>43</sup> Leicester Economic Action Plan; a plan for jobs and growth: 2012-2020, <https://www.leicester.gov.uk/media/57817/economic-action-plan.pdf>, p. 17.

<sup>44</sup> <http://www.culturalambitionleicester.co.uk/uploads/cultural-ambition-statement.pdf>

### 3.7. Economic impact of audience expenditure by venue.<sup>45</sup>

3.7.1 Total Expenditure by the audiences at Curve theatre, De Montfort Hall and Phoenix totals between £12.17m and £12.21m

3.7.2 Broken down this figure shows that 'In venue' expenditure by all audiences in the three venues totalled between £9.91m and £9.92m. 'Out of venue' expenditure shows that this figure is between £1.57m and £1.60m. If this figure is applied a multiplier of 1.5 to account for additional spending in the local economy then the 'out of venue' figures may be between £2.36m and £2.4m

3.7.3 The audience expenditure for Curve theatre was between £5.33m - £5.37m

3.7.4 The audience expenditure for De Montfort Hall was between £5.73 - £5.811m

3.7.5 The audience expenditure for Phoenix was between £1.07 - £1.08m

Side note: Current data may vary between 5-10% of the figures recorded.

### 3.8 Culture and the creative industry

3.8.1 Between 2010 and 2014 employment in CIs has grown 17% in both Leicester and Leicestershire - compared to a background level of 2-3% across all other industries

3.8.2 Culture as a subsector of the creative industry represents 15.4% in terms of the no. of businesses that make up the creative industry.<sup>46</sup>

3.8.3 Creative industries also supply a range of sectors. Creative businesses supply over 40% to cultural/arts organisations.<sup>47</sup>

3.8.4 "The cultural and creative sector has a crucial role to play in making Leicester a place for people to visit, live, work and to relocate businesses to. There is an opportunity to capitalise on existing cultural assets in place marketing and to project the city's vibrancy".<sup>48</sup>

3.8.5 The LLEPP Creative industries Growth Action plan mentions that "the tourism sector does not effectively make the most of the creative industries and wider cultural assets of the city".<sup>49</sup> It is anticipated that the findings of this review will help contribute towards this development.

### 3.9 The Visitor Economy

3.9.1 Leicester and Leicestershire Promotions claim the value of Tourism to Leicester and Leicestershire has grown for the 6<sup>th</sup> consecutive year to reach a record high of £1.571B, which is equal to an increase of 20% over the last 6 years. (Sept 2015)<sup>50</sup>

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<sup>45</sup> Data from points 3.7.1 - 3.7.5 supplied by the appendix to the three venues review of grants to major city arts venues 'Economic impact of audience expenditure by venue', C. Maughan and Richard Fletcher, January 2013.

<sup>46</sup> Culture in the context of this review is used to define venues that include theatre, dance, music, visual arts, and cultural festivals. Note this figure includes the number of libraries courtesy of the LLEPP Creative Industries Growth Action Plan.

<sup>47</sup> LLEPP Creative Industries Growth Action Plan, p. 22.

<sup>48</sup> Ibid., p. 18.

<sup>49</sup> Ibid., p. 36.

<sup>50</sup> Data provided by Leicester and Leicestershire Promotions (STEAM data).

3.9.2 The economic impact of tourism in Leicester in 2014 was £541 million, up from £512 million in the previous year.<sup>51</sup>

3.9.3 The economic impact value in Leicestershire was £1.030 billion compared to £969 million in 2013.<sup>52</sup>

3.9.4 30.4 million tourists visited Leicester and Leicestershire in 2014, which equates to 36.64 million tourist days.<sup>53</sup>

3.9.5 Tourism supported over 20,700 jobs in Leicester and Leicestershire in 2014.<sup>54</sup>

3.9.6 Article in Mercury (23/2/16) “We estimate there are more than 30,000 tourism based jobs in the city and county and 25 million visitors per year.”<sup>55</sup>

3.9.7 Hotel occupancy in Leicester reached a record high in July 2015 with levels of 80.9% in City Hotels. - STR/STR Global destination monthly report - a rise of 4% from last year.<sup>56</sup>

3.9.8 The average total economic impact per night for visitors staying in hotels and guest houses in Leicester was £115.<sup>57</sup>

3.9.9 Average daily economic impact of visitors staying with friends and relatives was £46 and for day visitors £35.<sup>58</sup>

3.9.10 Overnight visitors spent over £245 million in Leicester and day visitors a further £296 million (total £541M). Day visitors account for just over half of the total tourism expenditure in Leicester.<sup>59</sup>

3.9.11 Business tourism accounts for the most overnight stays in serviced accommodation in the City.<sup>60</sup>

3.9.12. 5,451 full time equivalent jobs are supported by direct tourist expenditure and a further 1,531 jobs supported by indirect tourism revenue.<sup>61</sup>

#### 4.0 Noticeable studies produced externally are:

- Comedy Festival - ‘Leicester Comedy Festival ... a serious business’
- Measuring the economic benefits and arts and culture: practical guidance on research methodologies for arts and culture organisation (Arts Council England)
- LGA (Local Government Association) Making the most of your heritage assets: the future of local historic environment services.
- <http://www.eitoolkit.org.uk/> Online economic impact toolkit for cultural events and activities (economic impact calculator and gross added value (GVA) calculator)
- Leicestershire County Council - Desk Based Tourism Review
- Birmingham Arts Partnership - Cultural Impact Study (2009)

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<sup>51</sup> Ibid.,

<sup>52</sup> Ibid.,

<sup>53</sup> Ibid.,

<sup>54</sup> Ibid.,

<sup>55</sup> <http://www.leicestermercury.co.uk/Councils-axe-350k-year-Leicester-Shire-Promotions/story-28784713-detail/story.html>

<sup>56</sup> Data provided by Leicester and Leicestershire Promotions (STEAM data).

<sup>57</sup> Ibid.,

<sup>58</sup> Ibid.,

<sup>59</sup> Ibid.,

<sup>60</sup> Ibid.,

<sup>61</sup> Ibid.,



- Manchester Cultural Partnership - The Impact of Manchester's Cultural Organisations (2014)
- The University of Liverpool and Liverpool John Moores University: - Impacts 08 'The Liverpool Model' toolkit used to assess the impact of culture led regeneration programmes
- The University of Liverpool and Liverpool John Moores University: - Beatles Heritage in Liverpool and its Economic and Cultural Sector Impact (Nov 2015)

4.1 Economic impact is a relatively new discipline. There have been only a handful of papers produced by local authorities.

4.2 **Leicestershire County Council** have completed a similar review which systematically explores the value of Leicestershire Tourism and tourism support. The study maps visitors and explores the economic contribution of tourism to the County.

4.3 **Birmingham Arts Partnership (BAP)** produced a cultural impact report in 2009 which outlined a methodology to capture economic performance of art organisations in the city. This piece of work is an example of best practice on the basis that it sought to "develop a robust model that measures the economic and wider impacts of culture".<sup>62</sup>

4.4 Furthermore the **Manchester Cultural Partnership** has completed a study into the impact of Manchester's cultural organisations (October 2014) which assesses the economic and social impact.

4.5 **The University of Liverpool and Liverpool John Moores University** (impacts 08 toolkit) has produced a toolkit which measures the economic, social and culture dimensions of impact of Liverpool as the European Capital of Culture (2008). The research serves as an evidence base for the multiple impacts of culture upon city regeneration.

4.6 **The University of Liverpool and Liverpool John Moores University** have also commissioned a report titled Beatles Heritage in Liverpool and its' Economic and Cultural Sector Impact (Nov 2015)

4.7 **AMLA-UK** commissioned work from ERS to devise a methodology and toolkit that can be used across the sector to measure economic impact. There is an excel document that calculates impact by looking at organisation background and procurement details, employee expenditure, visitor impact and overall impact.

4.7.1 Side note: The guide mentions that identifying the profile of visitors has become increasingly important in recent years in order to inform investment and business planning decisions. Key information includes origin of, rational for and complementary activities associated with visits.<sup>63</sup>

## 5.0 Other noticeable research

5.1 The Value of Arts and Culture to People and Society: an evidence review. Arts Council England, March 2014.

5.2 Contribution of the arts and culture industry to the national economy, Arts Council England.

5.3 How public investment in the arts contribute to growth in the creative industries, Creatives Industries Federation.

5.4 Local Government Association, Driving growth through local government investment in the arts, Local Government Association, 2013.

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<sup>62</sup> Cultural Impact Study: The impact of the arts in Birmingham", September 2009, p. 4.

<sup>63</sup> Impact toolkit for Archives and Museums Guidance August 2011, ALMA UK.

## **Appendix F – Evidence from Peter Chandler, Creative Workspace Development Manager (Leicester City Council).**

*“The creative and cultural industries provide significant positive economic, social and cultural impacts for Leicester. The range, depth and complexity of the sector however provide challenges for the design and collation of a meaningful set of indicators to measure and quantify these various impacts. This work is important however if the city is to develop strategies and policies based on sound evidence.*

*“The recent Sector Growth Plan for the creative industries (Leicester and Leicestershire Economic Partnership 2015) has provided an analysis of the breadth, scale and strengths of the creative industries across Leicester and Leicestershire from an economic perspective. For the first time, there is now an understanding of the size and composition of the creative industries in the city. This analysis provides a basis for the development and delivery of actions to support the growth of the sector, and to amplify existing strengths.*

*“Depending on the objectives of policy makers, targeted research could also be undertaken to measure and track the social and cultural impacts of the sector. There could also be a commitment to longer term tracking of impacts over time, for which consistent research objectives and methodologies would need to be defined.*

*“There is a rich body of academic and policy literature nationally and internationally that seeks to define, measure, understand and amplify the various impacts of the creative and cultural industries. If there is an aspiration to develop further assessment of the impact of the creative and cultural sector, I would suggest engaging with De Montfort University and the University of Leicester. Both institutions are keen to contribute to the future growth and vitality of the city, and have specialist academic researchers that could add value to the work...*

**Appendix G – Evidence from Barbara Matthews MBE, Pro Vice-Chancellor / Dean, Faculty of Art, Design and Humanities**

*“There are many examples from around the world (and studies that have examined them), which lead us to believe that investing in heritage and culture not only makes a city attractive to visitors and employers but also a place where students stay, citizens cohere, children flourish, innovation takes root and well-being prevails. We know this instinctively, but we need more developed ways of assessing the impact of investment. Not only to feed the case for support, but also to enable funds to be directed where they will be most effective.*

*“Existing evaluation methods tend to focus on analysis of participation and attendance and economic impact, which gives us an idea of the direct beneficiaries but not of HOW they have benefitted nor the indirect impact on the City beyond the financial.*

*“There is an opportunity for some in depth research, which would be of interest beyond Leicester because of the unique demographics that exist within our City. De Montfort University, with its well-founded reputation for its work within the cultural industries, would love to play a part in framing and undertaking that research...*

## **Appendix H – Meeting with Peter Chandler, Creative Workspace Development Manager (Leicester City Council) and Kevan Grantham, Arts Manager (Leicester City Council).**

Meeting with Peter Chandler & Kevan Grantham, 4/3/12.

Peter Chandler

- When asked for comments about the scope of the review, it was recommended by both Kevan Grantham and Peter Chandler to widen the scope to include social impact; health and well-being, welfare and education.
- In terms of the educational strand, it was suggested it would be worthwhile to look at adult education and the Fosse Arts project to see the social impact of the arts.
- Creative industries and heritage underpin economic regeneration. It was mentioned that during the tough economic climate, cultural led regeneration programmes are a way forward.
- It was mentioned that the city's cultural offer has been able to attract big businesses, IBM for example.
- The Warwick Commission report "Enriching Britain: Culture, Creativity and Growth" was recommended as a report worth citing.
- It is worth while looking into the LEPP Creative industries sector growth plan for the creative sector. This report has reference to the Warwick Commission, which has published reports on the economic and social benefits of the art.
- It was discussed how the report could be structured and which areas the report should delve into the make appropriate recommendations.
- One suggestion was to do a further review on the social impact of the creative industry and culture and this should form a recommendation of the report.
- Peter Chandler brought to our attention that both De Montfort University and University of Leicester may have an interest in collaborating on the future research agenda. For example, the University of Leicester are establishing a new research institute called the 'Culture, Media & Creative Economy Institute' which may be able to add value to future work in this area.

- When asked about what metrics would be involved for a social impact study it was noted there is more than one level of impact and this features economic impact and social impact to include health and youth engagement.
- It is also the case that economic impact shouldn't be just focused on city residents, but county residents. 35% of residents from the city are tourists. It was also mentioned that in the city has more businesses, artists and spending power than the county. Culture is not static – it is a continuous economic driver
- Peter Chandler mentioned that a baseline study of cultural quarter was conducted in 2013 which outlines the number of businesses and perceptions of the quarter.
- In terms of the structure of the report, it should seek to build upon Leicester's external image as a city and place to invest. Perceptions, opportunities and challenges facing this should be outlined.
- There is data in the LLEP Sector growth plans and from Tony Spittle, Arts & Museums. In terms of the data, spending isn't changing, but the cost effective value is.
- Creating a cultural economy is about place marketing and understanding the opportunities and challenges the city faces.
- Specialist design is most unique in Leicester and Leicestershire and there has not been an initiative to exploit this heritage.
- It is worth looking at how Leicester compares to other cities in terms of the creative industry and how other cities are using place marketing to attract inward investment.

## **Appendix I – Meeting with Geoff Rowe BEM, Founder of Comedy Festival Leicester City Council**

Meeting notes, 10/3/16

- When asked for comments about the approach and scope of the review Geoff Rowe said that in some respect there is a growing importance of the social impact of heritage, culture and the arts. He mentioned that it is worth talking to the Universities about this impact considering there has been no robust model developed in industry.
- Geoff mentioned there was a positive link between the role of heritage and culture and improved educational attainment.
- Leicester always brags about its diverse and cultural offer but the City never mentions why our festivals are so good. There is limited impact data to show how our festivals benefit the City.
- Questions were raised about the lack of evidence for the reasons why the Council funds festivals. There is value in establishing which festivals have an impact and which festivals don't.
- Geoff mentioned that the survey we (the Comedy Festival) get as a result of being funded needs to be more detailed, online and should be an annual survey to track this impact. This information then critically needs to go to somewhere for analysis. As of current the industry is not aware that there is a joined-up strategic hub or board so to speak.
- There should be an annual statement for what culture means for Leicester for the purpose of understanding the returns on investing in heritage, culture and the arts. It was suggested that the input from De Montfort University would be useful in this exercise. Geoff made the point that what we do as a city to share this information is critical for the City. He also mentioned that the resident's survey may have some useful questions regarding the perception of Leicester.
- It was suggested that the final report could be used to help inform research at the University of Leicester and De Montfort University.
- Geoff mentioned that the definitions in the report need to be clear – don't confuse culture with the cultural. If there were to be a definition of heritage, it needs to embrace social heritage and living heritage.

- Geoff raised the point that the Arts Council and Heritage Lottery Fund would be interested in the work we are doing. It was made aware that Leicester Arts Festival is doing similar work and it would be useful to get in touch with them.

## **Appendix J – Meeting with Barbara Matthews MBE, Pro Vice-Chancellor, Dean, Faculty of Art, Design and Humanities, De Montfort University.**

- When asked about the scope of the review Barbara said that in order to measure the economic and social of organisations it would have to be agreed what measures, indicators and proxies should be used in order to inform what data should be collected. Discussion revolved around the parameters for conducting future research into the social impact of culture. Proxies could include educational achievement and health and well-being.
- Barbara made explicit that in order to assess the economic impact you had to measure the results of the activity not the activity itself.
- It was suggested that the scope of future work into the social impact of culture should include a city-wide approach.
- The report scrutiny are preparing has come in a timely manner as there is an increasing recognition from policy makers and funders that social and economic impact case studies and research are needed. The report should include studies that prove the evidence between the relationship between culture and proxies such as education and health and well-being. It should be an evidenced based report. The report would show the need for this study by reporting on evidence and the positive social contributions culture makes in Leicester and beyond.
- When asked why we should invest in culture and arts, Barbara mentioned that they helped people to express themselves and fostered understanding, they provide employment, are a proven regeneration tool, help participants to develop life skills and confidence, generate pride in a community and place and have been shown to improve the educational attainment of children.
- There are different cultures which need to be recognised in the study. For example, some studies have measured cultural impact in terms of people attending theatres and assumed those who don't participate in this culture don't participate in culture at all. That is clearly not true.
- For a research project of this nature there needs to be a Leicester wide agreement between partners to participate and share data. The findings would be very useful to Leicester and all the participants, but would also have wider national implications. Partners would have to agree variables, and then it becomes a condition for funding for participants.



- Leicester would benefit from the evidence in order to demonstrate that investment in arts, culture and heritage is for the betterment of Leicester.
- The data would benefit Leicester for place-marketing purposes and might well contribute to the promotion of Leicester as an excellent place to live, work and base a business.
- The evidence will contribute towards understanding how we can best use our assets in the city and inform policy and spending.
- When asked about the creative industries, Barbara mentioned that arts, culture and heritage are a sub-set of them. The creative industries are a recognised sector of the economy. But what we are talking about is creativity and people with creative endeavour. The phrase creative communities might be more appropriate.

## **Appendix K – Meeting with Danny Myers, Commercial Director, Mighty Creatives**

### **What The Mighty Creatives are about**

- The Mighty Creatives' work to provide high quality artistic and creativity opportunities for children and young people. The intended impact of this work is tackle wider social inequality, to develop young people's skills and to communicate and foster social cohesion.

### **Building and making the case**

- The Mighty Creativities are looking for ways to evaluate the work they do - social and economic outputs are not divorced from each other, but the evaluation process too often does and this impacts commissioning and spending decisions.
- When allocating funds/designing contracts, budgets need to be set aside for evaluation and for data collection. Without this, we learn little and struggle to improve the value we secure from arts investment. It is a basic planning tool that has been met with reluctance to fund or implement. This needs to be a basic requirement.
- Data collection can be costly and awkward. We need to train staff delivering services to collect data seamlessly. There is an understandable nervousness from delivery organisations to start the evaluation process and maybe a nervousness of what the performance data may highlight.
- However a robust case for investment in creative opportunities can and needs to be made because the work we try to secure investment for not only helps a young people develop and overcome difficult personal circumstances (see the work of Soft Touch for example) but also provides young people with skills, the economy will benefit from (especially soft skills such as communication, generating ideas and working as a team).
- This value needs to be understood. This understanding could be further honed through the LLEP for example. The Mighty Creatives are looking to work with Universities to help build and make a robust case, but the importance of data and impact needs to be understood and valued beyond research projects and embedded into delivery.

## Access to creative participation and creative jobs

- The cultural infrastructure across the UK, e.g. museums, theatres and art galleries are disproportionately accessed by a white middle and upper class demographic. Creative industries, worth increasingly more to the UK economy, is growing but access to the opportunities this growth is providing is limited by wider social inequality. The development of a cultural quarter and sector is correctly seen as a pull for external investment but its value as a means of tackling inequality is too often overlooked.
- In terms of data, scrutiny should be looking at economic and demographic data in terms of both participation in the arts and work in the Leicester's growing creative industries.
- There is also a broader question. The benefits of culture extend beyond traditional access points (such as those listed above). Other cultures, other spaces and places all have cultural outputs – it is about how we recognise and see the value of other cultures and how we invest more smartly in them that is also important.
- Culture for culture's sake is no longer considered viable with reduced budgets – giving young people the access to creative, collaborative opportunities in a museum or a community centre should of course be about securing wider social cohesion but also about developing skills opening up opportunities.
- There is a comparison to be made with sport. It is made in more detail here - <https://www.themightycreatives.com/blog/a-level-playing-field>
- At most sports clubs, there is an overwhelming focus on young people. They invest in their future and have many young people training sessions and clubs. Across the cultural sector, while it would be wrong to suggest there isn't a large, significant effort made – there clearly is - but the involvement of young people is not a primary aim or focus of most organisations in the sector.

Executive Response to Scrutiny

The executive will respond to the next scrutiny meeting after a review report has been presented with the table below updated as part of that response.

Introduction

...

| Scrutiny Recommendation | Executive Decision | Progress/Action | Timescales |
|-------------------------|--------------------|-----------------|------------|
|                         |                    |                 |            |
|                         |                    |                 |            |
|                         |                    |                 |            |

**Overview Select Committee**  
**Work Programme 2016 – 2017**

| Meeting Date                    | Topic   | Actions Arising | Progress |
|---------------------------------|---|-----------------|----------|
|                                 |   |                 |          |
| 22 <sup>nd</sup> June 2016      | <ul style="list-style-type: none"> <li>City council outturn accounts (including debt policy)</li> </ul>   |                 |          |
| 28 <sup>th</sup> July 2016      | <ul style="list-style-type: none"> <li>Questions to City Mayor</li> <li>Tracking of petitions</li> <li>Scrutiny commissions' work programmes</li> <li>Scrutiny commission reports: <ul style="list-style-type: none"> <li>➤ Bus lanes (EDTT)</li> <li>➤ Impact of gambling (NSCI)</li> <li>➤ Quality monitoring following CQC inspection of Leicestershire Partnership NHS Trust</li> </ul> </li> <li>Scrutiny commission scoping documents <ul style="list-style-type: none"> <li>➤ Procurement and social value (EDTT)</li> <li>➤ CAMHS review (HW)</li> <li>➤ End of Life Social Care</li> </ul> </li> </ul> |                 |          |
| 15 <sup>th</sup> September 2016 | <ul style="list-style-type: none"> <li>Revenue and monitoring report</li> <li>Questions to City Mayor</li> <li>Using Buildings Better - update</li> <li>Tracking of petitions</li> <li>Scrutiny Commission scoping document <ul style="list-style-type: none"> <li>➤ Getting the best out of our neighbourhoods (NSCI)</li> </ul> </li> <li>Scrutiny commission reports <ul style="list-style-type: none"> <li>➤ Economic value of cultural activities (HCLS)</li> </ul> </li> </ul>  |                 |          |

| Meeting Date                         | Topic  | Actions Arising | Progress                      |
|--------------------------------------|--|-----------------|-------------------------------|
| 3 <sup>rd</sup><br>November<br>2016  | <ul style="list-style-type: none"> <li>• Questions to City Mayor</li> <li>• Tracking of petitions</li> <li>• Workforce representation update</li> <li>• Workforce information and trends</li> <li>• Scrutiny annual report</li> </ul>  |                 |                               |
| 13 <sup>th</sup><br>December<br>2016 | <ul style="list-style-type: none"> <li>• Questions to City Mayor</li> <li>• Tracking of petitions</li> <li>• Police and Crime Commissioner</li> </ul>  |                 |                               |
| 2 <sup>nd</sup> February<br>2017     | <ul style="list-style-type: none"> <li>• Questions to City Mayor</li> <li>• Tracking of petitions</li> <li>• Budget 2017/18</li> </ul>   |                 |                               |
| 6 <sup>th</sup> April 2017           | <ul style="list-style-type: none"> <li>• Questions to City Mayor</li> <li>• Tracking of petitions</li> </ul>   |                 |                               |
| To be<br>programmed                  | <ul style="list-style-type: none"> <li>• Liquid Logic demonstration</li> <li>• Workforce Representation PIs (HCLS)</li> <li>• Updates on CRM implementation and complaints issues (routinely from audit and risk)</li> <li>• oversight on the new process for dealing with non-statutory corporate complaints</li> <li>• Revenue and capital monitoring</li> <li>• Ofsted children's services review: regular updates (Minute: July 2015)</li> <li>• Leicestershire Fire and Rescue Service: budget and strategy</li> <li>• The new Police and Crime Commissioner</li> <li>• Using Buildings Better update</li> <li>• Welfare advice contracts re-procurement</li> <li>• Performance Reporting</li> <li>• VCS Procurement</li> </ul> |                 | September or November meeting |

Forward Plan Items

| Topic | Detail | Proposed Date |
|-------|--------|---------------|
|       |        |               |
|       |        |               |
|       |        |               |
|       |        |               |
|       |        |               |





## Leicester City Council

### CORPORATE PLAN OF KEY DECISIONS

**On or after 1 October 2016**

What is the plan of key decisions?

Each month, the Council publishes a forward plan to show all the key decisions, which are currently known about, that are intended to be taken by the Council's Executive (City Mayor, Deputy City Mayor and Assistant City Mayors) over the next few months. Each plan runs from the first of each month.

What is a key decision?

A key decision is an executive decision which is likely:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in two or more wards in the City.

In addition to the key decisions, the City Mayor and the Executive also take other non-key decisions. Details of these can be found at

[www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1](http://www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1)

What information is included in the plan?

The plan identifies how, when and who will take the decision and in addition who will be consulted before the decision is taken and who to contact for more information or to make representations.

The plan is published on the Council's website.

Prior to taking each executive decision, please note that the relevant decision notice and accompanying report will be published on the Council's website and can be found at [www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1](http://www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1)

# Corporate Plan of Key Decisions

On or after 1 October 2016

## Contents

|                                       |   |
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### 1. A place to do business

|                                   |   |
|-----------------------------------|---|
| What is the Decision to be taken? | MARKET REDEVELOPMENT PROJECT<br>Decision to approve funds to progress the market redevelopment project – to be funded as part of the Economic Action Plan and through external grant funding. |
|-----------------------------------|---|

|  |   |
|--|---|
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       | Market development proposals subject to public consultation and also through the planning applications process. |
| Who can I contact for further information or to make representations | Mike.Dalzell@leicester.gov.uk   |

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| What is the Decision to be taken?                                    | ECONOMIC ACTION PLAN PROJECTS<br>Decision to allocate Economic Action Plan resources to fund capital projects. |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Consultation will take place with public and stakeholders on each project before they commence.                |
| Who can I contact for further information or to make representations | Frank.Jordan@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | DOCK 2 - PIONEER PARK<br>Approval for the Dock 2 project to be funded from Local Growth Fund and resources set aside for the Economic Action Plan |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       | Planning application consultation.  |
| Who can I contact for further information or to make representations | Andrewl.smith@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | APPROVAL TO SET ASIDE A SECOND TRANCHE ALLOCATION FOR THE ENTERPRISING LEICESTER INVESTMENT FUND<br>Decision to approve a second tranche allocation to enable the Fund to make loans to support economic growth and jobs in the City. |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       | The principles were considered at EDTT Scrutiny on 17 <sup>th</sup> December 2015.  |
| Who can I contact for further information or to make representations | Colin.Sharpe@leicester.gov.uk   |

## 2. Getting about in Leicester

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| What is the Decision to be taken?                                    | CONNECTING LEICESTER PHASE 3<br>Decision to approve funds to progress the next phase of Connecting Leicester including schemes in the Market area, Old Town, New Walk / King Street and to progress London Road – to be funded as part of the Economic Action Plan and through external grant funding. |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Public and stakeholder consultation carried out on each scheme.  |
| Who can I contact for further information or to make representations | Andrew.l.smith@leicester.gov.uk  |

### 3. A low carbon city

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| What is the Decision to be taken?                                    | LEICESTER SHIRE ENERGY COMPANY<br>Will be a “White label” supplier of 3 <sup>rd</sup> party energy, in partnership with the County, to offer gas and electricity to consumers using its own brand. |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       |  |
| Who can I contact for further information or to make representations | Frank.Jordan@leicester.gov.uk  |

### 4. The built and natural environment

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| What is the Decision to be taken?                                    | ASHTON GREEN - PHASE A<br>INFRASTRUCTURE<br>Transport improvements and green infrastructure works in support of the first phase of residential development. Value of the scheme is £1.5million. |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       | Consultation linked to planning applications and with local residents, councillors and stakeholders on specific infrastructure proposals.   |
| Who can I contact for further information or to make representations | Geoff.Mee@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | WATERSIDE REGENERATION PROJECT<br>Decision to appoint a development partner to deliver the first phase of the waterside regeneration area.         |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Public and stakeholder consultation has taken place on the Waterside Supplementary Planning Document and through the planning application process. |
| Who can I contact for further information or to make representations | Louise.Seymour@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | APPROVAL OF THE CAPITAL MAINTENANCE REPORT RELEASE OF FUNDING FOR THE PROPOSED PROGRAMME OF WORKS 2016/17 |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       |   |
| Who can I contact for further information or to make representations | Colin.Sharpe@leicester.gov.uk   |

## 5. A healthy and active city

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| What is the Decision to be taken?                                    | FUTURE MODEL OF INTEGRATED LIFESTYLE SERVICES  |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Providers, service users, public and other stakeholders primarily through meetings, questionnaires and interviews. |
| Who can I contact for further information or to make representations | Jo.Atkinson@leicester.gov.uk   |

## 6. Providing care and support

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| What is the Decision to be taken? | NON-RESIDENTIAL CHARGING (DISABILITY RELATED EXPENDITURE)<br>The decision relates to changes to the means test for non-residential care, specifically that part of the means test which considered how much money people are left with to cover the additional costs they face as a result of their disability. |
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| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | <p>Consultation took place between 19<sup>th</sup> January and 12<sup>th</sup> April 2016 with:</p> <ul style="list-style-type: none"> <li>- service users in receipt of non-residential services;</li> <li>- their carers &amp; representatives;</li> <li>- service user &amp; provider forums and interest groups.</li> </ul> <p>Consultation included the following:</p> <ul style="list-style-type: none"> <li>- postal questionnaire;</li> <li>- website questionnaire;</li> <li>- telephone hotline;</li> <li>- 3 public meetings;</li> <li>- attendance at service user &amp; provider forums;</li> <li>- proactive emails to interest groups.</li> </ul> |
| Who can I contact for further information or to make representations | Ruth.Lake@leicester.gov.uk   |

## 7. Our children and young people

None during this current period.

## 8. Our neighbourhoods and communities

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| What is the Decision to be taken?                                    | <p>AFFORDABLE HOUSING PROGRAMME ANNUAL REVIEW: 2015/19</p> <p>Annual review of affordable housing programme, reporting on progress from all sources. (Council house building, housing association development, HCA funding, etc.).</p> |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Housing Scrutiny Commission.   |
| Who can I contact for further information or to make representations | Simon.Nicholls@leicester.gov.uk  |

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| What is the Decision to be taken? | TRANSFORMING NEIGHBOURHOOD SERVICES - NORTH EAST  |
| Who will decide?                  | City Mayor/Executive  |
| When will they decide?            | Not before 1 Oct 2016   |
| Who will be consulted and how?    | City residents in the North East area (Belgrave, Rushey Mead, Troon, Humberstone and Hamilton, and Thurncourt Wards) plus |

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|  | stakeholders.                 |
| Who can I contact for further information or to make representations | Adrian.Wills@leicester.gov.uk |

## 9. A strong and democratic council

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| What is the Decision to be taken?                                    | LEICESTER CITY COUNCIL DEBT POLICY<br>To adopt a comprehensive debt policy applicable to all debts due to the council. |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       |  |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | CAPITAL MONITORING 2016/17 PERIOD 3<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Oct 2016  |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.  |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | REVENUE BUDGET MONITORING 2016/17 PERIOD 3<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Oct 2016   |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.   |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk   |

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| What is the Decision to be taken? | CAPITAL MONITORING 2016/17 PERIOD 6<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?                  | City Mayor/Executive   |
| When will they decide?            | Not before 1 Nov 2016  |
| Who will be consulted and how?    | Overview Select Committee – Date to be advised.  |
| Who can I contact for further     | Alison.Greenhill@leicester.gov.uk  |

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| information or to make representations |  |
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| What is the Decision to be taken?                                    | REVENUE BUDGET MONITORING 2016/17 PERIOD 6<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Nov 2016   |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.   |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk   |

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| What is the Decision to be taken?                                    | HOUSING REVENUE ACCOUNT 2017/18 BUDGET AND CAPITAL PROGRAMME<br>To recommend a budget, rent level and capital programme to the Council. |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Jan 2017   |
| Who will be consulted and how?                                       | Consultation with Scrutiny and Tenants' Forum prior to the Council meeting.   |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk   |

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| What is the Decision to be taken?                                    | REVENUE BUDGET MONITORING 2016/17 PERIOD 9<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Feb 2017   |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.   |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk   |

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| What is the Decision to be taken? | CAPITAL MONITORING 2016/17 PERIOD 9<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?                  | City Mayor/Executive   |
| When will they decide?            | Not before 1 Feb 2017  |
| Who will be consulted and how?    | Overview Select Committee – Date to be advised.  |
| Who can I contact for further     | Alison.Greenhill@leicester.gov.uk  |



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| information or to make representations |  |
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| What is the Decision to be taken?                                    | CAPITAL PROGRAMME 2017/18<br>To recommend a capital programme for 2017/18 to the Council. |
| Who will decide?   | City Mayor/Executive  |
| When will they decide?   | Not before 1 Feb 2017   |
| Who will be consulted and how?                                       | Consultation with Scrutiny prior to the Council meeting.                                  |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk   |

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| What is the Decision to be taken?                                    | GENERAL FUND REVENUE BUDGET<br>To recommend a revenue budget to the Council. |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Feb 2017  |
| Who will be consulted and how?                                       | Consultation with Scrutiny prior to the Council meeting.                     |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | REVENUE OUTTURN 2016/17<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Jun 2017  |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.  |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk  |

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| What is the Decision to be taken?                                    | CAPITAL OUTTURN 2016/17<br>Decisions consequential to the monitoring of expenditure in 2016/17 (if any). |
| Who will decide?   | City Mayor/Executive   |
| When will they decide?   | Not before 1 Jun 2017  |
| Who will be consulted and how?                                       | Overview Select Committee – date to be advised.  |
| Who can I contact for further information or to make representations | Alison.Greenhill@leicester.gov.uk  |

