



Meeting: **Scrutiny Commission**

Date/Time: **Wednesday, 4 March 2015 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Mr. S. J. Weston (Tel: 0116 305 6226)**

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Membership

Mr. S. J. Galton CC (Chairman)

Mrs. R. Camamile CC Mr. D. Jennings CC
Mrs. J. A. Dickinson CC Mr. P. G. Lewis CC
Dr. R. K. A. Feltham CC Mr. K. W. P. Lynch CC
Dr. S. Hill CC Mr. R. J. Shepherd CC
Mr. Max Hunt CC Mr. L. Spence CC

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leics.gov.uk/webcast> – Notices will be on display at the meeting explaining the arrangements.

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 28 January 2015.	(Pages 5 - 12)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	



6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
7. Presentation of Petitions under Standing Order 36.
8. Enabling Growth Plan. Chief Executive (Pages 13 - 52)

A copy of a report to be considered by the Cabinet at its meeting on 16 March is attached for the consideration of the Commission.

The Cabinet Lead Members for Economic Development and Highways and Transport, Mr. B. L. Pain CC and Mr. P. C. Osborne CC, have been invited to the meeting for this item.
9. Quarter 3 2014/15 Performance Report. Chief Executive (Pages 53 - 68)
10. Police and Crime Panel - Update. (Pages 69 - 70)

Mr. J. T. Orson JP CC, Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel (PCP), has been invited to the meeting to provide an update on the performance of the PCP and to enable members to ask any questions.

A copy of a letter sent from the Chairman of the Scrutiny Commission to the Chairman of the Police and Crime Panel dated 5 November 2011 is attached for background information.
11. 2014/15 Medium Term Financial Strategy Monitoring - Period 10. Director of Corporate Resources (Pages 71 - 98)
12. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 22 April 2015 at 2.00pm.
13. Any other items which the Chairman has decided to take as urgent.

QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY

Members serving on Overview and Scrutiny have a key role in providing constructive yet robust challenge to proposals put forward by the Cabinet and Officers. One of the most important skills is the ability to extract information by means of questions so that it can help inform comments and recommendations from Overview and Scrutiny bodies.

Members clearly cannot be expected to be experts in every topic under scrutiny and nor is there an expectation that they so be. Asking questions of 'experts' can be difficult and intimidating but often posing questions from a lay perspective would allow members to obtain a better perspective and understanding of the issue at hand.

Set out below are some key questions members may consider asking when considering reports on particular issues. The list of questions is not intended as a comprehensive list but as a general guide. Depending on the issue under consideration there may be specific questions members may wish to ask.

Key Questions:

- Why are we doing this?
- Why do we have to offer this service?
- How does this fit in with the Council's priorities?
- Which of our key partners are involved? Do they share the objectives and is the service to be joined up?
- Who is providing this service and why have we chosen this approach? What other options were considered and why were these discarded?
- Who has been consulted and what has the response been? How, if at all, have their views been taken into account in this proposal?

If it is a new service:

- Who are the main beneficiaries of the service? (could be a particular group or an area)
- What difference will providing this service make to them – What will be different and how will we know if we have succeeded?
- How much will it cost and how is it to be funded?
- What are the risks to the successful delivery of the service?

If it is a reduction in an existing service:

- Which groups are affected? Is the impact greater on any particular group and, if so, which group and what plans do you have to help mitigate the impact?
- When are the proposals to be implemented and do you have any transitional arrangements for those who will no longer receive the service?
- What savings do you expect to generate and what was expected in the budget? Are there any redundancies?
- What are the risks of not delivering as intended? If this happens, what contingency measures have you in place?

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Minutes of a meeting of the Scrutiny Commission held at County Hall, Glenfield on Wednesday, 28 January 2015.

PRESENT

Mr. S. J. Galton CC (in the Chair)

Mrs. R. Camamile CC
Mrs. J. A. Dickinson CC
Dr. R. K. A. Feltham CC
Mr. S. J. Hampson CC
Dr. S. Hill CC

Mr. Max Hunt CC
Mr. D. Jennings CC
Mr. K. W. P. Lynch CC
Mr. R. J. Shepherd CC
Mr. L. Spence CC

160. Minutes.

The minutes of the meeting held on 5 November 2014 were taken as read, confirmed and signed.

161. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

162. Questions asked by Members.

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

163. Urgent Items.

There were no urgent items for consideration.

164. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

The following members each declared a personal interest in respect of all substantive items as either a District or Borough Council member (as indicated):

Mrs. R. Camamile CC
Mrs. J. A. Dickinson CC
Mr. S. J. Galton CC
Dr. S. Hill CC
Mr. M. J. Hunt CC
Mr. D. Jennings CC
Mr. K. W. P. Lynch CC
Mr. L. Spence CC

165. Declarations of the Party Whip.

There were no declarations of the party whip.

166. Presentation of Petitions.

The Chief Executive reported that no petitions had been received under Standing Order 36.

167. Medium Term Financial Strategy 2015/16 - 2018/19 - Context Setting and Overall Position.

The Commission considered an update from the Director of Corporate Resources concerning the financial context and overall position of the County Council in respect of the Medium Term Financial Strategy (MTFS) 2015/16 – 2018/19 which was set out in the following documents before the Committee:

- The MTFS report considered by the Cabinet on 11 December 2014;
- The MTFS report considered by the Cabinet on 14 January 2015;
- The County Council's response to the Local Government Settlement;
- 'Leicestershire's Future' – Consultation on the draft Financial Plan 2015-19;
- A briefing note setting out changes to the MTFS approved by the Cabinet for consultation on 11 December.

The Chairman welcomed to the meeting Mr. N. J. Rushton CC, Leader of the County Council and Mr. J. B. Rhodes CC, Deputy Leader of the County Council to the meeting.

The Chief Financial Officer, the Leader and the Deputy Leader all spoke. The Chief Financial Officer provided a brief explanation of the changes to the MTFS since December 2014 and the overall impact on the four year MTFS. He then went on to highlight the following issues:-

- The current Local Government Settlement was to 2015/16 and recognising that there was a General Election due to be held in May 2015, the MTFS would need to be revisited when local government settlements beyond 2015/16 were known. In this regard there was the risk that an incoming Government could require the front loading of savings;
- Whilst there was £28million growth provision for service pressures in the budget members were advised that there remained in place significant cost and demand risks relating to:
 - the Government fully funding of the Care Act proposals;
 - the impact on social care budgets of the early discharge of patients from hospital settings. In this regard it was reported that the County Council had received a grant of £520,000 to address the pressures on acute hospital caused by delayed discharges, but the grant had to be spent by 31st March 2015;
 - the pressure nationally to increase the level of the minimum wage which in turn would be reflected in higher commissioning costs particularly in relation to care services.

The Leader and the Deputy Leader then advised the Commission on the Fairer Funding Campaign and the implications for the County Council as follows:-

- The County Council had made strong representations to the Government about the historic low level of funding for the County Council and the Leader would put this case again to Rt Hon Eric Pickles MP, Secretary of State for Communities and Local Government when he visited Leicestershire the following day. The Leader indicated that he had prepared a letter to pass on to the Secretary of State. He indicated that he hoped for a response to the letter before the Council's budget meeting;
- The funding position was set out in the Annex to the County Council's response to the Local Government Settlement. The implications of not obtaining a fair settlement would mean the County Council having to make some unpalatable savings and consider structural change, as set out in paragraph 14 of the Annex;
- With regard to the potential solutions to the fair funding issue set out in paragraph 21 of the Annex, members were advised that a Fairer Government Funding and a fairer distribution of Business Rates and possibly localisation of business rates would make a very significant difference. The other solutions listed were to demonstrate that the County Council had explored other options but recognised that these would create local difficulties.

In response to questions the Commission was advised as follows:-

- The Administration recognised that the Fairer Funding campaign would not yield immediate results but it was hoped that some progress could be made before 2016;
- Given the current position the Leader advised that even if there was no cap he would not presently recommend a Council tax increase of more than 1.99%;
- The Administration welcomed the support given by the other parties to the broad approach taken to address the challenges facing the Council.

RESOLVED:

That the update of the Chief Financial Officer and the Leader and the Deputy Leader be noted and that the comments made at this meeting be forwarded to the Cabinet for consideration at its meeting on 6 February 2014.

168. Medium Term Financial Strategy 2015/16 - 2018/19 - Corporate Resources and Corporate Items.

The Commission considered a report of the Director of Corporate Resources concerning the proposed Medium Term Financial Strategy 2015/16 to 2018/19 as it related to the Corporate Resources Department. A copy of the report, marked "Agenda Item 9", is filed with these minutes.

Introduction

The Director of Corporate Resources advised that the overall savings requirement for his Department was £10.5 million. He also made the following points:

- Though he felt the savings target was achievable, it would prove difficult to maintain the provision of support services internally to the County Council at their current levels;
- Much of the savings requirement would be achieved through the Transformation Programme and gaining additional income through the trading of support services externally to other authorities and schools. Though traded activity represented a significant opportunity for the Authority, the loss of business to other service providers had to be recognised as a risk factor.

Arising from the discussion, the following points were noted:

T24 – Review of People, Procurement and Transformation; £365,000 in 2015/16 rising to £875,000 by 2018/19

- Transformation of the way in which the Authority carried out its commissioning and procurement would harness some savings, as well as through a review and a reduction of senior and middle management posts. There would be staff savings in other parts of the budget, but at this stage it was too early to assess the level of job losses;

T24 – Operational ICT Review; £480,000 in 2015/16 rising to £2,140,000 by 2018/19

- It was hoped that significant upfront investment in IT infrastructure projects, such as cloud-based technologies, would harness efficiency savings in the latter years of the MTFS. The possibility of IT services being provided to the Council by external suppliers was being investigated. Data protection would be paramount if this were to be pursued. The Director welcomed the views of members in the way in which IT infrastructure would be deployed in the future;

TBC Improvements to properties and Assets; £200,000 in 2015/16 rising to £760,000 by 2018/19

- The County Hall Master Plan project aimed to implement new ways of occupying the existing County Hall campus in order to reduce property running costs and increase space available for rental to external parties. An “out of hours” facility would enable Council staff to carry out their role at smaller buildings, thus achieving an energy saving through the closure of the main buildings;
- Beaumanor Hall would remain a focus through which the Council aimed to increase income via activities such as weddings and civil partnerships. It should also be recognised that a range of activities, particularly relating to schools, were undertaken at Beaumanor Hall. The Council was working with the City Mayor to regenerate the area of the City around a Council property known as Castle House. The County Council owned Castle House, which was used amongst other things as the Judge’s Lodgings. Whilst the County Council was supportive of the proposed plans for the area, it had not made a financial commitment at this stage;

D81 – Improved performance and growth of trading services; £735,000 in 2015/16 rising to £1,150,000 by 2018/19

- There were concerns around the sustainability of Government funding for Universal Free Infant School Meals post-election. A loss in this funding would have a

detrimental impact on the earnings of the School Food Service and this was acknowledged as a significant risk going forward.

RESOLVED:

- (a) That the report and information now provided be noted;
- (b) That the comments made at this meeting be forwarded to the Cabinet for consideration at its meeting on 6 February 2014.

169. Medium Term Financial Strategy 2015/16 - 2018/19 - Chief Executive's Department.

The Commission considered a report of the Chief Executive and Director of Corporate Resources concerning the proposed Medium Term Financial Strategy (MTFS) 2015/16 – 2018/19 as relating to the Chief Executive's Department. A copy of the report, marked "Agenda Item 10", is filed with these minutes.

In response to questions, members were advised as follows:

Growth

G18 – No new additional money had been made available for local welfare assistance. The Government announced through the provisional Local Government Financial Settlement an indicative sum but this was in effect a re-labelling of existing funds which were previously received through the Revenue Support Grant.

Savings

D68 – Review Planning, Historic and Natural Environment Services

The County Council had been recording and maintaining historic and environmental records for a number of years. These records were necessary when dealing with planning matters. The County Council was keen to continue to maintain these records, but continued to move to a self-funded service. This requires other users (principally district councils) to make a contribution to the cost and progress was being made with a majority of district councils. The County Council would continue to look for appropriate opportunities to make charges to developers for services provided to them. The County Solicitor undertook to provide members with a briefing note on the arrangements for the service to generate income.

D70 – 'Tell us Once' Service and Registration Service

Discussions were on-going with those organisations who benefit from the 'Tell us Once Service' to seek a contribution towards the cost to the County Council of maintaining the service as it has been well received by the public and generates a saving to those organisations who require the information.

With regard to the Registration Service good progress had been made in promoting Leicestershire venues as places to get married. This not only delivered an income to the Registration Service but was beneficial to the wider economy. The new facility at Anstey Frith (the former Fire HQ) would enable an enhanced service to be provided.

D70 – Trading Standards reduced enforcement, inspection and testing activity

In identifying the areas where savings were to be realised, the Department was mindful of the need to ensure that services which directly focused on public protection matters were not adversely affected and an assurance was given that that the Service would continue to meet the required regulations and guidance.

Given the savings requirements, work was in hand to explore opportunities of joint working with other Councils. The outcome of this would be reported to the respective authorities in June with a view to seeking a way forward for implementation in April 2016. Such joint working arrangements would reduce costs and maintain key services.

E63 - Stop Funding for economic development activity

The proposed savings were as a result of increasing amounts of funding being channelled through the LLEP. The timing of the saving was linked to contracts that are due to be reviewed in 2016 and consideration would be given to whether these savings could be delivered before 2018.

Capital Programme

With regard to the County Council investment of £1.5million in the Loughborough University Science and Enterprise Park, £0.5million had been used to lever in central government, district council and university funding. The investment options in relation to the remaining £1million were currently under discussion with the University.

RESOLVED:

- (a) That the report and information now provided be noted;
- (b) That the comments made at this meeting be forwarded to the Cabinet for consideration at its meeting on 6 February 2014.

170. Consideration of Responses from Overview and Scrutiny Committees.

The Commission considered a supplementary report setting out the responses to their respective areas of the Medium Term Financial Strategy (MTFS) of the Adults and Communities, Children and Families, Environment and Transport and Health Overview and Scrutiny Committees, together with any further information requested in relation to the MTFS. A copy of the supplementary report is filed with these minutes.

RESOLVED:

- (a) That the supplementary report be noted;
- (b) That the comments made at this meeting be forwarded to the Cabinet for consideration at its meeting on 6 February 2014.

171. Commissioning and Procurement Strategy.

The Commission considered a report of the Director of Corporate Resources that would be considered at the Cabinet meeting scheduled for 6 February concerning the Council's proposed Commissioning and Procurement Strategy. A copy of the report, marked "Agenda Item 12", is filed with these minutes.

Arising from a discussion, the following points were noted:

- Adoption of the Strategy would lead to a step change in the Council's commissioning approach, which would in turn lead to the delivery of MTFS savings;
- Resourcing of the Strategy was being addressed through the Transformation Programme;
- A procurement shared service was already in operation via ESPO. There was a future opportunity to optimise the use of commissioning and procurement support resources across the wider public sector;
- The voluntary sector had been consulted on the draft Strategy and this engagement would continue to be progressed as part of the actions set out within the Strategy.

RESOLVED:

That the Commissioning and Procurement Strategy be welcomed.

172. Date of next meeting.

It was NOTED that the next meeting of the Commission would be held on 4 March at 2.00pm.

2.00 - 3.45 pm
28 January 2015

CHAIRMAN

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CABINET – 16th MARCH 2015

ENABLING GROWTH PLAN

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of the Report

1. The purpose of this report is to ask the Cabinet to approve the Enabling Growth Plan which sets out economic interventions and investments, to the value of £107m, to support economic growth.

Recommendation

2. It is recommended that the Enabling Growth Plan as appended to this report is approved.

Reasons for Recommendation

3. To approve a Plan which sets out how the County Council will act and invest in support of its Strategic Plan 2014-18 and the Leicester and Leicestershire Strategic Economic Plan 2014-20.

Timetable for Decisions (including Scrutiny)

4. The Scrutiny Commission will consider the draft Enabling Growth Plan at its meeting on 4 March 2015 and its comments will be reported to the Cabinet.

Policy Framework and Previous Decisions

5. In November 2012, the Cabinet agreed Economic Growth Priorities for the Council and that £3.2m earmarked reserves be utilised to support these.
6. In May 2014, the Council agreed a Strategic Plan, setting out priorities and supporting actions and targets for 2014-18. This is a key part of the Council's Policy Framework and includes reference to the following economic priorities that form the basis of the Enabling Growth Plan:
 - a) Investment in Place:
 - (i) Building the Infrastructure for Growth
 - (ii) Strategic Transport Infrastructure
 - (iii) Sustainable Transport, Modal Shift, and Road Maintenance

- b) Investment in People - Employment and Skills Support
 - c) Investment in Business - Business Growth and Business Support.
7. Further details on these priorities are set out in paragraph 17 below and, in relation to transport priorities, in the report on the draft LTP3 Implementation Plan which is also being considered at this Cabinet meeting.

Resource Implications

8. All of the economic investments set out in the Plan have been made provision for in the Medium Term Financial Strategy (MTFS) Capital Programme, Revenue Budgets and Earmarked Reserves. A summary of the financial aspects of the Plan is set out in paragraph 25 of this report. The Director of Corporate Resources has been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

9. None. This report has been circulated to all Members through the Members News in Brief Service.

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PART B

Background

Economic Development

10. In June 2010 the government invited local authorities, the business community, universities and other partners to come forward with proposals for setting up Local Enterprise Partnerships (LEPs) reflecting local functional economic geographies. In September 2010, the Leicester and Leicestershire Enterprise Partnership (LLEP) was established.
11. Initially formed to lead economic development and regeneration across the City and County, the LLEP initially focused on developing an economic strategy for the area and some key project implementation, including development of the Enterprise Zone at the MIRA Technology Park, promoting and investing the Growing Places and Regional Growth Funds, and negotiating a City Deal (including investment at Loughborough University Science and Enterprise Parks).
12. More recently, in the context of Lord Heseltine's 2012 report 'No Stone Unturned: In Pursuit of Economic Growth', Local Enterprise Partnerships have been required to prepare Strategic Economic Plans and European Structural and Investment Fund Strategies, and negotiate Growth Deals to access the newly established Local Growth Fund.

Leicester and Leicestershire Strategic Economic Plan 2014-20

13. The LLEP's Strategic Economic Plan 2014-20 (SEP) approved by Government in 2014, sets out the economic and investment priorities for the sub-region. It sets out an ambition to 'create a vibrant, attractive and distinctive place with highly skilled people making Leicester and Leicestershire the destination of choice for successful businesses'. It states an intention to create 45,000 new jobs, lever £2.5 billion of private investment, and increase GVA (gross value added) by £4 billion, by 2020. The SEP will be updated in 2015 to take account of new evidence and studies commissioned by the LLEP.
14. The SEP is structured around three key themes; Investing in our Place, Investing in our People, and Investing in our Businesses. Within the Place section the SEP's Growth Areas and Transformational Priorities are identified; alongside two key Growth Programmes. These are shown below:

Growth Area/ Programme	Transformational Priority
GP1 – Market Towns and Rural Leicestershire	N/A
GP2 – Infrastructure, Workspace and Cultural Development	N/A
GA1 - Leicester Urban Area	TP1 - Leicester Launchpad
GA2 – East Midlands Enterprise	TP2 - East Midlands Gateway Strategic

Gateway	Rail Freight Interchange
GA3 – Coalville Growth Corridor	N/A
GA4 - Loughborough	TP3 - Loughborough University Science and Enterprise Parks
GA5 – South West Leicestershire.	TP4 - MIRA Technology Park Enterprise Zone

15. The People theme focuses on enhancing skills, addressing skills shortages, reducing unemployment and developing the knowledge economy. The Business theme focuses on business development, sector growth and innovation, with a flagship proposal to develop a Business Growth Hub.

16. The table below identifies how delivery of the three themes is supported by key funding streams being managed or overseen by the LLEP. (Note: This is not a comprehensive list of funds potentially available. It does not, for example, include pooled Business Rates, or retained Business Rates generated at the MIRA Technology Park Enterprise Zone).

STRATEGIC ECONOMIC PLAN			
	Growth Deal/ Local Growth Fund (£100m - 2015/21)	European Structural & Investment Funds (£111m - 2014/20)	Regional Growth Fund (£17.3m – by 2015) City Deal (£16m - 2014/18) Growing Places Fund (£13.4m – recyclable loans)
Investment in Place	<ul style="list-style-type: none"> • Unlock key development opportunities and sites. • Improve connectivity to help transport of people and goods. • Faster broadband. <p style="text-align: center;">£88m</p>	<ul style="list-style-type: none"> • Support infrastructure growth and development in rural towns and surrounding areas. • Invest in a low carbon economy. <p style="text-align: center;">£18m</p>	<ul style="list-style-type: none"> • Infrastructure to support Loughborough University Science and Enterprise Parks expansion. • Loans to address site and infrastructure barriers to development. <p style="text-align: center;">£2m (City Deal) £13m (GPF)</p>
Investment in People	<ul style="list-style-type: none"> • Capital investment in Further Education and other skills training provision. <p style="text-align: center;">£12m</p>	<ul style="list-style-type: none"> • Provide skills development and employability support to drive growth. <p style="text-align: center;">£54m</p>	<ul style="list-style-type: none"> • Employment schemes for under 25's and those 'furthest from the labour market'. • Apprenticeships, traineeships and work placements to support people into jobs. <p style="text-align: center;">£4m (City Deal)</p>

Investment in Business		<ul style="list-style-type: none"> • Stimulate innovation and enhanced use of ICT. • Support business start-up and survival rates, including heritage promotion and tourism development. <p style="text-align: center;">£39m</p>	<ul style="list-style-type: none"> • Co-ordination of business support services. • Provide a range of innovative business support programmes. • Capital grants to SMEs and other businesses to support job creation. <p style="text-align: center;">£10m (City Deal) £17.3m (RGF)</p>
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The County Council's Strategic Plan 2014-18

17. The Council's Strategic Plan 2014-18 states that 'ensuring we have a thriving local economy underpinned by a good infrastructure that creates jobs and prosperity is one of our top priorities'. The Plan goes on to identify the Council's priorities for 'Enabling Economic Growth' and these largely reflect the priorities set out in the LLEP's Strategic Economic Plan. The priorities are grouped within three main themes; Place, Businesses and People, in line with the approach taken in the SEP:

- a) Place - focuses on capital investments to improve infrastructure and bring forward land and premises, and includes improvements to strategic transport and broadband.
- b) People - focuses on supporting people, including those furthest from the labour market, into sustainable employment, including through the provision of apprenticeships and training.
- c) Businesses - focuses on providing support and advice to businesses which will help them survive and prosper, and activities to stimulate innovation.

The Enabling Growth Plan

18. The Enabling Growth Plan, attached as the Appendix to this report, sets out in more detail the interventions and investments the Council will take to implement the priorities agreed in the Council's Strategic Plan and to support delivery of the SEP. The Enabling Growth Plan starts by stating that:

'The County Council will use its resources, assets, intelligence, market insight and influence to support and promote economic growth and sustainable employment in Leicestershire'

19. The Plan sets out how the Council will in particular:

- support the delivery of critical infrastructure development, including transport connectivity, reducing congestion, and enabling the development of major sites for housing and employment initiatives;

- maximise the opportunities for supporting commercial development and economic growth offered by the Council's property and assets portfolio;
- extend the availability of superfast broadband across the County;
- help people into employment and training, particularly those furthest from the labour market; and
- support provision of information, advice and guidance to local businesses.

20. A more detailed list of the priority activities for each of the Place, Businesses, and People themes can be seen on page 2 of the attached Plan.
21. The preparation of the Plan has been overseen by a corporate Enabling Growth Board which will also oversee its implementation.
22. The Plan will support delivery of other Council priorities, including the Transformation Programme. A prosperous local economy which provides well-paid employment and training opportunities for county residents will not only improve their quality of life and living standards but also help reduce the demand for Council and other public services associated with worklessness and low incomes. The Plan also pays particular attention to the economic opportunities and needs of rural areas; and to the longer term where decisions (for example about the location of future growth areas and employment land in the County) will be required to ensure long term economic prosperity.

Enabling Growth Plan Programmes and Projects, and Financial Implications

23. The main programmes, projects and activities proposed for implementation in the Plan are shown from page 6 in the attached document. These are structured as shown in the table at paragraph 25 below:
24. Within each of these sections the Plan sets out:
- what activities the Council will implement (We will...);
 - what the Council is investing, or will invest, in (We will invest...); and
 - what the Council will give further consideration to (We will explore...).

Included are activities underway as well as new ones planned. Council investments set out in the Plan have been committed as part of the MTFS Capital Programme, Revenue Budgets and Earmarked Reserves. The Plan also shows the funding being made available by the LLEP and other partners where known.

25. The County Council investment set out in the Plan totals £37.8m and this supports investment of at least £70m by other investors, including the LLEP, partner organisations and businesses. The investments are set out below by theme and priority interventions.

Theme	Priority Interventions	Investment 2015-20 (£k)		
		County Council	Other	Total
Place	Countywide/ Strategic Interventions	1,980	570	2,550
	Market Towns and Rural Leicestershire	13,200	23,520	36,720
	Leicester Urban Area	3,340	20,850	24,190
	East Midlands Enterprise Gateway	0	0	0
	Coalville Growth Corridor	8,740	9,620	18,360
	Loughborough	1,500	7,420	8,920
	South West Leicestershire	1,860	3,640	5,500
People	Strategic Activities	0	0	0
	Training and Employment	4,380	135	4,515
	Employability Skills and NEET	180	320	500
Business	Business Growth and Development	2,610	4,000	6,610
	Business Advice, Guidance and Regulation	0	0	0
Total		37,790	70,075	107,865

26. It is important to recognise that £37.8m is not the total value of the Council's spend which has a positive economic impact. It captures the cost of interventions specifically developed to support economic growth and delivery of the SEP, but does not include the value of other County Council expenditure, such as the value of services procurement from local businesses and suppliers (estimated to be worth £142m in 2013/14) and key investments such as in highways maintenance which bring economic benefits to the County. The value of partner investment in the local economy (shown as £70m in the 'other' column) is a conservative figure based on available information. This figure does not include the value of projects partners are investing in but which do not involve a County Council funding contribution.

27. The progression of some projects (such as those relating to transport infrastructure and workspace provision) remains subject to satisfactory business cases being prepared and agreed.

28. The Plan will be reviewed as required to take account of changes to the wider economic policy context and to inform Council input to Growth Deal and other opportunities to secure funding and powers to support the local economy. There will be a particular need later in 2015 to update the Plan when the SEP has been

reviewed and there has been approval of the European Structural and Investment Funds Strategy prepared by the LLEP.

Background Papers

No Stone Unturned: In Pursuit of Growth. Lord Heseltine. 2012

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/34648/12-1213-no-stone-untuned-in-pursuit-of-growth.pdf

LLEP Strategic Economic Plan 2014-20

http://www.llep.org.uk/index/downloads/filename/img_1396445531_1136.pdf/catid/22/filetitle/strategic-economic-plan-full-document.pdf

County Council Strategic Plan 2014/18

http://www.leics.gov.uk/leics_strategic_plan.pdf

Appendix

Enabling Growth Plan

Equality and Human Rights Implications

29. The Enabling Growth Plan sets out investments already committed by the County Council. The Plan seeks to address inequalities in the labour market by targeting some activities at supporting those furthest from the labour market and more generally by increasing the range of employment and training opportunities available to people currently out of work or entering the labour market.

Partnership Working

30. Effective partnership working is critical to the delivery of economic growth projects. The County Council is an active member of the Leicester and Leicestershire Enterprise Partnership, and its People, Place and Business Boards, which lead economic development investment across the sub-region and also works closely with partners through a range of other partnerships delivering economic growth, including the Leicestershire Rural Partnership and Superfast Leicestershire.

Enabling Growth Plan

Context and Vision

Background and Purpose

The County Council will use its resources, assets, intelligence, market insight and influence to support and promote economic growth and sustainable employment in Leicestershire. It will work closely with the Leicester and Leicestershire Enterprise Partnership (LLEP) and partners to deliver the Strategic Economic Plan (SEP), Growth Deal, City Deal and European Structural and Investment Funds (ESIF) Strategy. To achieve this it will lead and support the delivery of critical infrastructure, initiatives to help people into employment and training, and the provision of support and advice to businesses. This Enabling Growth Plan sets out what the Council will do, and what it will invest, to improve the economic prosperity of the county and the economic wellbeing of its communities, residents and workers.

The Plan has a number of related and complementary purposes:

- To set out in one document the priority activities the Council will pursue, and the investments it will make, in support of economic growth and sustainable employment;
- To ensure the Council makes appropriate financial provision to support commitments in the Growth Deal and other plans;
- To facilitate the prioritisation of county projects for inclusion in future Growth Deal bids and bids to other funds;
- To set out the preparatory work and investment needed to maximise the prospects of funding being secured through future Growth Deal processes and from other funding sources;
- To identify funding gaps and shortfalls; and
- To facilitate the alignment of relevant County Council strategies with the Council's economic priorities.

Investing in Place, People and Business

The Council's Strategic Plan 2014-18, agreed in May 2014, sets out the Council's economic priorities. These are grouped within three main themes, 'Place', 'People' and 'Business', in line with the approach taken in the LLEP's Strategic Economic Plan.

'Place' focuses on capital investments to improve infrastructure and bring forward land and premises, and includes improvements to strategic transport and broadband. 'People' focuses on supporting people, including those furthest from the labour market, into sustainable employment, including through the provision of apprenticeships and training. 'Business' focuses on providing support and advice to businesses which will help them survive and prosper, and activities to stimulate innovation.

The Strategic Plan identifies the following as priority areas of activity for the Council in relation to economic development:

Investment in Place

- Making the most effective use of our land and property assets and using market intelligence and wider evidence and insight to inform investment and other key decisions
- Investing in key economic development opportunities and the infrastructure needed to facilitate them
- Working with partners, investors and developers to unlock and bring forward employment land and development sites
- Building on the county's locational advantages by supporting development of the logistics and distribution sector
- Supporting development of market towns and service centres for employment and to act as centres for local rural communities
- Encouraging active travel and sustainable transport thereby helping to reduce carbon emissions and congestion
- Providing good levels of highways and winter gritting/maintenance
- Implementing strategic transport improvements and reducing congestion
- Planning for economic growth through development, with partners, of a longer term 'Growth Strategy' which will set a context for Local Plans and future SEPs and Growth Deals.
- Promoting the county and its development internationally and nationally to potential investors
- Increasing superfast broadband connectivity across the county with the aim of securing 100% coverage

Investment in People

- Working with partners to support people into training and/or employment.
- Developing practical solutions and supporting interventions to address those barriers and disconnects which prevent people from securing and sustaining employment
- Working with schools, academies, colleges, individually and through the Leicestershire Educational Excellence Partnership (LEEP), and local businesses to ensure young people are prepared for the world of work, have access to a broad range of high quality work experiences with local businesses, and have the right skills, knowledge, attitudes and behaviours to succeed in the workplace.
- Ensuring the provision of high quality Information, Advice and Guidance (IAG) for young people and adults
- Working closely with local businesses and training providers to upskill and develop those already in employment to meet the county's future employment needs
- Focusing on those labour market challenges which impact on the delivery of key services, for example difficulties in recruiting personal care staff
- Improving the employment prospects of Leicestershire residents through the Council's own employment and procurement practices
- Helping people to access jobs and training through a range of travel options

Investment in Business

- Raising awareness of and promoting opportunities for businesses to work with the Council
- Improving and supporting provision of business advice and guidance
- Enabling business growth and development by improving access to finance, including through the provision of loans and grants
- Providing targeted support for the growth and expansion of the visitor economy.

The following table identifies how delivery of the three themes is supported by the funding and powers included in the Growth Deal, ESIF Strategy, City Deal, Regional Growth Fund and Growing Places Fund (recyclable loans). This shows that the Growth Deal focuses on capital investment in 'Place', whereas both ESIF and the City Deal provide the bulk of funding for 'People' and 'Business' interventions. All figures shown relate to Leicester and Leicestershire.

STRATEGIC ECONOMIC PLAN			
	Growth Deal (Local Growth Fund) £100m - 2015/21	European Structural & Investment Funds £111m - 2014/20	Regional Growth Fund £17.3m - by 2015 City Deal £16m - 2014/18 Growing Places Fund £13.4m
Investment in Place	<ul style="list-style-type: none"> • Unlock key development opportunities & sites • Improve connectivity to help transport of people and goods • Faster broadband <p style="text-align: center;">£88M</p>	<ul style="list-style-type: none"> • Support infrastructure growth and development in rural towns and surrounding areas • Invest in a low carbon economy <p style="text-align: center;">£18m</p>	<ul style="list-style-type: none"> • Infrastructure to support Loughborough University Science and Enterprise Parks expansion • Local and national public sector investment programme <p style="text-align: center;">£2m (City Deal) £13m (GPF)</p>
Investment in People	<ul style="list-style-type: none"> • Capital investment in Further Education and other skills training provision <p style="text-align: center;">£12m</p>	<ul style="list-style-type: none"> • Provide skills development and employability support to drive growth <p style="text-align: center;">£54m</p>	<ul style="list-style-type: none"> • Employment schemes for under 25's and those 'furthest from the labour market' • Apprenticeships, traineeships and work placements to support people into jobs <p style="text-align: center;">£4m (City Deal)</p>
Investment in Business		<ul style="list-style-type: none"> • Stimulate innovation and enhanced use of ICT • Support business start-up and survival rates, including heritage promotion & tourism development <p style="text-align: center;">£39m</p>	<ul style="list-style-type: none"> • Co-ordination of business support services • Provide a range of innovative business support programmes <p style="text-align: center;">£10m (City Deal) £17.3m (RGF)</p>

Supporting Transformation

The Council's Strategic Plan also sets out how it will help transform public services, to make them more efficient and effective and to find new and innovative ways to manage increasing demands on services given the significant reductions needed in spending. Economic interventions and investments by the Council will support transformation and the plan illustrates activities that can support and be supported by the T24 projects and Corporate Enablers. In addition, as the further detailed requirements of the Transformation programme emerge over the coming months, the linkages between the Programme and this Plan will be considered.

Planning for the longer term

Whilst there is a focus within this Plan on supporting delivery of the SEP, Growth Deal, City Deal and ESIF Strategy the Council acknowledges that these take a short to medium term view, looking forward to 2020. Equally, perhaps more, important for future prosperity of the County will be how we plan for the longer term. Major infrastructure investments and decisions about future strategic patterns of development have long lead in times. Failure to prepare now will compromise the County's ability to take advantage of economic opportunities and ride out future challenges. The Council is, therefore, committed to working with partners to develop a long term growth strategy which will set a longer term economic ambition for the area and provide a strategic context for local plans and future economic investment in the area.

The Rural Economy

Although many of the county's major economic opportunities are in or close to urban areas and alongside major transport routes, the rural economy is also a major asset and the Council is committed to support rural economic growth. The Council will continue to support deployment of superfast broadband, develop and promote other infrastructure improvements in rural areas, and influence the enhanced provision of employment and training interventions and support to ensure businesses and residents get the help they need.

The Council will work with the Leicestershire Rural Partnership and the LLEP to support growth within the rural economy, including through developing and delivering the following priorities identified in our European funded East Leicestershire LEADER programme:

- Well connected and innovative land-based businesses supported to improve their productivity and exploit diversification opportunities
- A growing local food and drink sector producing and promoting high quality local foods
- Networked home-based businesses and micro enterprises with confidence to grow
- A thriving short-stay destination for people interested in: fine food and drink, culture and heritage, field and outdoor pursuits
- Active and inclusive communities that are able to help provide local services
- Vibrant rural towns underpinning a thriving economic hinterland

The Council will also support the establishment of a pathfinder food and farming focussed Local Development Order and Food Enterprise Zone in Melton Mowbray to build on the county's strengths in that sector.

Building on Past Delivery

This Plan builds on the delivery of the Council's Economic Growth Priorities which were agreed in 2012, and which have led to:

- establishment of a loans fund for small and medium sized businesses and provision of grants to rural businesses and social enterprises;
- investment in expansion of Loughborough University Science and Enterprise Parks, in particular the development of an Advanced Technology Innovation Centre and supporting infrastructure;
- investment in a 'Wheels to Work' scheme enabling people to access training and employment opportunities;
- support for young people not yet work ready through volunteering programmes and developing pre-employment training opportunities, including traineeships apprenticeships support;
- establishment of Enterprise Hubs and Work Clubs through the Libraries Service
- running a series of sector-based and locality focussed 'Jobs and Skills Fairs' in conjunction with public sector partners and local employers; and
- jointly leading with Job Centre Plus the Leicestershire Work and Skills Board which develops practical solutions, shares intelligence and supports interventions to help people secure and sustain employment.

Keeping the Enabling Growth Plan Up To Date.

To keep it relevant in the context of national and sub-regional economic funding arrangements the Plan will need to be a live document, regularly updated. The 'People' section will require refreshing when the LLEP's ESIF Strategy is approved by the Government in 2015. The 'Business' section will need to align with the growth hub delivered via the Leicester and Leicestershire 'Business Gateway' and development of a collaborative approach to inward investment into the city and county. It is anticipated that there will be an annual Growth Deal negotiation process with the Government which in all likelihood will require the Council to review its priorities, and contribute to the review of LLEP funding priorities and refresh of the Strategic Economic Plan, including the development of 8 key Sector Growth Plans. It is therefore proposed that the Plan be reviewed as required to respond to updates of the LLEP's Strategic Economic Plan and to inform Council input to Growth Deal and other opportunities.

Projects/Programmes

A. PLACE

This section focuses on capital investments to improve strategic transport infrastructure, employment land and premises provision, and superfast broadband.

Particular emphasis is placed on supporting implementation of economic projects which will support the delivery of the Growth Areas and Growth Programmes set out in the LLEP's Strategic Economic Plan. The Growth Areas are the Leicester Urban Area, East Midlands Enterprise Gateway, Coalville Growth Corridor, Loughborough and South West Leicestershire. There are three 'transformational priorities' in the county which sit within three of the Growth areas; East Midlands Gateway Strategic Rail Freight Interchange, Loughborough University Science and Enterprise Parks and MIRA Technology Park Enterprise Zone. These are economic projects which have the potential to make a major contribution to the sub-regional economy and beyond.

Investment in place (including strategic transport and workspace) projects is increasingly being channelled through the LLEP, via Growth Deals, and this Plan sets out where the Council will match this funding, and how it will invest to ensure there is a pipeline of projects which are ready to be delivered and able to take advantage of future funding opportunities.

The Place section supports other County Council priorities such as making Leicestershire a better place to live and managing public sector resources effectively and key Transformation Unit priorities. There are links to the activity set out in this section to many of the 'T24' projects and 'Corporate Enablers'. These include; Looking after Leicestershire's Highways (T4) and Support to Voluntary organisations and Communities (T19) and the Effective Commissioning and Data and Business Intelligence Enablers

A1 Countywide/Strategic Interventions

A1	We will:	Outcome:
A1 (a)	Work with the LLEP and partners to develop business cases and carry out other preparatory work	A pipeline of shovel ready projects are identified that will support the delivery of infrastructure development. Transformation Enabler: Effective Commissioning.
A1 (b)	Lead and support work to develop and agree a long term growth strategy	Achieves planned strategic growth, including in relation to; housing provision, strategic employment land allocations (including logistics) and infrastructure provision.
A1 (c)	Provide appropriate transport modelling information and intelligence, including through maintenance of the L&L Integrated Transport Model.	Evidence-based decisions will be made about the scale and distribution of future growth. Transformation Project: T4 and Enabler Data and Business Intelligence.
A1 (d)	Work with partners to develop a Rail Strategy to explore and exploit opportunities arising out of High Speed 2 (HS2) in the county, including mitigation of any negative impacts	Maximise any economic benefits and potential job growth
A1 (e)	Support development of workspace for small and medium sized enterprises, including incubator units	Address identified areas of market failure drawing in external funding where appropriate.
A1 (f)	Work with LeicesterShire Promotions Ltd and others to influence development of and deliver support to the visitor economy	Tourism spend, jobs and the county's leisure and hospitality offer are enhanced
A1 (g)	Promote investment and development opportunities, including through participation in the MIPIM trade fairs	Secures additional/new inward investment and development growth

A1	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A1 (a)	Project Pipeline Development and Forward Funding of Schemes	£0.3m		£0.7m		£1.0m	This funding will support the development of schemes including A2(i) £0.05m, A2(j) £0.05m and A7(c) £0.1m below. [Source: MTFS Capital Programme and Earmarked Reserves]
A1 (b)	Growth Strategy	£0.007m	£0.063m	£0.028m	£0.252m	£0.35m	Jointly funded post (LLEP, City and District Councils) [Source: MTFS Revenue Budget]
A1 (c)	Transport modelling	£0.005m	£0.045m			£0.05m	Joint work with city, district councils and LLEP. [Source: MTFS Revenue Budget]
A1 (d)	Rail Strategy	£0.05m	£0.06m	£0.25m		£0.36m	Estimate of staffing and consultancy costs. [Source: MTFS Revenue Budget]
A1 (e)	Workspace for SMEs – business case development and other preparatory work	£0.02m		£0.06m		£0.08m	[Source: MTFS Revenue Budget. Costs may be recoverable from other sources]
A1 (f)	Visitor economy	£0.17m		£0.34m		£0.51m	[Source: MTFS Revenue Budget]
A1 (g)	Promoting the county to inward investors and developers (MIPIM)	£0.025m	£0.075m	£0.025m	£0.075m	£0.2m	Match funded with City Council & Private Sector contributions. [Source: Economic Growth Earmarked Reserves]
Total		£0.577m	£0.243m	£1.403m	£0.327m	£2.55m	

Investment 2015/20: County Council £1.98m + Other £0.57m = Total £2.55m

A1	We will explore/consider:	Outcome:
A1 (h)	The utilisation of surplus land and publicly owned assets (e.g. health, libraries and schools) in collaboration with partners	Provision of land and premises to support economic development, housing provision and to generate a return to the Council
A1 (i)	Innovative and alternative funding and financing mechanisms for economic development initiatives working with the LLEP's Resources Group	Increased investment in the county's economy
A1 (j)	Ways to secure funding to enable the ongoing maintenance and updating of the L&L Integrated Transport Model	A robust and up to date model able to provide the evidence required to justify decisions about the scale and location of future growth.

A2 Market Towns & Rural Leicestershire

A2	We will:	Outcome:
A2 (a)	<p>Work with the LRP to deliver the Leicestershire Rural Framework priority: enterprising and sustainable rural economies</p> <p>Work with the LRP to deliver the Leicestershire Rural Framework priority: more affordable homes in rural areas</p>	<p>Coordinated partnership approach to maximise job creation and growth in rural areas.</p> <p>Coordinated partnership approach to deliver more affordable rural homes.</p> <p>Transformation Project T19 and Enabler Customers and Communities.</p>
A2 (b)	<p>Coordinate strategic development of the EAFRD (£3m) programme working with the LLEP, LRP and local partners.</p> <p>Build local capacity to develop a county-wide response to rural economic inclusion as outlined in the ESIF. (£2m ESF, £2m Big Lottery) – working with the LLEP, LRP and local partners.</p>	<p>Job creation and growth in small and micro enterprises including farm diversification, tourism and food and drink; enhanced rural workspace.</p> <p>Targeted support to help those living in rural areas that are furthest from the labour market move towards and into employment</p>
A2 (c)	<p>Lead delivery of the East Leicestershire LEADER programme and support delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme</p>	<p>Dedicated programme of support to land-based businesses, small and micro enterprises and rural tourism.</p> <p>Dedicated programme of support to land-based businesses, small and micro enterprises and rural tourism</p>
A2 (d)	<p>Deliver the Council's Rural Capital Grant Programme and Village Shop Support Scheme</p>	<p>Business development and employment growth</p>
A2 (e)	<p>Deliver Superfast Broadband across Leicestershire and implement the (ERDF funded) demand stimulation programme to encourage businesses to take up the faster broadband services</p>	<p>100% superfast broadband coverage achieved by 2018 and at least half of businesses signing up to superfast broadband services..</p>
A2 (f)	<p>Seek opportunities and funding/finance options to restore/revive redundant buildings within the Council's farms portfolio</p>	<p>Delivery of managed workspace, including starter units, light industrial and offices created within the existing agricultural portfolio</p>
A2 (g)	<p>Seek opportunities and funding/finance options to develop the Council's former operational sites.</p>	<p>Retain/develop site(s) for local employment use in rural locations</p>
A2 (h)	<p>Seek opportunities and funding/finance options to develop land within the Council's investment portfolio</p>	<p>Provision of managed workspace secured to increase economic benefits</p>
A2 (i)	<p>Work with Harborough DC to plan future growth of Market Harborough, including transport issues in the town</p>	<p>Options identified to address key issues and mitigate the impacts of growth on the town and its economy</p>
A2 (j)	<p>Work with Melton BC to plan future growth of Melton Mowbray, including transport issues in the town</p>	<p>Options identified to address key issues and mitigate the impacts of growth on the town and its economy</p>
A2 (k)	<p>Support the implementation of a food and farming focussed Local Development Order and Food Enterprise Zone in Melton</p>	<p>Enhanced growth and job creation in the food and drink sector</p>

A2	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A2 (a)	Leicestershire Rural Framework - Rural Affordable Housing	£0.01m	£0.04m	£0.02m	£0.08m	£0.15m	[Source: MTFS Revenue Budget]
A2 (d)	Rural Grant Programmes	£0.07m		£0.3m		£0.37m	[Source: MTFS Capital Programme]
A2 (e)	Superfast Broadband delivery and demand stimulation amongst businesses.	£3.78m	ERDF (£1.2m) LGF (£1.0m) BDUK (£4.75m) District Council (£0.55m) Private Sector (£6.0m)	£2.52m	LGF (£1.0m) BDUK (£2.35m) District Councils (£0.55m) Private Sector (£6.0m)	£29.7m	Some delivery has taken place in 2014-15. Will be further private sector investment, and additional district council funding requested. Total funding package subject to awarding of contract. [£1.325m of the LGF funding has been underwritten by the Council pending confirmation of 16/17 funds] [Source: MTFS Capital Programme]
A2 (f)	Redundant farm buildings	£0.5m		£2.4m		£2.9m	[Source: MTFS Capital Programme]
A2 (g)	Former operational council site(s)	£0.2m		£1.5m		£1.7m	
A2 (h)	Industrial portfolio land development	£0.3m		£1.6 m		£1.9m	
A2 (i)	Market Harborough Town Centre Transport Study						£0.05m County Council funding provided in 2015/16 in A1(a) above and support from Harborough DC t.b.c. [Source: MTFS Capital Programme and Earmarked Reserves]
A2 (j)	Melton Mowbray Integrated Transport Strategy						£0.05m County Council funding provided in 2015/16 in A1(a) above and support from Melton BC t.b.c. [Source: MTFS Capital Programme and Earmarked Reserves]
Total		£4.86m	£13.54m	£8.34m	£9.98m	£36.72m	

Investment 2015/20: County Council £13.2m + Other £23.52m = Total £36.72m

A2	We will explore/consider:	Outcome:
A2 (l)	Delivering specific outcomes from the Melton Mowbray transport study work	Outcomes and timescales to be confirmed following completion of the study
A2 (m)	Delivering specific outcomes from the Market Harborough transport study work	Outcomes and timescales to be confirmed following completion of the study
A2 (n)	Working with partners to deliver specific schemes to support the regeneration and improvement of our Market Towns/Town Centres	Delivery of schemes in Melton Mowbray, Shepshed, Loughborough, Coalville and Hinckley.
A2 (o)	Twycross Zoo's potential development as a Life Sciences Centre of Excellence	Achieve national/international recognition and attract greater inward investment
A2 (p)	Work with the National Forest to further develop the areas contribution to the local economy.	Maximise opportunities for tourism and woodland related economic benefits

A3 Leicester Urban Area

A3	We will:	Outcome:
A3 (a)	Deliver Local Transport Board commitments to improve the A50 and A6(N)	Main route highway improvements delivered Transformation Project: T4
A3 (b)	Support delivery of Lubbesthorpe SUE and Lubbesthorpe Strategic Employment Site (SES)	Access improvements made
A3 (c)	Identify and secure funding for transport infrastructure to support SUEs In Charnwood Borough	Support to key local developments, including NE Leicester SUE and Broadnook SUE
A3 (d)	Work with Leicester City Council to explore potential policy interventions intended to mitigate the impacts of growth on PUA's transport system and economy	Stage 2 of the Principal Urban Area (PUA) Transport Study undertaken

A3	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A3 (a)	Improvements to A50 & A6 (N)	£0.5m	£3.5m LGF £0.5m City Council	£0.95m	£12.6m LGF £0.95m City Council	£19.0m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A3 (b)	Lubbesthorpe SUE and Strategic Employment Site			£1.8m	£3.3m	£5.1m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A3 (c)	Charnwood SUEs Transport Infrastructure Requirements	£0.045m		£0.045m		£0.09m	[Source: MTFS Revenue Budget]
Total		£0.545m	£4.0m	£2.795m	£16.85m	£24.19m	

Investment 2015/20: County Council £3.34m + Other £20.85m = Total £24.19m

A3	We will explore/consider:	Outcome:
A3 (e)	Reviewing the authority's long term transport strategy (LTP3)	Linked to outcomes of the PUA Study Transformation Project: Enabler: Data and Business Intelligence.
A3 (f)	Transport conditions on key corridors	Link areas of growth into the PUA and develop scheme proposals as necessary (jointly with Leicester City Council). Transformation Project: T4
A3 (g)	Opportunities to secure funding	Deliver Northern access for North East of Leicester SUE to unlock growth Transformation Project: T4

A4 East Midlands Enterprise Gateway

A4	We will:	Outcome:
A4 (a)	Work in partnership through the East Midlands Enterprise Gateway Board to support appropriate development at the Gateway, including at East Midlands Airport, Donington Park/ Formula E, East Midlands Strategic Rail Freight Interchange, and East Midlands Distribution Centre.)	Enhanced business growth and job creation in the locality

No investment proposed.

A4	We will explore/consider:	Outcome:
A4 (b)	Undertaking an East Midlands Enterprise Gateway transport study.	Inform what further transport measures that might be required in this area to support greater growth aspirations.

A5 Coalville Growth Corridor

A5	We will:	Outcome:
A5 (a)	Work with the Highways Agency to deliver improvements to M1 J22 - A42 J13	Housing and employment growth along the Coalville Growth corridor enabled. Transformation Project: T4
A5 (b)	Identify and secure funding for key local transport improvements to support planned housing growth for Coalville and Ashby.	Housing growth supported by appropriate infrastructure. Transformation Project: T4
A5 (c)	Identify and secure funding for key local transport improvements to support housing growth in SE Coalville with good connectivity to the town.	Housing growth supported by appropriate infrastructure. Transformation Project: T4
A5 (d)	Subject to the outcomes of public consultation, develop a business case for establishing a scheme and funding for the improvement of Hugglescote Crossroads	Improvements made to Hugglescote Crossroads Transformation Project: T4
A5 (e)	Seek opportunities and funding/finance options to develop/replace/enhance managed workspace within Coalville and North West Leicestershire	Managed workspace including provision for businesses to progress within the Coalville and North West Leicestershire area provided
A5 (f)	Seek opportunities and funding/finance options to restructure the Council's industrial portfolio to provided improved premises for 'fledgling' businesses in Coalville and North West Leicestershire	Increase in overall provision of starter units within Coalville and North West Leicestershire area
A5 (g)	Seek opportunities and funding/finance options to develop/replace local workspace/units on other county council owned land	Grow on units and a suitable mix of employment space within the Coalville and North West Leicestershire area delivered

A5	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A5 (a)	Improvements to M1 J22 – A42 J13	£1.08m	£2.5m LGF	£0.9m	£2.1m LGF	£6.58m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A5 (e)	Managed Workspace	£0.45m		£2.8m	£1.8m LGF + £0.7m Other	£5.75m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
A5 (f)	Starter Units	£0.5m		£1.75m	£1.35m LGF + £0.65m Other	£4.25m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
A5 (g)	Grow-on Units	£0.3m		£0.96m	£0.52m LGF	£1.78m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
Total		£2.33m	£2.5m	£6.41m	£7.12m	£18.36m	

Investment 2015/20: County Council £8.74m + Other £9.62m = Total £18.36m

A5	We will explore/consider:	Outcome:
A5 (h)	Other potential transport interventions along A511 corridor (including links to neighbouring counties)	A511 Corridor Studies undertaken Transformation Project: T4
A5 (i)	Completion of the cycle network in and around the Coalville area including Ellistown, Ibstock, Hugglescote etc.	Enhanced delivery of the Council's Local Sustainable Transport Fund project
A5 (j)	Findings of studies to identify other transport measures within the Coalville Growth Corridor	Linked to outcomes of the study
A5 (k)	Regeneration of the Springboard site in Coalville	Work with NWL District Council to deliver local growth

A6 Loughborough

A6	We will:	Outcome:
A6 (a)	Invest in the delivery of an Advanced Technology Innovation Centre and associated infrastructure at Loughborough University Science and Enterprise Parks (LUSEP)	Provision of units for advanced technology SMEs.
A6 (b)	Invest in further development of Loughborough University Science and Enterprise Parks (LUSEP)	Further provision of employment premises for high technology companies, including grow-on space.
A6 (c)	Ensure bridge stock at the Great Central Railway that is the responsibility of the Highways Authority, is maintained to a sufficient standard	Great Central Railway line can operate safely and effectively
A6 (d)	Identify requirements and seek to secure funding for transport measures to support local growth west of Loughborough and at Shepshed.	Housing and employment growth supported by appropriate infrastructure.
A6 (e)	Identify requirements and seek to secure funding for key junction improvements to support the regeneration of Loughborough.	Growth is enabled and movement in the town centre is maintained/ enhanced.

A6	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A6 (a)	LUSEP Advanced Technology Innovation Centre and associated infrastructure.	£0.45m	CBC (£0.15m) LU (£2.95m) City Deal (£2m) ERDF (£1.97m)			£7.52m	Some delivery has taken place in 2014/15. [Source: MTFS Capital Programme]
A6 (b)	Further Expansion of LUSEP			£1.05m	CBC(£0.35m) LU (£tbc) Others (£tbc)	£1.4m	[Source: MTFS Capital Programme]
Total		£0.45m	£7.07m	£1.05m	£0.35m	£8.92m	

Investment 2015/20: County Council £1.5m + Other £7.42m = Total £8.92m

A7 South West Leicestershire

A7	We will:	Outcome:
A7 (a)	Support the development and expansion of the MIRA Technology Park Enterprise Zone	MIRA continues to grow as a key transformational priority providing high quality jobs and establishing itself as a global centre of excellence.
A7 (b)	Deliver specific transport measures to support the economy of the Hinckley area	Tackle congestion, improve access to jobs and training for those without a car and support access to shops Transformation Project: T4
A7 (c)	Develop a business case for phase 4 of Hinckley Integrated Transport Strategy	Submit a robust bid for future Local growth Fund support
A7 (d)	Identify requirements and seek to secure funding for transport measures in Barwell and Earl Shilton SUE	Housing and employment growth supported by appropriate infrastructure.
A7 (e)	Work with the Highways Agency to ensure satisfactory completion of M1 J19	M1 J19 work completed
A7 (f)	Identify requirements and seek to secure funding for future transport improvements to Desford Crossroads	Improvements to safety and journey time and increased connectivity for businesses Transformation Project: T4
A7 (g)	Identify requirements and seek to secure funding for future transport improvements arising out of the B582 study	Identified options for improving B582 route, traffic distribution in and around the M1 Junction 21 area and connectivity to business and address traffic impact on settlements Transformation Project: T4
A7 (h)	Identify requirements and seek to secure funding for future accessibility improvements to the M1 and M69	Measures agreed with the Highways Agency arising from the South West Leicestershire Transport Study Transformation Project: T4

A7	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A7 (b)	Hinckley Area Project (Tackling Congestion and Improving Access to Jobs in Hinckley area)	£0.76m	£1.54m LGF	£1.1m	£2.1m	£5.5m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. (total scheme cost includes allowance for scheme design) [Source: MTFs Capital Programme]
A7 (c)	Hinckley Area Project (Phase 4)						£0.10m County Council funding provided in 2015/16 in A1(a) above [Source: MTFs Capital Programme]
Total		£0.76m	£1.54m	£1.1m	£2.1m	£5.5m	

Investment 2015/20: County Council £1.86m + Other £3.64m = Total £5.5m

A7	We will explore/consider:	Outcome:
A7 (i)	Working with the local planning authorities and the LLEP to deliver outcomes of the logistics study	Relevant findings of the study are implemented
A7 (j)	Future transport improvements on the A5	Work undertaken to identify and secure funding for measures to address safety and journey time reliability issues

B **PEOPLE**

In order to prosper and grow, our businesses require people who have the right skills, experience and qualifications both now and in the future. Our economy also needs people who are enterprising and creative. Sustainable employment also enables people to lead prosperous lives and reduces demands on public services. At present we have evidence both of opportunities and disconnects related to three key areas: skills mismatches, unemployment and the retention of higher level skills.

This section focuses on how the Council will work with the LLEP and other partners to support people into sustainable employment and help businesses recruit local people with the right skills so that they can grow. The major sources of funding for delivering People interventions are the City Deal and the European Structural Investment Funds Strategy (ESIF), in particular the European Social Fund (ESF). Both focus particularly on vulnerable individuals often furthest from the labour market (carers, care leavers, ex-offenders, and individuals with learning difficulties and/or disabilities) by providing intensive support to access and/or sustain employment or training. The County Council will work with the LLEP to develop commissioning plans for these people-based interventions. There will be opportunities for Council services to tender to deliver some of the proposed activity and interventions.

Commissioning by the LLEP will begin in 2015 following approval of the UK Operational Programme by the European Commission and agreement of 'opt-in' arrangements with the Skills Funding Agency, Department for Work and Pensions and the Big Lottery, so the detail and financial contributions around the People section will need re-visiting during 2015.

The People section supports other County Council priorities such as Supporting Leicestershire Families, Public Health activity and the Transformation Unit priorities. There are links to the activity set out in this section to many of the 'T24' projects and 'Corporate Enablers'. These include; Social Care and Health Information and Advice (T10), Unified Prevention (T12), Support to Voluntary Organisations and Communities (T19), Education Programme (T20) and 'Enablers'; Customer and Communities and Effective Commissioning.

B1 Strategic Activities

B1	We will:	Outcome:
B1 (a)	Work with the LLEP and other partners to influence the delivery of the City Deal/ESIF funded projects and programmes, including where appropriate through tendering to deliver activity.	Programmes and projects that meet county priorities.
B1 (b)	Support the development by the LLEP of skills plans for the major growth areas and transformation priorities.	Employers in growth areas able to recruit people with the right skills to meet their needs.
B1 (c)	Support sector based work academies e.g. East Midlands Airport Academy, Logistics Academy, MIRA Academy.	Employers in key sectors able to recruit people with right skills to meet their needs.
B1 (d)	Work closely with schools and colleges individually and through the Leicestershire Educational Excellence Partnership (LEEP) to ensure the best learning experience for all children and young people in Leicestershire.	Children and young people provided with learning and skills that will support them into sustainable employment.

No investment proposed.

B2 Training and Employment

This section focuses on providing training and employment opportunities in the County, including through preparing school pupils for the transition from school to employment, offering training relevant to the local labour market, and providing re-training opportunities for people that have not been engaging with employment or have been made redundant.

B2	We will:	Outcome:
B2 (a)	Encourage schools to fulfil their duty to provide high quality impartial information, advice and guidance (IAG) careers advice, and work with the education sector to further develop opportunities for training, apprenticeships, work placements, volunteering and entrepreneurialism. We will also promote and encourage attendance at the Leicestershire skills experience day and World Skills Show.	Young people provided with an impartial view of their future careers/training options have awareness of labour market opportunities. Transformation Project: T20
B2 (b)	Work with Leicestershire schools and colleges to provide employability skills as part of their regular timetable and make links with local employers to champion this activity.	Young people employable when they leave full time education and enter employment. Transformation Project: T20
B2 (c)	Influence plans to enhance IAG services to those furthest from the labour market that are not in full time education.	A coordinated approach between current providers when providing advice.
B2 (d)	Take a leading role in developing a Rural Inclusion programme to provide training and volunteering, capacity building, self-employment, work experience and apprenticeships.	Rural businesses and residents supported to provide/ secure sustainable work and training. . Transformation project: T19
B2 (e)	Deliver 6 weekly Work Clubs /Enterprise Hubs in 6 locations across the county, and support this to become a self-sustaining activity by 2017.	Face to face support offered to individuals looking for employment or advice on starting their own business.
B2 (f)	Expand the Wheels to Work scheme	People supported to access employment and training opportunities particularly those without private transport.
B2 (g)	Seek designation to become a 'Carer Friendly Employer'	Carers supported to stay in employment. Transformation project: T10
B2 (h)	Influence the design and delivery of a County Apprenticeship Hub	Under 24s placed into appropriate apprenticeships and provided with appropriate advice and guidance.
B2 (i)	Influence the design and delivery of the LLEP's Employment and Skills hub, which will co-ordinate all employment and skills interventions outlined in the City Deal and ESIF strategy.	Employment and skills interventions co-ordinated efficiently to respond to and meet changing labour market requirements.
B2 (j)	Commission 'Healthy Workplaces' programme, which engages with SMEs and identifies where businesses need to prioritise action to maximise productivity through improving employee's health & wellbeing	Improved productivity through having a fit and healthy workforce. Enabler: Effective Commissioning.
B2 (k)	Support the 'Platform for Health and Wellbeing'. The platform is a network of private, public and third sector organisations working together to improve health and wellbeing.	Action on improving health at work.

B2	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
B2 (a) + (b)	IAG Employability Skills in schools	£1.4m		£2.8m		£4.2m	[Source: MTFs Revenue Budget]
B2 (e)	Work Clubs/ Enterprise Hub	£0.1m		£0.05m		£0.15m	[Source: Economic Growth Earmarked Reserves]
B2 (f)	Wheels to Work	£0.031m	£0.135m			£0.166m	[Source: Economic Growth Earmarked Reserves]
Total		£1.531m	£0.135m	£2.85m		£4.516m	

Investment 2015/20: County Council £4.38m + Other £0.135m = Total £4.515m

B2	We will explore/consider:	Outcome:
B2 (l)	Undertaking a study to identify domiciliary care workforce.	Evidence to understand how recruitment to this sector can be improved. Transformation Project: T12
B2 (m)	Supporting the improvement of skills in the Health & Social Care workforce.	Become a proactive career path rather than reactive career path.

B3 Employability Skills and NEET

This section focuses on preparing people to become employable through working with schools, colleges, universities, the Adult Learning Service and businesses. 2.8% of young people aged 18 in Leicestershire are NEET (not in employment, education or training).

B3	We will:	Outcome:
B3 (a)	Support the extension of the Talent Match programme (currently being delivered in Coalville) to provide additional support to 18 – 24 year olds who require targeted support to access employment and training.	Improved employment opportunities for young people in targeted communities.
B3 (b)	Help shape the development of a programme to support currently unemployed ex-offenders serving community sentences find employment.	Complex barriers faced by young offenders seeking employment overcome.
B3 (c)	Support the development of a financial and digital inclusion programme for those furthest away from the labour market.	Those furthest from the labour market supported to access employment opportunities using digital services. Transformation Enabler: Customer and Communities which includes focus on 'Digital by Default.'
B3 (d)	Work with Melton BC, Blaby DC and Job Centre Plus to deliver the Transformation Challenge Project aimed at supporting people into sustainable employment.	Disadvantaged groups provided with a single point of contact to access key employment support services.
B3 (e)	Unified prevention, a new model of early intervention and prevention support. Project aims to deliver specific benefits to organisations working with vulnerable individuals and communities.	Integration and joint working to help partners gain a common understanding of need and demand, make joint commissioning decisions and identify duplicated services. Improve presence of voluntary groups and identify fairer and easier access to services. Transformation Project: T12
B3 (f)	Support the provision of a further 60 Work Placements for 16-25 year olds at the County Council through the Get Set project.	Young people provided with work experience to improve future employment prospects.

B3	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
B3 (f)	Get Set	£0.07m	£0.16m ESIF tbc	£0.11m	£0.16m ESIF tbc	£0.5m	[Source: Economic Growth Earmarked Reserves]

Investment 2015/20: County Council £0.18m + Other £0.32m = Total £0.5m

C BUSINESS

Investing in the county's businesses by providing a comprehensive business support service for our SMEs will support growth in priority sectors and across the wider economy. Through the City Deal a flagship Business Growth Hub - the 'Business Gateway' - will be established and will offer extensive support to businesses including economic intelligence, business advice and support (including sector-based and in relation to innovation) and a low carbon programme.

This section focuses on the provision of support and advice to businesses so that they can prosper and grow. The Council will contribute to the design and delivery of these services to ensure the needs of county businesses are met, and will supplement the support available including through the provision of loans and grants where appropriate.

C1 Business Growth and Development

C1	We will:	Outcome:
C1 (a)	Provide loans to local businesses through the operation and delivery of the Leicestershire Local Enterprise Fund (in conjunction with 'Funding Circle')	Improved access to finance and funding for county SMEs, and a return on investment for the Council
C1 (b)	Provide grants and other support to social enterprises and community organisations to reduce demand for services and build capacity to deliver services	Communities Strategy priorities are supported , including building community capacity and supporting commitments to develop alternative models of effective service provision
C1 (c)	Work with the new Business Growth Hub to support a programme of targeted seminars, workshops, networking and showcasing events on opportunities to do business with the Council and signpost these via the Council's website	Local businesses are aware of and supported to take up opportunities to do business with the Council
C1 (d)	Work with the LLEP to ensure that the Business Growth Hub supports businesses in key county growth sectors	Key growth sectors receive the support they require
C1 (e)	Publish and promote a pipeline of potential County Council contracts via dedicated portals, trade fairs and meet the buyer events	SMEs and social enterprises facilitated to do business with the Council
C1 (f)	Deliver the council's commitment to the 'Federation of Small Businesses Procurement Charter' which seeks to <ul style="list-style-type: none"> - Promote collaboration between partners and across sectors for contracts and encourage contactors to advertise 2nd or 3rd tier sub contracts via Source Leicestershire - Enable faster payment of invoices/supporting cash flows, - Simplify procurement /contractual processes and procedures and - Link contracts to employment and skills planning (inc professional development; apprenticeships) 	SMEs are better supported to develop and grow their business

C1	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
C1 (a)	Leicestershire Local Enterprise Fund (Loans)	£0.3m	£1.2m	£0.7m	£2.8m	£5.0m	This is a revolving loans fund that attracts private sector leverage [Source: Economic Growth Earmarked Reserves]
C1 (b)	Shire Community Solutions Grant	£0.26m		£0.745m		£1.005m	Grant funding can be used to support Social Enterprise solutions and projects/programmes to help deliver economic growth and development [Source: MTFs Capital Programme and Revenue Budget]
	Your Shire Community Grant	£0.16m		£0.445m		£0.605m	
Total		£0.72m	£1.2m	£1.89m	£2.8m	£6.61m	

Investment 2015/20: County Council £2.61m + Other £4.0m = Total £6.61m

C1	We will/explore/consider:	Outcome:
C1 (g)	Developing the Council's role in civil registrations for wedding ceremonies, working with Leicestershire Promotions Limited.	Number of ceremonies held in Leicestershire venues maximised in support of the visitor and hospitality economy

C2 Business Advice, Guidance and Regulation

C2	We will:	Outcome:
C2 (a)	Reduce the burden of red tape on local businesses and increase business awareness of regulation through continued delivery of the Better Business for All scheme and build on the 'Red Tape' Challenge (currently under review with partners)	Businesses better understand and less burdened by regulation. Targeted support provided to rural tourism, rural retail and land-based businesses and rural SMEs
C2 (b)	Work with the Leicester Energy Agency and others to promote/improve energy efficiency and carbon reduction advice in business support	The Business Energy Efficiency Programme (including energy audits) is supported and alternative energy production options developed (e.g. biomass; anaerobic digestion)
C2 (c)	Deliver training programmes and workshops that provide advice and guidance on rules and regulations (including environmental regulations) and support on 'Running your own Business'	Improved contract compliance and legal support to local businesses
C2 (d)	Provide advice to businesses on travel plans and grants to support 'green' travel	Sustainable travel is encouraged and congestion minimised.

No investment proposed.

C2	We will/explore/consider:	Outcome:
C2 (e)	Providing information and advice to SMEs on meeting business continuity requirements	Improved business resilience
C2 (f)	Working with others to develop and support establishment of a 'Single Point of Contact' for co-ordination and delivery of planning services, advice and support	Improved service delivery

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SCRUTINY COMMISSION – 4 MARCH 2015

QUARTER 3 2014/15 PERFORMANCE REPORT

REPORT OF THE CHIEF EXECUTIVE

Purpose of Report

1. The purpose of this report is to provide the Scrutiny Commission with an update on performance at the end of the third quarter of 2014/15 (October - December). It provides an overview of performance against the 'Enabling Economic Growth' and 'Safer Communities' themes of the County Council Strategic Plan 2014-18. It also highlights Strategic Plan performance on corporate areas not covered by the other scrutiny committees.

Policy Framework and Previous Decisions

2. In May 2014 the County Council agreed a new Strategic Plan to 2018 including a range of new priorities and supporting indicators and targets, to form the basis for future performance management.

Background

3. The report provides an update on performance by way of three dashboards. The first dashboard summarises current overall performance against the Council's Strategic Plan priorities and other key indicators and is attached as Appendix 1. Comparative information relates to 2013/14 results. More detail regarding Strategic Plan theme performance is being reported to the departmental scrutiny committees.
4. A second dashboard covers local economic growth and includes 6 indicators that are available quarterly, and is included as Appendix 2. A wider set of more strategic measures will be reviewed annually as part of the County Council Annual Performance Report covering: productivity and competitiveness; business survival rates; enterprise growth; skills; housing; and tourism
5. The third 'customers and corporate health' dashboard reports on corporate areas not covered by other scrutiny committees and is included as Appendix 3. It incorporates information on:
 - customers and communities
 - communications and perceptions
 - people management and equalities
 - property and environmental performance

- strategic commissioning/procurement
- information management
- risk management and audit

Red, Amber, Green (RAG) Rating of Performance

6. The following section outlines how RAG ratings have been determined in this report. This is based upon a common approach to RAG ratings for corporate performance reporting to Cabinet and Overview and Scrutiny Committees in general. The RAG ratings are based on performance towards the Strategic Plan targets for 2018 unless shorter-term or longer-term targets have been included, such as those relating to the Environment Strategy.
7. The RAG rating is a forward-looking indicator to prompt appropriate action; therefore, these definitions are firstly based around the action that is required.

GREEN - No action required. This would normally be when a performance indicator is meeting its target or on track to meet the target. As such no significant issues are being flagged up and actions to progress performance are in place.

AMBER - Light touch monitoring required. This would normally be triggered by a combination of the following:

- Performance is currently not meeting the target or set to miss the target by a narrow margin (see paragraph 9 below);
- There are a set of actions in place that are expected to result in performance coming closer to meeting the target by the end of the target or reporting period;
- There may be associated issues, risks and actions to be addressed to ensure performance progresses.

RED - Close monitoring or significant action required. This would normally be triggered by a combination of the following:

- Performance is currently not meeting the target or set to miss the target by a significant amount (see paragraph 9 below);
- Actions in place are not believed to be enough to bring performance fully back on track before the end of the target or reporting period;
- The issue requires further attention or action.

8. The RAG ratings are determined based upon assessments by the Corporate Performance and Business Intelligence team working with, but independent to departments.
9. The degree to which performance is going to miss a target is forecast based on judgements around a range of factors relevant to the particular target or service and actions in place. Some bodies use a precise percentage threshold between current performance and the target (such as plus or minus 10%) to determine RAG rating. However this blanket

approach can be misleading due to the varying ways that metrics behave. For example a 5% decline may be insignificant for an indicator that experiences significant fluctuation in a year (e.g. road casualties), but may be very significant for an indicator that rarely changes by more than 1% (e.g. household waste per household or bus passenger journeys). A threshold approach is also mainly backward looking due its reliance on past performance, and does not take into account existing or planned actions to mitigate risk and bring performance back on track. A more action focused approach has therefore been used based upon more detailed knowledge around the metrics and project progress.

Performance Update - Enabling Economic Growth

Local Economic Growth

10. The County Council's draft Enabling Growth Plan (EGP) is included as a separate item on the Scrutiny Commission agenda. It sets out to deliver economic growth priorities for the County and is aligned with the Leicester & Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan (SEP) and County Council Strategic Plan.
11. Recent data from the Royal Bank of Scotland Regional Growth Tracker shows that the Leicestershire and Rutland economy grew by 3.3% during 2014. This compares favourably with the equivalent regional (3%) and national (2.85%) figures. Another key measure of local growth is the value of goods and services produced in the area each year, known as 'Gross Value Added' (GVA). The recently reported 2013 result (£20.7bn) is higher than the 2012 result (£20.2bn) against a target to increase to £23bn by 2020.

Unemployment Rate

13. The County Job Seekers Allowance (JSA) claimant rate continues to show a downward trend since the beginning of 2014. The county rate of 0.9% in quarter 3 is better than the target of 1.1% and continues to be lower than the regional (1.8%) and national (1.9%) positions. Leicestershire was in the second quartile when compared to other counties in 2013/14.
14. The latest County ILO unemployment rate of 4.4% (September 2014) continues to be lower than the regional and national positions of 6.0% and 6.6% respectively. The ILO definition includes people who are: out of work; want a job; have actively sought work in the previous four weeks and are available to start work within the next fortnight; or out of work and have accepted a job that they are waiting to start in the next fortnight.

Employment Rate

15. The number of people in employment in Leicestershire was 332,600 at September 2014, the highest figure since 2006. The county's employment rate continues to show improvement and was 77.6% at September 2014,

exceeding the target of 75.6%. Since March 2014 the employment rate has increased by a significant 4.4%, a trend not seen at regional or national levels to the same degree. The County's employment rate remains above the regional (73.6%) and national (72.5%) positions.

Investment in Place – Building the Infrastructure for Growth

Key Employment Land and Development Sites

11. The Government gave the green light to extend the MIRA Technology Park Enterprise Zone on 12 February. At the same time it was confirmed that GKN, Continental and Goodyear are set to move to the Park while Swedish company Haldex has now opened its new building there. Together, the 4 companies will create more than 100 jobs.
12. Regarding the East Midlands Enterprise Gateway, the Roxhill planning application is currently with the Planning Inspectorate for its determination. Partners are currently examining proposed changes to the draft Development Consent Order and the Local Impact Report is being firmed up. An East Midlands Enterprise Gateway (EMEG) Board has been set up (autumn 2014), led by the private sector, which covers a wider area than the Roxhill proposal. Three 'task and finish' groups were established to examine identified issues and suggest what resources are needed to resolve them. These cover: access to work (via public transport); skills and employment; and transport infrastructure.
16. Work has commenced on the Loughborough University Science and Enterprise Parks (LUSEP) City Deal and County Council/ Charnwood Borough Council funded 'Advanced Technology Innovation Centre,' and construction of the associated infrastructure is imminent. A wider area than LUSEP, incorporating land owned by Wilson Bowden extends to the west close to the M1 motorway. A phased masterplan for the whole site is currently being developed.

Broadband Connectivity

17. The Superfast Leicestershire and Superfast Extension rural broadband programmes will increase the proportion of Leicestershire premises with super-fast broadband access from 75% to 94.8%. As of quarter 3 an estimated 81% of all Leicestershire premises have access to super-fast broadband connectivity, an increase of 3% since the previous quarter. There are now 18,655 additional premises with access to high speed broadband.
18. In November 2014, the take-up rate for superfast broadband where the Council has invested was 8.1%. This compares well to Nottinghamshire (1.5%) and Derbyshire (3.4%) who are at similar stages of investment. The local demand stimulation campaign is working to ensure increased take-up in deployed areas and a range of strategies are being piloted.

19. Project developments that are helping to secure 100% superfast coverage across the county include the following:-

- The BT contracted deployment is on schedule.
- The Superfast Extension Programme to increase coverage further is currently in procurement. A new contract is expected to be awarded in late March / early April.
- £0.5m has been withheld to explore community-led deployment solutions. Assessments are currently underway to determine viability of different models.

Investment in Business – Business Growth and Business Support

Business Growth Hub

20. During November 2014, the LLEP launched the Leicester and Leicestershire Business Growth Hub, known as 'The 'Business Gateway' (www.llepbizgateway.co.uk). It will signpost businesses to national programmes and information, and provide links to key areas of local support and development to help start-up, growth and development. Developments such as this will promote businesses survival, which has been identified as low in Leicestershire compared to other counties.

Business Loans

21. The business loan scheme has a fund of up to £1m over 2 years from the Council's Economic Growth reserves. It is being administered by Funding Circle (a peer-to-peer lending organisation) and will improve funding available to local businesses as well as providing a good rate of return on the County Council's funds. By the end of December 2014, the Council had loaned £290,000 to 31 businesses, which has been matched by over £1.2m of private sector co-investment. The estimated net return on the Council's investment at this stage is 5.7%.

Tourism

22. The Council supports the visitor economy through a contract with Leicestershire Promotions Limited (LPL). 'Evidence of bed nights booked' increased significantly from 30,761 in quarter 2 to 35,926 in quarter 3. This increase is partly due to an increase in the number of people using the 'Stay, Play, Explore' website, which offers discounted packages including accommodation and tickets to the county's top attractions.

Investment in People – Employment and Skills support

Wheels to Work

23. The Wheels to Work scheme loans out scooters for up to 6 months at low rates to people travelling to employment or education, who are not already benefiting from other transport bursaries. Currently 150 scooters are

available to hire, making Leicestershire's the largest scheme in the country. Quarter 3 figures saw an increase in bikes allocated to clients despite this usually being a quiet time of year.

Jobs Fairs

24. Three job fairs have taken place since September 2014. The events brought together potential employers, training providers, Job Centre Plus, District Councils and further education colleges:
25. The Hinckley jobs fair was attended by 34 companies. There were over 700 full time and part-time jobs on offer particularly through agencies representing companies, as well as training and volunteering opportunities. 224 people attended the event and 8 positions were reported as filled from 31 candidates interviewed. A special session was held at this event to help support those furthest away from the labour market. As a result of the LCC Get Set programme attendance at this jobs fair, 3 people were placed into voluntary work experience placements.
26. The Fosse Park jobs fair was attended by 31 companies. Over 400 people attended the event and workshops held on CV writing, interview skills and starting a business attracted 30 attendees. Feedback from the event was extremely positive from both companies and attendees.
27. The Loughborough jobs fair was attended by approximately 40 organisations and companies to promote jobs and learning and skills development opportunities.

Increasing Skills and Minimising Young People Not in Education, Employment or Training (NEETs)

28. The County rate for 16-18 year old NEETs has remained low and improved slightly over the past 3 years. In December 2014, the County rate was 3.1% which compares well with the regional (4.4%) and national (4.7%) positions. Leicestershire was in the top quartile when compared to other counties during 2013/14.

Talent Match Programme

29. The 5 year Princes Trust Talent Match Programme is continuing to provide bespoke employment support for 18-24 year olds who are not in employment, education or training (NEET) in the Coalville area. Advisers work intensively with each participant to remove barriers to work and offer one to one support to help them become work ready. During 2014, 28 participants gained work experience placements, exceeding the programme target of 25. Since the start of the programme there have been 54 work placements.

Adult Learning Programmes

30. There were 6,691 enrolments for all Adult Learning Programmes during the academic year up to 31 December 2014. 52% of participants have enrolled in programmes with vocational outcomes or English and Maths provision.
31. The Council's Adult Learning Service traineeship programme for 16-24 year old 'NEETs' has enrolled 30 candidates to date. The participants have been engaged through a variety of partner organisations including the Prince's Trust and Connexions, and are currently in training, on work placement or have completed the programme

Recruitment of Apprentices

32. The County Council currently has 64 apprentices working across all departments in roles such as administration, finance and customer services. The Adult Learning Service has a further 116 apprentices enrolled on apprenticeship programmes working for other public and private sector employers in Leicestershire.

Get Set Project

33. The Get Set Project supports young people aged 16-25 into 3-6 month voluntary work experience placements across a range of departments within the County Council. The aim is to tackle youth unemployment through bespoke opportunities directly tailored to the individual's career aspirations and personal needs. 68 young people have been supported in placements, exceeding the target of 60. 25 young people have successfully completed their 6 month placement of which just over half secured part-time or full-time employment in their area of interest.

Performance Update - Safer Communities

34. The total crime rate, domestic burglary rate and violent crime with injury rate have continued to reduce in quarter 3 compared to last year. All appear to be on track to meet targets. Vehicle crime has continued to increase over the period with 99 (2.67%) more crimes than last year and is currently rated 'amber.'
35. The re-offending rate of young offenders has increased in quarter 2 and is now higher than this time last year and is currently rated as 'amber.' The Youth Offending Service's re-offending toolkit is providing better tracking and information sharing which has led to a reduction in re-offending for those on community penalties, however reoffending by those not under the supervision of the youth offending service has increased. The number of first time entrants to the criminal justice system aged 10-17 has reduced following increases earlier in the year, and is only 8 individuals higher than this time last year and is currently rated 'amber.'

36. Survey measures regarding anti-social behaviour (ASB) have further improved, with a reduction in the % of people stating that they have been a victim and an increase in the % of people stating that they feel that the police and other local public services are successfully dealing with ASB and crime. Criminal damage offences were slightly lower across the County at quarter 3 compared to last year. The Community Trigger and revised approach in line with the ASB, Crime & Policing Act is now in place.
37. Referrals to domestic abuse services have increased and services remain stretched. The Domestic Abuse Partnership is monitoring the situation and a commissioning of revised support services for October onwards is under way. The number of hate incidents reported to the police and hate incident monitoring project has increased in line with the aim of increasing reporting. Findings from the recent Leicester University study into hate crime will be incorporated into forward plans to address hate.

Performance Update - Customers and Communities (Appendix 1)

38. The Customers Dashboard includes data from the new Cmetrix customer perception system, for which 1,376 responses were received during quarter 3. A total of 5 out of 7 indicators met the satisfaction target of 80% for the first time, while the remaining 2 indicators (linked to timeliness of responding) only narrowly missed this target.
39. The performance of the Customer Service Centre has improved over the past 3 quarters. The proportion of calls answered within 60 seconds has improved from 58% during quarter 1 to 74% at quarter 3, against a target of 80%.

Performance Update - Corporate Health (Appendix 1)

40. The number of days lost per FTE to sickness absence for quarters 1 to 3 was 6.46 days. The rolling 12 month figure for days lost per FTE is currently 9.42 days. A more robust approach to sickness absence management is being taken by managers, which is reflected in a significant increase in the number of absence management cases underway during 2014/15. In addition, work continues to implement the Workplace Wellbeing Charter, which supports the wider health and wellbeing of all staff.
41. There has been a slight overall decline in the % of the workforce with a disability over the past year. However, there has been a more marked reduction in the % of employees with a disability at grade 13 or above. The issue was discussed at the January Equalities Board, and is being investigated.
42. The latest Stonewall Workplace Equality Index has been released, with the County Council ranked 17 out of 397 entrants. The index measures efforts to tackle discrimination and create an inclusive workplace for lesbian, gay

and bisexual employees, and the 2015 version index is based on revised criteria.

43. The number of staff and non-staff accidents increased between quarter 1 and 3. The health and wellbeing team have used a range of media to promote incident reporting, and the increase may be due to this approach rather than an actual increase in incidents.

Background papers

Leicestershire County Council Strategic Plan 2014-18

http://www.leics.gov.uk/index/your_council/council_plans_policies/our_priorities_and_objectives.htm

Circulation under Local Issues Alert Procedure

None

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Appendices

Appendix 1 - Strategic Plan Dashboard

Appendix 2 - Economic Performance Dashboard

Appendix 3 - Customers and Corporate Health Dashboard

Equality and Human Rights Implications

44. A number of areas of the report highlight performance on equalities issues. Equalities performance will continue to be monitored and feed into actions to improve performance where required.

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Appendix 1 - Strategic Plan Performance Dashboard, Quarter 3, 2014/15

Key Strategic Plan Priorities

EC: Enabling Economic Growth
 H&SC: Better Care - Health and Social Care Integration

C&F: Supporting Children and Families
 ENV: A Better Environment/Place
 Safer: Safer Communities
 W = waiting for results

Key: R A G W

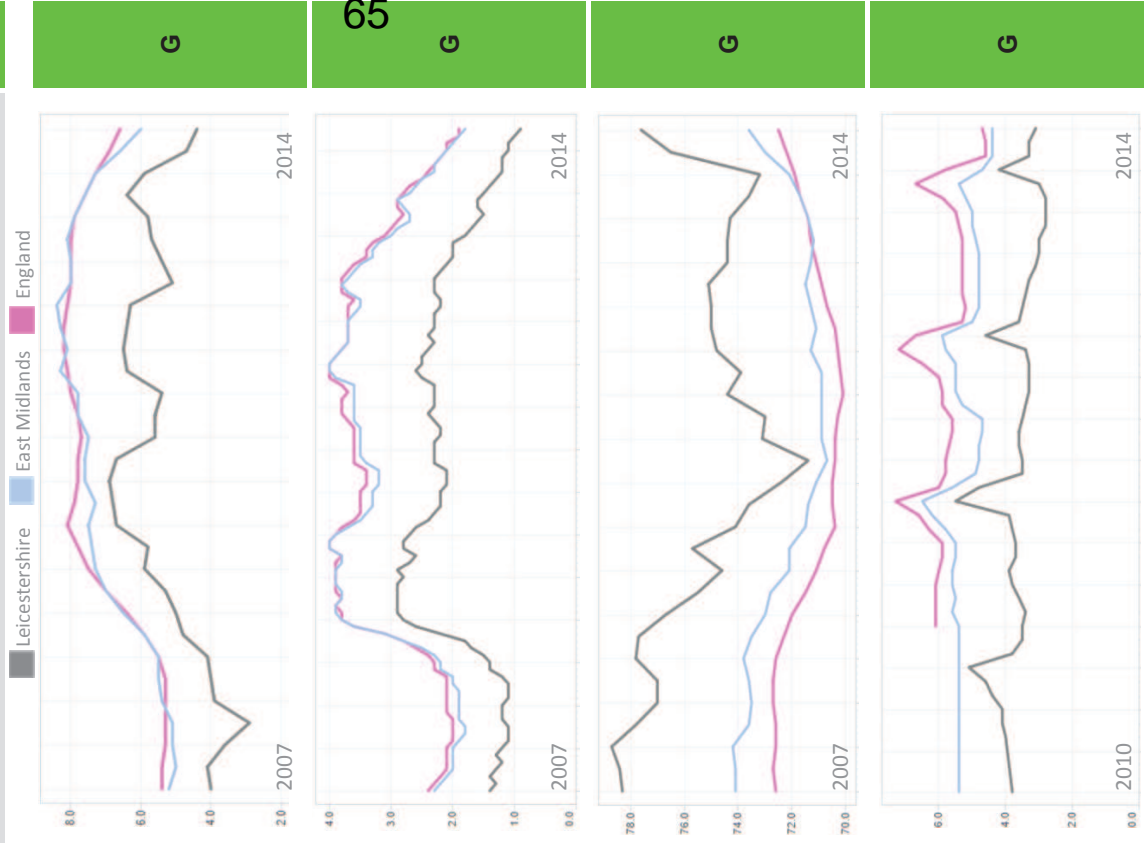
		PERFORMANCE INDICATORS				2013/14 COMPARATIVE POSITION			
		LCC SERVICES		QUARTERLY INDICATOR RATINGS (Red/Amber/Green)	ANNUAL INDICATOR RATINGS (Red/Amber/Green)		PI QUARTILE (available for 96 indicators)		
						TOP	MIDDLE	BOTTOM	COST quartile
	TOTAL		7 30 40 9	5 37 34 9	20	55	21		
EC	Infrastructure for Growth		2	1 2		2			
EC	Business Growth and Support			1 4 4			1		
EC	Employment and Skills		6	3	1	3	1		
EC	Strategic Transport Infrastructure			1 1 1		1	1		
EC	Sustainable Transport, Maintenance & Safety		1 3	2 1	3	1	1	1	
H&SC	Better Care Fund Plan		1 1 1 2	1 1	1	2	1		
H&SC	Adult Social Care		1 1 1	2 5 1 1	1	1	5	1	
H&SC	Mental Health		2 2	1 3 3		5	1		
H&SC	Public Health - Prevention and Early Intervention		1 7 3 1	3 9	5	14		3	
H&SC	Physical Health, Sport and Physical Activity			2 1		3			
C&F	Children & Young People's Health and Wellbeing		2	1 1		3	2		
C&F	Children & Young People are Safe		1 6	8 4	4	5	3	1	
C&F	Children & Young People Achieve		1 2 1	12 3 1	2	11	2	1	
C&F	Early Help & Supporting Families		3		1				
Safer	Youth Justice		2 1			2			
Safer	Crime & Antisocial Behaviour Minimisation		2 5		1	1	2		

	LCC SERVICES	PERFORMANCE INDICATORS		2013/14 COMPARATIVE POSITION							
		QUARTERLY INDICATOR RATINGS (Red/Amber/Green)	ANNUAL INDICATOR RATINGS (Red/Amber/Green)	PI QUARTILE (available for 96 indicators)							
				TOP	MIDDLE	BOTTOM					
Key:		R	A	G	W						
Safer	Supporting Victims of Crime and Disorder	2	2								
ENV	Carbon Emissions & Climate Change	3	4	1							
ENV	Waste Management	2	1			1	1	1			
ENV	Cultural Environment	2	4	1							2

Economic Performance, Quarter 3, 2014/15

Building The Infrastructure for Growth	% of homes and businesses with access to high speed broadband	94.8%	2016/17	81.0%	Dec-14	G
	No. of additional premises with access to high speed broadband	54,000	2016/17	18,655	41974	G

Employment & Skills	Unemployment (ILO)	NA		4.4%	Oct 13 - Sep 14	G
	Unemployment rate (JSA)	1.1%	2020	0.9%	Dec 14	65 G
	Employment Rate	75.6%	2020	77.6%	Oct 13 - Sep 14	G
	16-18 Year olds NEET	<4%	2017/18	3.1%	Dec-14	G



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CUSTOMERS & COMMUNITIES

PERCEPTIONS

RECENT CUSTOMERS	Q1	Q2	Q3	Q4	STATUS
% SATISFIED WITH OVERALL SERVICE	83%	80%	83%	84%	G
% Satisfied with our service overall	70%	75%	83%	~	G
% Satisfied the advisor fully understood their issues	70%	78%	84%	~	G
% Satisfied with how knowledgeable the advisor was	70%	77%	82%	~	G
% Satisfied with time taken to respond	70%	73%	78%	~	A
% Satisfied with helpfulness and politeness of staff	70%	78%	84%	~	G
% Satisfied with explanation of when their query will be resolved	70%	68%	75%	~	A
% Customers stating they understood advice	70%	76%	81%	~	G

RESIDENTS

	PREV TOTAL	Q1	Q2	Q3	Q4	TREND
% think local public services treat all types of people fairly	93.6%	88.4%	91.3%	87.8%	~	↘
% think Leicestershire County Council doing a good job	NA	48.1%	55.4%	59.7%	~	↗
% agree that Leicestershire County Council provides value for money	NA	72.1%	76.6%	71.1%	~	↘
% feel well informed about Leicestershire County Council	NA	49.3%	55.5%	54.9%	~	↔

COMMS & MEDIA RATING

	TARGET (14/15)	Q1	Q2	Q3	Q4	STATUS
Number of media points	6,000	1,657	1,600	1,758	~	G
Number of followers @leicscountytv	~	6,652	7,678	8,493	~	G
% Campaigns rated green - outcomes	80%	90%	95%	100%	~	G
Number of interpretation bookings	~	190*	160	203	~	~
Number of British Sign Language interpretations	~	31*	18	11	~	~
Number of translations provided	~	11*	7	15	~	~

* Q1 data for period April 14 - July 14

COMMENTARY
 Risk Management - New risks added:
 - Leicestershire Highways Operations - Financial Information System Implementation Project - The IAS Phase2 and LHO Project risks will both be combined and incorporated under "Disruption to business as usual as a result of delays in embedding systems, processes efficiently and effectively"

WORKFORCE PROFILE & EQUALITIES

	TARGET 2013/14 2014/15	Q1	Q2	Q3	Q4	STATUS
TOTAL COST OF WORKFORCE (£m)	~	£148.1m	£36.88m	£71.63m	£108.9m	~
NUMBER OF STAFF EMPLOYED	~	6,474	6,509	6,490	6,551	~
SICKNESS ABSENCE (number of working days per FTE) <i>summarised/entry on line figure</i>	7.5	9.47	1.6/1.76	3.95/ 9.78	6.26/ 9.42	A
% STAFF SATISFACTION WITH COUNTY COUNCIL AS AN EMPLOYER	76%+	~	~	~	~	~
% WORKFORCE THAT FEELS LCC IS COMMITTED TO EQUALITY & DIVERSITY	91%+	~	~	~	~	~
NUMBER OF ACTION PLANS	~	23	8	8	7	~
% OF EMPLOYEES FROM A BME BACKGROUND	10.50%	8.84%	8.57%	8.75%	8.79%	A
% OF BME EMPLOYEES AT GRADE 13 & ABOVE	10.50%	7.92%	7.73%	8.58%	8.07%	A
% OF EMPLOYEES WITH A DISABILITY	6.00%	4.57%	4.47%	4.41%	4.34%	A
% OF DISABLED EMPLOYEES AT GRADE 13 & ABOVE	6.00%	3.39%	3.41%	2.93%	2.69%	R
% OF WOMEN ON GRADE 13 & ABOVE	58.00%	53.62%	54.09%	54.40%	54.93%	A
% OF EMPLOYEES DECLARING SEXUAL ORIENTATION	50.00%	37.53%	38.98%	36.89%	36.83%	A
STONEWALL WORKPLACE EQUALITY INDEX RANKING	~	11	11	11	17	~

WORKFORCE CASES

	TARGET 2013/14 2014/15	Q1	Q2	Q3	Q4	STATUS
COUNSELLING SERVICE - NEW REFERRALS	234	53	72	65	~	~
COUNSELLING SERVICE - SESSIONS PROVIDED	633	204	186	224	~	~
GRIEVANCE CASES ONGOING	6	5	4	2	~	~
DIGNITY AT WORK CASES ONGOING	9	9	12	12	~	~
NUMBER OF NON-STAFF ACCIDENTS	143	54	84	89	~	~
NUMBER OF ACCIDENTS	385	114	172	193	~	~

PROPERTY FACILITIES & ENVIRONMENTAL IMPACT

	TARGET (14/15)	Q1	Q2	Q3	Q4	RAG
TOTAL BUSINESS MILES CLAIMED (000s) (projected)	7,580	7565	7427	7311	(Q2)	G
TOTAL CO2 EMISSIONS FROM LCC BUILDINGS (tonnes) (rolling 12 month)	8,949	9,143	9,028	~	~	A
WASTE PRODUCED FROM LCC SITES (tonnes) (rolling 12 month)	<791	768	686	636	~	G
% WASTE FROM LCC SITES RECYCLED (rolling 12 month)	63%	59.8%	57.2%	55.5%	~	A
PAPER USE (A4 equivalent, millions) (rolling 12 month)	~	12.86	12.83	~	~	G
OPERATING COST PER WORKSTATION (OFFICE ACCOMMODATION)	~	~	~	~	~	~

TRANSFORMATION & SAVINGS

	TARGET	ACTUAL	RAG
EFFICIENCIES / OTHER SAVINGS ACHIEVED (000s)	£10,905	£11,412	G
SERVICE REDUCTIONS ACHIEVED (000's)	£7,380	£7,884	G
TRANSFORMATION PROJECTS/ IMPROVED OUTCOMES	Separate monitoring & reporting being established		~

CORPORATE HEALTH

	2013/14 Yr End	Q1	Q2	Q3	Q4	CHART
CONTRACT PROCEDURE RULE EXCEPTIONS	37	6	4	11	~	↘
CONTRACT EXTENSIONS WHERE NOT PROVIDED FOR IN THE CONTRACT	6	4	2	2	~	↘
NUMBER OF HIGH RISK CONTRACTS RATED RED	0	0	0	0	~	~
PROCUREMENT SAVINGS	£7.41m	£3.33m	£3.54m	£3.45m	~	↗

INFORMATION ISSUES

	2013/14 Yr End	Q1	Q2	Q3	Q4	CHART
INCIDENTS REPORTED TO THE IC (BY THE AUTHORITY)	1	0	0	0	~	~
NUMBER OF INFORMATION SECURITY INCIDENTS	59	11	17	24	~	↗

AUDIT & RISK MANAGEMENT

	Q1	Q2	Q3	Q4
HIGH RISKS	17	20	18	~
NEW HIGH IMPORTANCE AUDIT RECOMMENDATIONS AGREED DURING THE QUARTER	4	1	7	~
NO. OF HIGH IMPORTANCE RECOMMENDATIONS NOT CONFIRMED AS IMPLEMENTED DURING THE QUARTER	8.5	6.0	12.0	~
INVESTIGATIONS MOVEMENTS DURING QUARTER (START + NEW - CLOSED)	1	2	1	~

Mr. S. J. Galton CC

Mr. J. T. Orson JP CC,
Chairman of the Police and Crime Panel

Thursday 6 November 2014

Dear Joe

SCRUTINY COMMISSION – 5 NOVEMBER 2014:
CONSIDERATION OF THE COUNTY COUNCIL'S ANNUAL PERFORMANCE REPORT

At the Scrutiny Commission meeting yesterday afternoon, we considered the County Council's Draft Annual Performance Report. We were largely happy with the content, though we did have some serious concerns about Leicestershire's crime statistics - particularly around domestic burglary, vehicle crime and incidents of violence, all of which show worrying trends of increase when compared with this time last year.

We have no doubt that, as Chairman of the Police and Crime Panel (PCP), you are working hard to challenge the Police and Crime Commissioner (PCC) on crime levels, however we felt that it might be helpful in your questioning on these issues to draw his attention to the concerns we share as County Council's designated "Crime and Disorder" Scrutiny Committee.

We would welcome the opportunity to have a discussion with you at a future meeting of the Commission on the outcome of any debate with the PCC on these issues.

Yours sincerely



Simon Galton CC
Chairman of the Scrutiny Commission

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SCRUTINY COMMISSION - 4 MARCH 2015

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

2014/15 MEDIUM TERM FINANCIAL STRATEGY MONITORING (PERIOD 10)

Purpose of Report

1. To provide members with an update on the 2014/15 revenue budget and capital programme monitoring position.

Policy Framework and Previous Decisions

2. The 2014/15 revenue budget and the capital programme for 2014/15 to 2017/18 were approved by the County Council at its budget meeting on 19 February 2014 as part of the Medium Term Financial Strategy (MTFS). The MTFS is monitored throughout the financial year.

Background

3. The latest revenue budget monitoring exercise shows a net projected underspend of £13.6m, as summarised in Appendix 1. Details of major variances are set out below.
4. The latest capital programme monitoring exercise shows an underspend of £9.9m compared with the updated budget.
5. Paragraph 37 below sets out a proposal to use the projected underspend to provide funding for the street lighting LED capital project in the 2015 Medium Term Financial Strategy (MTFS), to fund potential carry forward requests and contributions to the Transformation earmarked fund and to continue the strategy to reduce debt to achieve ongoing revenue savings.
6. The monitoring information contained within this report is based on the pattern of revenue and capital expenditure and income for the first ten months of this financial year.

REVENUE BUDGET

7. The results of the latest revenue budget monitoring exercise are summarised in Appendix 1.

Children and Family Services (C&FS)

Dedicated Schools Grant

8. A net underspend of around £2.1m is currently forecast mainly relating to contingency funding for post 16 Special Educational Needs not being required in 2014/15 and lower demand than expected on Early Learning and Childcare. This net underspend will not impact on the General County Fund as under the terms and conditions of Dedicated Schools Grant any underspend must be allocated to the following year's Schools Budget.

Other Children and Family Services

9. A net overall underspend of £2.58m (4.2%) is forecast for the department.
10. The position includes a forecast overspend on the Placement Budget of £3.4m. This budget pressure refers to those children placed in placements commissioned from the independent sector, principally independent fostering agencies as in-house, and less expensive, provision is currently saturated. This position is similar to the pattern of projections last year and was mitigated by the budget controls that were put in place. This approach is being taken again this year and is being further strengthened by the measures set out below.
11. The Department continues to implement short and medium term actions to offset the overspend on the Placement budget, including:
- Management tracking of each child's case to ensure these are progressed in a timely manner;
 - Strengthening the accountability of budget holders;
 - Focused work on a cohort of 22 children's cases that represent an opportunity to reduce their placement costs whilst continuing to provide care that is effective for that child;
 - Focused work on groups of current providers of independent fostering services that are providing placements for groups of children to drive out savings;
 - Recruit additional in house foster carers and consider the use of an external agency to assist, possibly on a payment by results basis;
 - Participation in regional commissioning of placements to drive down costs potentially through the use of a framework contract.
 - Generating underspends in other budgets; the 2015/16 MTFS has realigned budgets accordingly and additionally it provides growth in the Independent Fostering Agencies budget.

12. In the medium term, following the approval of a new strategic approach by the Cabinet in December 2013, the department is implementing a new Fostering and Adoption recruitment plan with a view to achieving an increased diverse 'bank' of foster carers, and implementation of the placement commissioning strategy ('Choices'), which will establish a deliberate approach to commissioning services for children in the care of the Council that will be more cost effective.
13. The 2014/15 departmental budget includes funding of £3.2m to offset the reduction in Early Intervention Grant and the expansion of the offer of free education for disadvantaged two year olds. The 2013/14 MTFs assumed that the expansion of the two year old offer would be unfunded and made provision accordingly, however additional funding was subsequently received in the 2014/15 Dedicated Schools Grant. At this stage an underspend of £2.1m is reported against this funding.
14. Underspends are also forecast on several other budgets:
 - Specialist Assessment and Response budget (£1.1m), due to management decisions to freeze a number of posts and an early start on transition to the new target operating model for the service;
 - Disabled Children Service (£0.75m), due to savings required in 2015/16 being delivered early;
 - Premature retirement costs (£0.65m), due to a reduction in requests from schools for financial support for redundancies;
 - Targeted Early Help (£0.56m), due to staff vacancies and underspends on a number of commissioning projects.

Adults and Communities

15. Growth of £7.3m was included in the 2014/15 budget to mitigate forecast demographic growth pressures and also efficiency shortfall issues materialising in 2013/14. Pressures are continuing into 2014/15 and a net overspend of £2m (1.5%) is currently forecast, albeit with some risks. This position is after uplifting demand budgets by £3m to reflect inflationary pricing pressures.
16. The key forecast overspends are noted below.
 - Residential and nursing care, net overspend of £1.5m, due to income levels from service users being less than expected, a data cleansing exercise and a detailed review of all debts.
 - Independent Sector Home Care and Direct Payments, overspend £0.6m. Increased levels of demand for home care support commissioned from the independent sector. This has come about as service users are presenting with increased levels of need. In addition to this there are pricing pressures driven by sector wide issues of capacity shortage and increasing wage costs being experienced by providers.

- Service User Fairer Charging Income (non residential), overspend £0.6m. There is an expected shortfall in income from charging for services. This is partly due to service user's assessed financial charges and their ability to contribute to the cost of their care. Issues relating to the implementation of the Integrated Adults System (IAS), the new care management system has also resulted in a short term loss of income due to the inability to back date charges to service users.
 - Deprivation of liberties, DOLS (overspend £0.3m). Following recent legal challenges nationally, there has been an increasing number of DOLS referrals and assessments. Due to capacity in the team it has been necessary to commission external expertise to manage the demand. This pressure has been recognised in the 2015/16 budget where growth of £0.4m has been allocated for the additional demands.
 - Community equipment pooled budget (overspend £0.2m). Demand for community equipment has increased as more people are supported in their own homes.
17. The overspends above are partially offset by underspends in other areas, including:
- HART (£0.6m) Where home care assistant turnover and efficiencies are being realized following the implementation of the new rostering system.
 - Assessment and care management teams (£0.5m) due to vacancy controls and savings from service reviews.
 - Communities and Wellbeing (£0.3m) as a result of employee underspends and managing book fund expenditure.
 - Additional income and early achievement of social care savings (£0.2m) around continuing healthcare income and the review of preventative services.
18. A number of actions have been taken, including an independent review of the strategic direction of the department to assist with demand management and income collection. The following system changes have been implemented;
- Increased management controls for care packages commissioned through a change to delegated powers. All higher cost placements are subject to an enhanced level of senior management oversight and control.
 - Existing arrangements for deciding on the packages commissioned have been reviewed and increased controls relating to care home placements and home care package cost post hospital discharge are now in place.
 - A robust approach to claw back of personal budget underspends has been implemented to ensure that unused cash balances are returned and ongoing reductions are made to personal budget allocations.

- A review of income collection including, reducing the number of outstanding financial assessments and annual service user reviews. In the medium term, following the upgrade to IAS, a review of all income collection processes will be undertaken with a view to improving efficiency by reducing the number of manual processes in place.
 - Underspends will be maximised through vacancy control processes.
19. In January 2015 the Department received a specific grant of £0.5m from the Department of Health to help reduce the number of recorded Delayed Transfers of Care (DTCOC) attributable to social care. The grant has to be spent by the end of March 2015. The funding has been specifically allocated to reablement services, service user review and step down support. Due to the grant timescales, £0.3m of existing eligible spend will be substituted to maximise the grant claim. The resulting underspend will be carried forward to 2015/16.

Public Health

20. Following the transfer of Public Health budgets from the NHS, a review of contracts has resulted in a number of opportunities to reduce the cost of services procured through scrutiny of transferred commissioned services. This means that a saving of around £1m is likely to be realised in 2014/15 which provides the opportunity to bring forward MTFs savings targets in 2015/16 of £0.5m rising to £1m in 2016/17.
21. An underspend of £0.9m is also forecast due to: lower volumes of activity than original anticipated in sexual health contracts, lower payment by result costs in smoking and tobacco prevention contracts, slippage on substance misuse projects and staff turnover. Preventative spend elsewhere in the County Council suitable for substitution will be identified and evaluated through a prioritisation tool to assess its Public Health value compared to other opportunities.

Environment and Transportation

22. The Department is forecast to have a net underspend of £1.4m (1.8%). This includes:
- Highways - a net underspend of £0.59m on highways maintenance is partly offset by a shortfall on the contribution from Leicestershire Highways Operations of £0.40m.
 - Transportation - underspends on Concessionary Travel (£0.33m), Mainstream School transport (£0.29m) and transport staffing and administration costs (£0.29m) are partly offset by overspends on Special Education Needs transport (£0.25m) and Public Bus Services (£0.2m) and Social Care transport (£0.05m).
 - Environment - underspends in several parts of the Environment budget are partly offset by overspends on Landfill (£0.64m), Composting and Waste Wood contracts (£0.21m) and Treatment contracts (£0.08m).

Chief Executives

23. The Department is forecast to have a net underspend of £0.89m (7.7%), mainly relating to underspending on New Homes Bonus funded schemes, the early achievement of savings in Democratic Services, staff vacancies and increased income, offset by an overspend of £0.1m on Coroners.

Corporate Resources

24. The Department is forecast to have a net underspend of around £0.73m (2.0%), mainly relating to School Food over-performance against targets, staffing underspends and increased income, partly offset by additional ICT project expenditure, property disposal costs relating to additional capital receipts and overspends on East Midlands Shared Services and Insurance.

Contingencies

25. A contingency of £4m was made against delays in the achievement of savings. At this stage of the year and given the forecast overspend on Adults and Communities, the contingency has been released and is shown as an underspend.
26. A provision of £3m was made for severance/invest to save issues. If the requirement is less during the year, the balance will be transferred to the Transformation earmarked fund to meet costs in future years.
27. A contingency of £6.0m was made for inflation. The vast majority has now been allocated to departments for residential care charge increases, pay awards, inflation on premises, ICT, street lighting energy, waste budgets and for several other minor items.
28. The MTFs includes a £1m contingency for business rates income. The contingency is to fund potential shortfalls in business rates income impacting in later years and will be transferred to an earmarked fund at year end.

Central Items

29. Bank and other interest is forecast to be £0.4m higher than the original budget, due to balances being higher than anticipated
30. An underspend of £0.5m is forecast on the Financing of Capital budget, arising from the voluntary repayment of debt of £8.4m in 2013/14, funded from the net underspend at year end.
31. The Financial Arrangements budget is forecast to underspend by £0.4m, mainly due to the receipt of a rebate on a centralised agency arrangement and lower than budgeted external audit fees. These underspends are partially offset by expenditure of around £52,000 regarding County Council contributions of 75% towards the costs of a review of Single Person Discount cases undertaken by six of the District Councils in conjunction with a third party. This major review

revealed over 2,800 individuals were taking advantage of the 25% rebate when they were ineligible. It means that the County Council, District Councils and the Police and Fire authorities will all benefit from extra council tax revenue estimated to be in the region of £0.9m. The County Council's share is around £0.65m.

32. In 2013/14 the County Council agreed to contribute £125,000 for additional administrative costs and £0.25m towards Discretionary Discount Funds (DDF) to the District Councils, following changes made under the Localisation of Council Tax Support (LCTS) reforms. The results of quarterly monitoring exercises during 2014/15v show that there has been a marked increase in claims on the DDF. However, it appears likely that the DDF monies carried forward from 2013/14 (£208,000) will be adequate to fund the DDF requirements in 2014/15 and consequently the £0.25m additional funding in 2014/15 is forecast to be unspent. The scale of DDF required in later years will be reviewed with the Districts in April 2015, when the final 2014/15 position is available.
33. A forecast of £0.7m has been made for prior year adjustments. This mainly relates to the County Council's estimated share of surplus balances from Connexions Leicester Shire Services Limited's reserves following the decision to close the service.

Business Rates

34. The Government introduced the Business Rates Retention system from April 2013. The business rates "baseline" ("local share") income which is to be collected during 2014/15 is based on a formal return submitted to the Government by the Districts, and this shows an increase of £0.4m compared with the budget in the current MTFS. Any shortfall in the level of actual 2014/15 business rates income will impact on 2015/16 or later years.
35. Additional Section 31 Grants of £1.36m are anticipated regarding compensation for the loss of business rate income arising from a number of Government policy decisions, including a further extension of the temporary increase in Small Business Rate Relief and the 2% cap on the business rates multiplier in 2014/15, rather than applying the September 2013 RPI increase of 3.2%.
36. The County Council has undertaken quarterly monitoring with the District Councils and Leicester City Council to assess the position and also to model the possibility of reforming the Leicester and Leicestershire Business Rates Pool in 2015/16. A final decision to reform the Pool was made in January, following consideration of information in the Provisional Local Government Settlement and provisional business rates forecasts from the District Councils.

Revenue Summary / Invest To Save Proposal

37. A net revenue underspend of £13.6m has been identified. The approach to underspends during the period of austerity has been to use funds to reduce liabilities (and associated future costs), fund Invest to Save projects and

provide resources for one-off investment for Council priorities. It is proposed to continue this approach and that the potential underspend be used to provide funding of £6.5m for the 2015-19 MTFS street lighting LED capital project and to fund the voluntary repayment of debt of £1.2m, leading to savings in future years of £0.1m per annum on the financing of capital budget. It is also proposed that the underspend be used to fund carry forward requests and Transformation projects.

CAPITAL PROGRAMME

38. The table below shows an updated budget of £61.0m. The change in resources reflects slippage from 2013/14 and additional resources in 2014/15.

	Original Budget £m	Outturn adjustment and Changes in Funding £m	Updated Budget £m	Forecast £m	Updated Budget v Forecast Variance £m
Children & Family Services*	12.4	0.3	12.7	10.8	-1.9
Adults and Communities	1.6	0.6	2.2	1.9	-0.3
E&T-Transportation	29.3	4.6	33.9	28.2	-5.7
E&T-Waste Management	0.6	0.1	0.7	0.4	-0.3
Chief Executive's	3.8	0.4	4.2	4.8	0.6
Corporate Resources	2.7	1.0	3.7	2.3	-1.4
Corporate Programme	3.6	0.0	3.6	2.7	-0.9
Total	54.0	7.0	61.0	51.1	-9.9

*Excludes Devolved Formula Capital (DFC)

Children and Family Services

39. The latest forecast shows slippage of £1.9m compared with the revised budget.
40. The School Accommodation Programme is forecast to slip by £1.3m. The main variances are on works at Quorn St Bartholomew Primary (£0.5m) and Burbage Infants (£0.3m) relating to delays in commissioning projects due to capacity issues and new contractor/new Scape framework issues. Also slippage on works at Melton Brownlow Primary (£0.3m) as the school will utilise other joint funding prior to calling on County Council money.
41. Slippage is also reported on the Targeted Early Help Hubs programme (£0.5m) as a result of the cost estimates exceeding the original budget approval and a review of the options available.

Children and Family Services: 2015-18 Capital Grant Announcements

42. On the 9th February 2015 the Department for Education (DfE) announced the following capital grant allocations.
- School Condition Grant 2015/16 (previously called Schools Capital Maintenance) £3.4m – in line with the MTFS estimate
 - Schools Devolved Formula Capital 2015/16 £0.8m – in line with the MTFS estimate.
 - Basic Need allocation for 2017/18 of £4.5m towards providing new school places. Future allocation not yet included in the MTFS.
43. In addition the DfE announced The Priority School Building Programme 2 (PSBP2) which included four successful school bids to rebuild facilities or undertake major refurbishment. The projects will be designed, managed and delivered by the Education Funding Agency (EFA). The EFA intend to undertake scoping studies in April 2015 to assess the detailed work required, costs and timescales. The schools involved are:
- Birstall Highcliffe Primary
 - Thurmaston Bishop Ellis Primary
 - Birstall Longslade Community College
 - Countesthorpe Leysland High School
44. An announcement was also made by the DfE relating to Universal Infant Free School Meals. Four primary schools were successful in their bids for funding; Stoke Golding St Margaret's, Wigston Waterleys, Snarestone and Melton The Grove. The DfE have not yet published the amounts or details of how the works will be commissioned, through the DfE or the local authority.

Adults and Communities

45. The latest forecast shows slippage of £0.3m compared with the revised budget. Works to relocate the Limes Day Centre within Hinckley Library have been delayed while the service explore alternative delivery models for The Limes.

Environment and Transport – Transportation Programme

46. The latest forecast shows net slippage of £5.7m compared with the updated budget.
47. This mainly relates to slippage on works to construct a new bridge over the M1 at Lubbesthorpe, £5.7m. There are difficulties in finalising the funding agreements between the Homes and Community Agency, the land owner and the developers which has delayed the scheme. The agreement is expected to be signed by the end of March 2015 and the work to commence in April 2015.

48. Other variances on the programme include:

- The Area Office Accommodation (Depot Review), overspend (+ £0.5m) mainly due to additional health and safety and environmental works
- Land compensation payments (Part 1 Claims) regarding Earl Shilton bypass (+£0.3m)
- Works to complete A50/A46 junction improvements (+£0.1m)
- ITS Block/Safety Programme underspend (-£0.2m)
- Active and Sustainable programme underspend (-£0.1m)
- Advanced design underspend (-£0.2m)
- Street Lighting underspend (-£0.1m)
- Bridge Maintenance underspend (-£0.1m).

Environment and Transport – Waste Management

49. The latest forecast reports slippage of £0.3m compared with the updated budget. Slippage on works to the Coalville transfer station has occurred following a review of the business case and a delay to obtaining planning permission.

Chief Executive's

50. The latest forecast shows net acceleration of £0.6m (from 2015/16) compared with the updated budget. The main reason relates to good progress being made by BT delivery of phase 1 of the Superfast Broadband deployment. No additional spend is expected overall.

51. Other variances include: slippage on the Rural Programme (£0.1m) and Shire & Better Places programme (£0.1m) which are offset by acceleration on Loughborough Science park £0.1m and Kegworth Community Centre £0.1m.

Corporate Resources

52. The latest forecast shows slippage of £1.4m compared with the revised budget. The main variances are described below.

53. The Demolition of Vacant Buildings is forecast to slip by £0.4m. A programme of works has now been developed. This includes action to manage risk at the former Recycling and Household Waste site at Sileby, consultancy and sites development projects at Melton KEVII.

54. The Corporate ICT programme is forecast to incur slippage of £0.3m. There have been some delays recently experienced on the Firewall project and also the majority of the Virtual Desktop Infrastructure spend through the County Hall Master Plan is now unlikely to take place until at least April 2015.

55. The Online Services Project is forecasted to slip by £0.2m, whilst phase 1 of the new County Council website will be implemented as planned by 1st April 2015, however there is further work needed on integration with other systems

and additional content development which is now scheduled to take place in the first few months of 2015/16.

56. Other minor variances include:

- Property Asset Management System (PAMS) – slippage £0.1m, due to a revised Go Live implementation date of September 2015.
- Electronic Document and Record Management System replacement scheme, slippage of £0.1m.
- Data Quality/Pseudonymisation Software project, slippage £0.1m
- WAN replacement project, underspend £0.1m. Reduction in the number of sites implemented.

Corporate Programme

57. The forecast shows slippage of £0.9m compared with the revised budget.

58. Corporate Asset Investment Fund is forecast to slip by £0.7m. Investment in one site has commenced and is expected to complete during 2014/15. Whilst other schemes continue to be pursued only minimal further expenditure is expected to be incurred during this financial year.

59. The Property Energy Strategy forecasts slippage of £0.2m due to aligning works with other capital schemes which span over the current and next financial year.

Capital Receipts

60. The forecast of total capital receipts in 2014/15 is £3.3m. The latest position for 2014/15 is:

Summary of capital receipts	£m
Unapplied Capital Receipts b/f from 2013/14	11.0
Forecast 2014/15 Capital Receipts	3.3
Sub Total	14.3
Amount required to fund 2014/15 programme	(8.5)
Earmarked Capital Receipts (for future schemes)	(1.2)
Balance c/fwd to fund 2015-19 capital programme	4.6

Capital Summary

61. The updated capital programme totals £61.0m and is forecast to underspend by £9.9m. At this stage it is projected that spending will be 84% of the updated budget, mainly as a result of one large scheme (M1 bridge delay, £5.7m). Excluding the M1 bridge project forecast spend would be 93% of the updated budget.
62. Overall the aim is that 95% of available resources should be spent in year.

Recommendation

63. The Scrutiny Commission is asked to note the contents of this report.

Background Papers

Report to County Council – 19 February 2014 – Medium Term Financial Strategy 2014/15–2017/18

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=3961&Ver=4>

Circulation under the Local Issues Alert Procedure

None.

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Human Rights and Equality Implications

No direct implications.

REVENUE BUDGET MONITORING STATEMENT
FOR THE PERIOD : APRIL 2014 TO JANUARY 2015

	Updated Budget	Projected Outturn	Difference from Updated Budget		
	£000	£000	£000	%	
Schools Budget					
Delegated	137,394	137,394	0	0.0	
Centrally Managed	58,842	56,792	-2,050	-3.5	
Dedicated Schools Grant (DSG)	-195,549	-195,549	0	0.0	
DSG Reserve (original budget)	-687	-687	0	n/a	
	<u>0</u>	<u>-2,050</u>	<u>-2,050</u>	<u>n/a</u>	GREEN
LA Budget					
Children & Family Services (Other)	61,892	59,312	-2,580	-4.2	GREEN
Adults & Communities	136,132	138,132	2,000	1.5	AMBER
Public Health *	0	-1,900	-1,900	0.0	GREEN
Environment & Transport	78,122	76,702	-1,420	-1.8	GREEN
Chief Executives	11,587	10,697	-890	-7.7	GREEN
Corporate Resources	36,484	35,754	-730	-2.0	GREEN
DSG (Central Dept recharges)	-923	-923	0	0.0	GREEN
Carbon Reduction Commitment	455	455	0	0.0	GREEN
Corporate Growth & Savings	1,360	1,360	0	0.0	GREEN
Contingency for efficiency savings	4,000	0	-4,000	-100.0	GREEN
Transformation / Severance	3,000	3,000	0	0.0	GREEN
Contingency for inflation	31	31	0	0.0	GREEN
Contingency for business rates	1,000	1,000	0	0.0	GREEN
Total Services	<u>333,140</u>	<u>323,620</u>	<u>-9,520</u>	<u>-2.9</u>	
Central Items					
Bank & Other Interest	-1,000	-1,400	-400	40.0	GREEN
Financing of Capital	25,170	24,700	-470	-1.9	GREEN
Repayment of Debt / MRP	5,200	5,200	0	0.0	GREEN
Revenue Funding of Capital	4,000	4,000	0	0.0	GREEN
Financial Arrangements etc	50	-340	-390	n/a	GREEN
Members Exps & Support etc.	1,371	1,281	-90	-6.6	GREEN
Provision for future Elections	200	200	0	0.0	GREEN
Flood Defence Levies	273	273	0	0.0	GREEN
Pension Costs	2,000	2,000	0	0.0	GREEN
Council Tax Freeze Grant	-2,440	-2,450	-10	0.4	GREEN
Local Support Services Grant	-650	-650	0	0.0	GREEN
Contribution to Discretionary Discounts & Admin	375	125	-250	-66.7	GREEN
New Homes Bonus Grant	-2,375	-2,375	0	0.0	GREEN
New Homes Bonus - element of top slice returned	-190	-190	0	0.0	GREEN
Education Services Grant	-5,000	-5,000	0	0.0	GREEN
Prior Year Adjustments	0	-700	-700	n/a	GREEN
Total Central Items	<u>26,984</u>	<u>24,674</u>	<u>-2,310</u>	<u>-8.6</u>	
Contribution from Earmarked Funds	<u>-3,200</u>	<u>-3,200</u>	<u>0</u>	<u>0.0</u>	GREEN
Total Spending	<u><u>356,924</u></u>	<u><u>345,094</u></u>	<u><u>-11,830</u></u>	<u><u>-3.3</u></u>	
Funding					
Revenue Support Grant	-70,763	-70,783	-20	0.0	GREEN
Business Rates - Top Up	-35,756	-35,756	0	0.0	GREEN
Business Rates Baseline	-19,349	-19,759	-410	2.1	GREEN
Small Business Rate relief etc - S31 Grant	0	-1,360	-1,360	n/a	GREEN
Collection Fund net deficit / (surplus)	-2,318	-2,318	0	0.0	GREEN
Council Tax	-224,050	-224,050	0	0.0	GREEN
Total Funding	<u><u>-352,236</u></u>	<u><u>-354,026</u></u>	<u><u>-1,790</u></u>	<u><u>0.5</u></u>	
Net Total	<u><u>4,688</u></u>	<u><u>-8,932</u></u>	<u><u>-13,620</u></u>		
Potential carry forwards / transfers to Transformation earmarked fund			5,950		
MTFS 2015-19 (Street lighting capital project)			6,500		
Repayment of Debt			1,170		
Net Total			<u><u>0</u></u>		

* Public Health funded by Grant (£21.9m)

'Traffic lights' :
 Underspending / on budget GREEN
 Overspending of 2% or less AMBER
 Overspending of more than 2% RED

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APPENDIX 2Revenue Budget 2014/15 – forecast main variancesChildren and Family ServicesDedicated Schools Grant

A net underspend of £2.05m is forecast. The main variances are:

	£000	% of Budget	
Free Entitlement to Early Education (FEEE)	250	1%	Take up is increasing, although with a universal offer based on parental choice of participation it is always difficult to predict actual numbers of children taking up the offer and the amount of hours that they will claim. No action is being taken; a census is taken each year and the level of funding for the following financial year is adjusted based on the take-up levels.
Special Educational Needs	-1,530	-4%	The net underspend relates to: <ul style="list-style-type: none"> • Contingency funding (£1.8m) set aside for the first full year of post 16 high need support and for increased costs relating to the change in the participation age; a full reconciliation of leavers has now been completed and the unused contingency has been released. The underspend will be retained for additional costs relating to age range changes in the schools funding formula. The 2015/16 budget utilises the contingency to increase top up rates for pupils at special schools and units as agreed by Schools Forum. • Additional costs (£0.1m) at Hospital Schools have arisen due to changes in legislation requiring full time education where appropriate to the child's needs. • The cost of Independent Specialist Provision and independent schools have increased due to additional high cost placements (£0.2m).
Early Learning and Childcare	-830	-18%	Demand lower than expected for the new Two Year Old FEEE project for deprived two year olds.

Local Authority Budget

A net underspend of £2.58m (4.2%) is forecast. The main variances are:

	£000	% of Budget	
Placement Budget	3,400	19%	Overspend mainly due to increased need to place children with Independent Fostering Agencies (IFA). This is because, whilst Leicestershire's children in care numbers are well below the national average / statistical neighbours, numbers increased suddenly during Qtr. 4 of the financial year 2013/14 as a result of increased national public awareness in the light of national high profile serious case reviews. Although there is an active drive to recruit new in house foster carers, the number of mainstream foster carers over the last 12 months suffered a net decrease mainly as result of carers retiring. This subsequently means that the County Council's in house provision remains saturated. With the increasing demand of specific needs of placements such as baby & mother and sibling group placements, placements are having to be made externally. The majority are being placed in IFA's.
Safeguarding Assurance	80	3%	Overspend due to arrangements which have been put in place to pilot a team specifically dealing with child sexual exploitation. This additional budget pressure around staffing is partially offset by expected income to be received during the year, due to more schools converting to Academies and Independents buying training.
Early Intervention Grant	-2,145	-100%	Contingency released as part of Departments strategy to manage its current budget pressures.
Specialist Assessment & Response Services	-1,100	-12%	The underspend is across the three locality areas and is due to management decisions taken to freeze a number of vacant posts/hours across teams. Transition to the service's new target operating model has also began early which contributes to the underspend.
Disabled Children Service	-750	-20%	The service is required to deliver savings in 2015/16 and has taken opportunities to reduce costs as they have arisen, including not allocating uncommitted grant funding to providers.

Premature Retirement Costs	-650	-42%	Overall the number of requests from schools for financial support for redundancies has decreased. The increase in academies and a change in funding policy in 2011 are a factor in this reduction in expenditure.
Targeted Early Help - Children Centres / Youth Service	-560	-4%	Underspend largely due to staff vacancies, and underspends on a number of commissioning projects.
Leicestershire Education Excellence Partnership	-200	-57%	Slippage within current programme of work.
Education Children in Care	-140	-15%	Underspend largely due vacancies.
Administration and Committees	-110	-35%	Underspend largely due to vacant posts within the establishment which are unlikely to be filled.
Education Quality	-100	-33%	Slippage within current programme of work.
Directorate	-70	-5%	Underspend largely due to staff vacancies.
Pupil Referral Unit (PRU) Transport	-70	-24%	Reduced costs arising from establishing Oakfield as Primary provision only and therefore the demand on the PRU transport budget will be reduced.
Education Psychology Service	-70	-5%	Additional income from commissioned projects.
Grants to Voluntary Bodies	-65	-35%	Savings due to ending The Bridge contract mediation service.
Therapeutic Social Work	-55	-17%	Agreed reduction in contract price with Family Action for 2014/15.

Adults & Communities

At this stage the Department is forecasting a net overspend of £2.0m (1.5%). The main variances are:

	£000	% of Budget	
Residential and nursing care	1,510	3%	Overspend of £1.5m due to income levels from service users being less than expected, a data cleansing exercise and a detailed review of all debts.
Independent Sector Home Care and Direct Payments	620	1%	Increased levels of demand and pricing pressures in this market are contributing to this overspend. Actions to manage demand are being planned through the Help to Live at Home Project and improved review processes. Due to processing issues of providers data and invoicing there is an element of risk attached to this budget with the potential of

			this variance to move significantly over the coming months. Close monitoring of this budget is in place to ensure that a robust outturn position is reported at the end of the financial year.
Fairer Charging (non-residential) Income	610	-5%	The level of income received is dependent on what service users can afford to pay based on their financial assessment. Due to issues relating to the implementation of IAS in 2013/14 there was an impact on income as (unlike residential care) it is not possible to backdate service user charges. This has resulted in a short term loss of income to the Council.
Deprivation of Liberties (DOLS)	340	79%	Following the outcome of recent legal challenges nationally, there have been an increased number of DOLS referrals. Due to existing staff capacity, external expertise has had to be commissioned to meet the increased demand. In the 2015/16 budget growth of £430k has been identified to deal with this cost pressure.
Equipment & Adaptations	160	5%	Demand for the service continues to increase, largely due to demographic pressures and the desire to support people in their own homes rather than be admitted to residential care or hospital.
Strategy and Commissioning	160	3%	Temporary resources required to stabilise the implementation of IAS and is focussed on ensuring that timely payments are made to social care providers and financial assessment and income generation capability is maximised.
Community Life Choices	150	2%	An increased number of service users are having their support needs commissioned from the independent sector which has resulted in an overspend in this budget. To compensate for this, vacancy management in the department's in house services has resulted in an underspend. An increasing number of service users are also accessing day care through the Shared Lives service which also contributes to this overspend. However, it should be noted that this is a more cost effective way of meeting people's outcomes compared to the traditional day care provision.
Supported Living	105	1%	This overspend is occurring as more people's needs are met in community

			based settings.
Homecare Assessment & Reablement Team (HART)	-550	-10%	Staff turnover and vacancies amongst home care assistants account for part of this; also the new rostering system has meant that the service has been able to operate more efficiently with less programme arranger resources. The ongoing savings of the service have been reflected in the 2015/16 budget.
Assessment and Care Management Teams	-465	-4%	The factors contributing to this underspend are the management of staff vacancies to offset against the overall departmental overspend, along with a larger saving linked to the decommissioning of the Locality Support and Development Service Team where plans to commission a service to support service users with the direct payments and recruitment of personal assistants will not come into effect until the new financial year.
Communities and Wellbeing	-295	-5%	This underspend has arisen as a result of vacancy controls and management of book fund expenditure.
Additional income and early achievement of social care efficiencies	-200	-3%	Additional continuing health care income is anticipated from non-learning disability service users that has not been built into the original budget. In addition to this, there has been an early delivery of savings related to the review of preventative services.

Environment and Transportation

At present the Department is forecasting a net underspend of £1.42m (1.8%). The main variances are:

	£000	% of Budget	
<u>Highways</u>			
Contribution from Leicestershire Highways Operations	400	100%	The migration from LHMIS to Oracle has meant that financial information on activity to date has been limited, and difficult to extract. Also it means some of the information required to review certain charges to internal client budgets has not always been visible which will have meant some internal jobs being under recovered. (This applies to internal jobs only as external jobs are charged on a fixed price basis and therefore fully recovered.) As a result it is forecast that

			LHO will break even rather than achieving its £400k surplus.
Highways Maintenance	-590	-4%	<p>Underspends:</p> <ul style="list-style-type: none"> • £400k budget set aside for drainage to be spent in 2015/16 to enable evaluation to take place on most efficient and effective use of budget. • £140k saving in Lighting programmed maintenance (bulb replacement not being carried out due to LED project). • £250k net underspend for other maintenance budgets due to resources being focused on utilising pot hole grant. <p>Overspends:</p> <ul style="list-style-type: none"> • £60k overspend on Street Lighting energy costs due to 6.1% increase in energy cost from October 2014. • £170k on Winter Maintenance due to the level of salt issued to date and estimated usage before the end of the financial year.
<u>Transportation</u>			
Special Education Needs	250	4%	Overspend due to increasing requirements for solo transport for SEN pupils with high needs.
Public Bus Services	200	6%	<p>A number of overspends including:</p> <ul style="list-style-type: none"> • Service reduction delayed relating to the review of the supported bus network due to several service revisions (£50k); • a shortfall in funding against operator claims following service reductions (£75k); • additional contract costs from the January 2014 renegotiated contract (£45k).
Social Care Transport	50	2%	£150k overspend forecast based on previous year's outturn and expenditure to date based on existing contract prices. Partially offset by Hinckley review in July 2014.
Concessionary Travel & Joint Arrangements	-330	-6%	Forecast underspend due to lower usage based on the latest available information and a change in eligibility criteria. Forecast will vary through the year based on any changes in bus fares and weather.
Mainstream School Transport	-290	-5%	Underspend due to reduced demand arising from increased charges, a school arranging their own transport and more commercial options being available at several schools.
Staffing & Admin. Costs	-290	-8%	Staff vacancies not being filled.
<u>Environment</u>			
Landfill	640	10%	Overspend due to additional waste costs; £180k as a result of increased tonnages due to improving economy, £300k due to more

			commercial waste being handled(although offset by additional income). Balance is due to difficult recycling market conditions, with more rejected material having to go to landfill.
Composting and Waste Wood contracts	210	14%	Overspend due to additional green waste and an increase in prices (gate fees) and unfavourable market conditions.
Treatment contracts	85	1%	Overspend as Waste directed from landfill sites due to cheaper MBT (Mechanical Biological Treatment) rates offset underspends on EFW (Energy for Waste) contractor fees and RDF (Refuse Derived Fuel).
Haulage	-460	-46%	Reduced haulage rates, haulage to closer sites and less green waste to haulage.
Recycling & Household Waste Sites	-390	-12%	Lower bonus payable due to reduced recycling and reduced inflationary pressure.
Environmental Management	-280	-17%	£130k underspend due to changing priorities linked to delivering the carbon reduction strategy means there is a need to re-distribute the money over the next 3 financial years – likely to be a carry forward request. £90k underspend due to staff vacancies and £60k due to miscellaneous underspends.
Recycling Credits	-250	-5%	Underspend based on initial data from the districts and is caused by weather conditions and collections. Forecast may vary significantly through the year as more accurate information becomes available.
Waste Management Income	-120	13%	Additional commercial waste income (£300k) offset by a decrease in income from recyclables due to poor market conditions and reduced income from revised WEEE regulations – no longer being paid on some electrical recyclables.
Departmental costs	-100	-10%	Mobile devices will come out of next year's budgets due to being able to secure a better deal in the new financial year. Other small departmental budgets not fully required.

Chief Executives

An underspend of around £0.89m (7.7%) is forecast. The main variances are:

	£000	% of Budget	
Coroners	100	13%	The overspend mainly relates to the South Leicestershire Coronial Service which is run by Leicester City Council on the County's behalf. The 2013/14 charge was significantly

			more than forecasted and accrued for, due to a rise in the number of cases and complexity of those cases.
New Homes Bonus	-240	-48%	Cabinet in July 2014 approved an allocation of £260k towards an Extracare Scheme in Derby Road, Loughborough. There are no further schemes that are at an advanced enough stage in their development to warrant LCC to award funding. The remaining budget will therefore remain unspent in 2014/15 and may be the subject of a carry forward request.
Democratic Services	-195	-14%	£120k of this saving relates to the early achievement of efficiency savings which were expected in later financial years. There is also an underspend relating to staff vacancies in the new staff structure.
Trading Standards	-175	-11%	A number of underspends including: <ul style="list-style-type: none"> • staff turnover -recruitment has been delayed due to the need to make efficiency savings in the future (£50k); • underspend on legal costs in relation to a Crown Court trial (£50k); • running costs, in particular Analyst costs and expert fees (£70k).
Strategic, Partnerships & Communities	-160	-3%	Underspend relates to staff vacancies which have been left unfilled pending a staff review of the whole service that will be implemented during 2015/16.
Registrars	-50	n/a	Increased income due to more residents using Registrars Services.
Legal	-50	-3%	Staff vacancies and additional income.

Corporate Resources

An underspend of around £0.73m (2.0%) is forecast. The main variances are:

	£000	% of Budget	
ICT - Architecture Design & Commissioning	340	35%	Overspend due to acceleration of various projects prior to the commencement of Transformation programme work. Additional spend on various projects including: Information & Technology Enabler, Public Sector Network Code of Connection compliance, C&FS systems, Oracle Policy Automation. Partially offset by savings, mainly due to staff vacancies.
Operational IT	200	3%	Increased costs (£100k) due to the delayed implementation of the WAN project resulting in continuation of the current network support

			<p>costs for an overlap period.</p> <p>The application support team has borne significant project costs (e.g. Project Acceleration) which have been offset by managed vacancies resulting in a small variance (£70k overspend).</p> <p>£120k spend on network renewals to replace LAN switches (end of life) and improve network resilience originally planned for next year.</p> <p>£80k underspend on LEAMIS due to managed vacancies.</p>
Property Disposals	150	60%	Overspend forecast based on an anticipated increase in the level of capital receipts.
East Midlands Shared Services – County Council contribution	115	9%	LCC forecast overspend based on latest EMSS monitoring report from NCC (overall EMSS forecast overspend is £226k). Overspend mainly due to staffing as transition staff are still in post. Originally it was planned that transition staff would not be employed during 2014/15.
Insurance	100	7%	Premium increase following tender, reflective of market conditions in general.
Strategy & Policy	85	7%	Additional spend on contract staff supporting the Data and Business Intelligence Enabler within the Transformation Programme.
School Food	-605	n/a	The introduction of universal infant free school meals has resulted in increased income for the service - this will contribute to the traded services savings target in the MTFS. The pay award has increased costs but this will be managed through efficiencies.
Property	-200	-2%	Increased income from Facility Management contracts and reduced spend on Central Maintenance Fund service contracts, offset by costs incurred on properties held vacant for future use or disposal and reduced income on Central Print.
Learning & Development (L&D) - Other	-130	-13%	Additional income generated and unspent training budgets.
Accounting and Internal Audit	-115	-4%	The net position reflects vacancies held in advance of savings in strategic finance. Forecast includes all temporary Transformation staffing costs. Also includes income from rechargeable work that has been completed without requiring additional resources.
Human Resources	-95	-19%	Income received for Academies conversion work in 2014/15 but unable to recruit to post; will be filled during 2015/16 (£41k).

			Also, £54k additional income received for chargeable investigations undertaken by HR.
L&D - Children's Workforce Development Council	-85	n/a	Underspend on staffing due to delay in recruitment, and additional net income.
Corporate Health & Safety	-85	-17%	Staff turnover savings.
L&D - General	-70	-4%	Various staffing underspends. One post to be deleted as part of savings in 2015/16. Remaining vacancies to be recruited to for 2015/16.
Emergency Management	-70	-31%	Assumed that partnership related carry forwards from 2013/14 will remain unspent during 2014/15 and that 2014/15 budget will be spent in full.
Procurement	-60	-14%	Underspend on staffing and additional income.
Governor Services	-50	-84%	Mainly due to a delay in replacing a post.

APPENDIX 3**Capital Budget – Revised budget and forecast main variances****Identified Variances**

The significant variances on schemes at period 10 are:

Department	Reasons	£000
C&FS – School Accommodation Programme	Slippage on Quorn St. Bartholomew Primary (£500k) and Burbage Infants (£310k) due to commissioning issues and a new contractor/new Scape framework issues. Melton Brownlow Primary (£333k) slipped as the school is going to utilise other joint funding prior to calling on County Council money.	-1,348
C&FS – Early Help Hubs Programme	The cost estimates have exceeded the original budget approval resulting in a delay while options are being reviewed.	-532
A&C – Coalville Library	Acceleration of Libraries configuration of space scheme, to tie in with Property Services Energy improvement works taking place in 2014/15 at the site to minimise disruption.	60
A&C – Hinckley Library/The limes scheme	The service is currently exploring alternative delivery models for The Limes. Works have been put on hold until 2015/16 pending the Library Services review.	-300
E&T – Area Office Accommodation	Overspend as a result of the increase scope of works and bringing forward works which would make it more cost effective in the long term, to do while on site rather than delaying. Also works relating to health and safety and environmental works contributing to the overspend.	553
E&T – Major Schemes	Part 1 claims relating to land compensation payments at Earl Shilton bypass (reduction in value of properties).	256
E&T – Major Schemes	Outstanding works to complete the A50/A46 junction improvement.	116
E&T – Oadby & Wigston Town Centres	Overspend relates to under recovery of grant that would be claimable due to stringent grant conditions imposed by the ERDF. Only able to recover cost of works not overhead costs.	100
E&T Transportation - Bridges	Slippage on M1 Bridge, Lubbethorpe design works have started. However there are difficulties in finalising the funding agreements between the Homes and Community Agency, the land owner and the developers which lead to the slippage.	-5,653
E&T – Carriageway Patching	Underspend due to resources being focused on utilising Pot Hole specific grant from DfT (£2.6m announced during the year)	-341
E&T – ITS Block, Safety	Countesthorpe scheme (£90k) slippage due to	-210

Department	Reasons	£000
	works being tied into developer proposal and redrafting of the S106 agreement. Oadby Gartree scheme (£75k) slippage due to redesign following consultation. Underspend on various schemes and lower installation costs.	
E&T Transportation – Advance/Design	Full budget not required due to delays in confirming which schemes were proceeding.	-200
E&T Transportation-Integrated Transport Schemes – Active & Sustainable Travel	Underspend on various schemes due to cost efficiencies and attempting to tie into developer works	-124
E&T – Street Lighting	Underspend on illuminated traffic signs due to future LED street lighting project.	-123
E&T – Network performance & reliability	Underspend due to scaling back of works relating to signing and lining in Coalville as a result of future developer works which may supersede the scheme.	-68
E&T – Waste Management	Slippage on Coalville transfer station while awaiting planning permission to be granted and a review of the business case.	-331
Chief Executives – Rural Broadband Scheme	Progress on phase 1 of the Superfast Broadband Deployment is going well. The acceleration in the programme reflects this and allows LCC to ensure it maximises the Grant contribution from ERDF. No additional spend expected in overall total.	569
Chief Executives – Loughborough Science Park	Acceleration from 2015/16; first contribution of £225k towards the scheme paid to Loughborough University in November 2014.	125
Chief Executives – Kegworth Community Centre	Acceleration of £95k from 2015/16 and contribution from Kegworth Village Hall Committee £15k to meet additional costs, work is progressing well. Completion is forecasted for 21st March 2015.	120
Corporate Resources – Demolition of Vacant Buildings	Programme of works now developed. This includes action to manage risk at former civic amenity site at Sileby, consultancy and sites development projects at Melton KEVII as part of disposal cost. Plans require slippage of underspend to cover costs of replacement paying fields at Melton KEVII, as work is seasonal and requires the necessary permissions to be in place.	-400
Corporate Resources – Corporate ICT Capital Programme	There have been some delays recently experienced on the Firewall project and also the majority of the Virtual Desktop Infrastructure (VDI) spend through the County Hall Master Plan is now unlikely to take place until at least April. The underspend will be slipped into 2015/16 (£70k relating to Firewall and £184k to VDI project, £44k for consultancy no longer required as paid from revenue reserve). Contract project manager to lead VDI work now employed.	-298

Department	Reasons	£000
Corporate Resources – Online Services Project	The reason for the slippage is that whilst phase 1 of the new County Council website will be implemented as planned by 1 st April 2015, there is further work needed on integration with other systems and additional content development which is now scheduled to take place in early 2015/16.	-204
Chief Executives – Rural Capital Scheme	Year 3 of the programme (2014/15) will not go ahead as County Council is supporting other (similar) grant schemes with Leicester City Council and LLEP that are funded via the Regional Growth Fund.	-146
Corporate Resources – PAMS (previously PMIS)	Forecast underspend includes slippage of £80k into 15/16. Slippage has arisen as Go live date has slipped until September 2015. Remaining £52k may now not be required.	-132
Corporate Resources – EDRMS Replacement	EDRMS review work has now been completed and Wisdom is being retained. No expenditure is therefore planned on this project, so the capital allocation can be released.	-130
Corporate Resources – Data Quality/Pseudonymisation Software	Likely to slip into 2015/16 – awaiting clarification of business requirements from the Data and Business Intelligence Transformation Enabler.	-120
Corporate Programme – Corporate Asset Investment Fund	One scheme has commenced and is expected to be completed during 2014/15. Whilst other schemes continue to be pursued, further expenditure is not likely to occur in the current financial year.	-730
Corporate Programme – Property Energy Strategy	Slippage due to fitting in with other capital schemes which span over the current and next financial year.	-160

Capital Programme – Changes in Funding

Changes in funding of the capital programme 2014/15:

Department	Reasons	£000
Outturn Adjustments	2013/14 Outturn adjustment: <ul style="list-style-type: none"> • C&FS - £0.40m • A&C – £0.22m • E&T Waste Management - £0.08m • Corporate Resources - £0.45m • Chief Execs - £0.39m 	1,538
C&FS	Birstall, Longslade All Weather Pitch scheme removed as it will now not go ahead. The Section 106 (S.106) developer contribution monies £135k will be used on other scheme(s) and the £50k considered for use on other sporting facilities at the school as a new project.	-185

C&FS	Early Years Programme scheme removed – carry forward from last year, no longer required.	-70
A&C	Adaptations Vehicle – Renewals Earmarked Fund	20
A&C	Autism Innovation Grant	19
A&C	Transforming Care Grant	392
E&T - Transportation	Wheels to Work – Economic Growth Development Earmarked Fund	29
E&T - Transportation	Active & Sustainable Travel – Section 106 developer contributions (S.106) unapplied	166
E&T - Transportation	Footways – S.106 contributions unapplied	158
E&T - Transportation	Street Lights/Traffic signs part lighting – S.106 contributions unapplied	344
E&T - Transportation	Bridge Maintenance – S.106 contributions unapplied	174
E&T - Transportation	Pinch Point/Park & Ride – S.106 contributions unapplied	136
E&T - Transportation	Bus Corridors/Advance Design – S.106 contributions unapplied	30
E&T - Transportation	Area Office Accommodation – S.106 contributions unapplied	247
E&T - Transportation	Pothole Grant funding from Department for Transport - Patching/carrage way surfacing, joint sealing and other general maintenance works that will ultimately result in there being fewer potholes in the county.	2,639
E&T - Transportation	Cycle parking, various schools – revenue contribution	36
E&T - Transportation	Ashby Canal – S.106 contribution	256
E&T - Transportation	Area Office accommodation (Depot Review) – Central Maintenance Fund revenue contribution	27
E&T - Transportation	Real Time Bus Stop Info. – revenue contribution	250
E&T - Transportation	Braunstone Asda Roundabout – revenue contribution	79
Corporate Resources	County Farms Estate lease acquisition to enable future potential sale - funded from capital receipts.	585
Total		6,870