



*Meeting:* **Scrutiny Commission**

*Date/Time:* **Wednesday, 3 June 2015 at 2.00 pm**

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

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

*Email:* **sam.weston@leics.gov.uk**

### Membership

Mrs. R. Camamile CC    Mr. K. W. P. Lynch CC  
Mrs. J. A. Dickinson CC    Mrs. C. M. Radford CC  
Dr. R. K. A. Feltham CC    Mr. R. Sharp CC  
    Mr. S. J. Galton CC    Mr. R. J. Shepherd CC  
    Dr. S. Hill CC    Mr. L. Spence CC  
    Mr. D. Jennings 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. Appointment of Chairman.<br><br>To note that Mr. S. J. Galton CC has been appointed Chairman of the Scrutiny Commission in accordance with Article 6.05 of the County Council's Constitution. |                  |
| 2. Election of Vice-Chairman.  |                  |
| 3. Minutes of the meeting held on 22 April 2015.   | (Pages 5 - 10)   |
| 4. Question Time.  |                  |
| 5. Questions asked by members under Standing Order 7(3) and 7(5).  |                  |



6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.
7. Declarations of interest in respect of items on the agenda.
8. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
9. Presentation of Petitions under Standing Order 36.

- |     |  |                                 |                 |
|-----|--|---------------------------------|-----------------|
| 10. | Corporate Asset Management Plan 2015/16. | Director of Corporate Resources | (Pages 11 - 64) |
|-----|--|---------------------------------|-----------------|

A copy of the report to be considered by the Cabinet at its meeting on 16 June 2015 is attached for the consideration of the Commission. Any comments of the Commission will be reported to the Cabinet at the meeting.

- |     |   |                                 |                   |
|-----|---|---------------------------------|-------------------|
| 11. | Quarter 4 2014/15 Performance Report.                       | Chief Executive                 | (Pages 65 - 80)   |
| 12. | Corporate Complaints and Compliments Annual Report 2014-15. | Director of Corporate Resources | (Pages 81 - 108)  |
| 13. | Overview and Scrutiny Annual Report 2014/15.                | Scrutiny Commissioners          | (Pages 109 - 118) |

A copy of the Overview and Scrutiny Annual Report 2014/15 is attached for the consideration of the Commission.

Subject to approval by the Commission, the document will be submitted for consideration by the full County Council at its meeting provisionally scheduled to take place on 8 July 2015.

14. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 2 September 2015 at 2.00pm.

15. 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, 22 April 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  
Dr. S. Hill CC  
Mr. Max Hunt CC

Mr. D. Jennings CC  
Mr. P. G. Lewis CC  
Mr. R. J. Shepherd CC  
Mr. L. Spence CC

185. Minutes.

The minutes of the meeting held on 4 March were taken as read, confirmed and signed.

186. Question Time.

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

187. Questions asked by Members.

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

188. Urgent Items.

There were no urgent items for consideration.

189. 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.

Dr. S. Hill CC declared a personal interest in respect of item 9 on the agenda as her husband was a trustee of the Rural Community Council (Minute 193 refers).

190. Declarations of the Party Whip.

There were no declarations of the party whip.

191. Presentation of Petitions.

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

192. Change to the Order of Business.

The Chairman sought and obtained the consent of the Commission to vary the order of business from that set out in the agenda.

193. Communities Strategy Action Plan.

The Commission considered a report of the Chief Executive concerning the Draft Action Plan for the Communities Strategy which had been developed following a series of workshops held across the County. A copy of the report, marked "Agenda Item 9", is filed with these minutes.

Arising from a discussion, the following points were noted:

- Some actions in the action plan were already underway. It would be important that actions were delivered quickly and the various toolkits made available to the public as soon as possible;
- The eight Local Area Co-ordinators had been appointed and would start in post in May across four Districts: Hinckley and Bosworth, Blaby, Charnwood and Melton. Conversations were also underway with Harborough and North West, who were keen to play an active role in the arrangements in the future;
- There was a good level of engagement in the workshops, with attendees from a range of sectors, including from communities and the voluntary sector. Though some of the suggestions put forward at the workshops would be unviable, officers felt that it was important that attendees steered the discussion rather than Council officers;
- A network of local Community Champions had been identified, though further discussions needed to be had before they could be formally announced to members. It was suggested that members would be able to add to the list if they were aware of additional champions in their local communities. A view was expressed that those seeking to become Community Champions should not see the role as a "stepping stone" to elected positions;
- There was not at present a consistent level of engagement with communities in regard to becoming actively involved in delivering services across the County. It was felt that those areas with a good level of engagement could perhaps play a role in assisting areas with less engagement;
- Given the good work that had already been carried out, members highlighted the importance of delivering key outcomes. It was suggested that this be the subject of a report to the Commission at the appropriate time;
- It was noted that if some of the proposals put forward by the public were to be implemented they could require a change in Council policy. It was therefore felt that corporate engagement would be required at an early stage;
- A focus would remain on the rural communities, given their needs were vastly different to those of communities in urban areas, to ensure that the needs of all communities in the County are taken into account.

## RESOLVED:

- (a) That the comments of the Commission be submitted to the Cabinet for consideration its meeting on 11 May;
- (b) That a report be submitted to the Commission at the appropriate time setting out some of the outcomes from the process.

194. Draft Youth Justice Strategic Plan 2015/16.

The Commission considered a report of the Director of Children and Family Services concerning the Draft Youth Justice Strategic Plan 2015/16. The comments of the Commission were being sought ahead of its consideration at the Cabinet meeting on 11 May and prior to full approval at the County Council meeting on 8 July. A copy of the report, marked "Agenda Item 8", is filed with these minutes.

Arising from a discussion, the following points were noted:

- The table set out at the bottom of page 6 of the Plan showed a large increase from -45.7% to 3.21 in first time entrants into the criminal justice system. This was largely as a result of a change in legislation and the way in which had been expected. Despite this increase, the County Council sat well when compared with the performance of other local authorities in this area of work;
- The re-offending rate was set at a national level by using a cohort of young people, which in Leicestershire this was around 60 to 70 per quarter. Two indexes were used to measure the progress of the cohort: the amount who commit an offence and the average re-offending rate. As the Plan was required to be approved in July, it was noted that the final time period on the table did not represent a full year. It was therefore expected that the reduction of re-offending rate was likely to be at around 1.06, slightly higher than the previous year's 1.04;
- The percentage of young people who receiving a conviction in court who were sentenced to custody stood at 3.9%, ahead of the 5% target that had been set. This was felt to be as a result of the Council's multi-agency approach which hoped to provide the courts with a greater amount of confidence in some of the alternative measures they could use as a means of rehabilitating offenders;
- The use of the key set out on page 29 was in line with the Children and Family Service's risk measuring system. Members asked that an explanatory note be circulated giving further detail as to why "Residual Likelihood" was set at 1 (high risk) and why "Residual Impact" was set at 2 (slightly lower);
- Given the complex nature of the Plan, it was felt that it would be helpful in future years to make a greater use of the covering report to provide greater context, an explanation of the key performance indicators and a national perspective on where Leicestershire's performance sat when compared with that of other authorities.

## RESOLVED:

That the comments of the Commission be submitted to the Cabinet for consideration at its meeting on 11 May.

195. East Midlands Shared Services Delivery and Performance.

The Commission considered a report of the Director of Corporate Resources concerning an update on the services provided by East Midlands Shared Services (EMSS) and its performance during 2014/15. A copy of the report, marked "Agenda Item 10", is filed with these minutes.

The Director reported that the EMSS was a very ambitious project which had resulted in major changes to both Leicestershire's and Nottingham City Council's corporate systems. The Service had now been in operation for over two years and the first year had largely been one of stabilisation. The second phase of the project was underway and aimed to optimise the processes now in place.

Arising from a discussion, the following points were noted:

- The addition of other services to EMSS and trading would be considered when processes had been optimised. It was felt that at this stage the Council could be more optimistic about selling the benefits of the Service and the savings that could be made by potential customers;
- Staff morale had initially been a concern, though it was now felt that staff were more engaged in the Service and the benefits of ensuring its success. The £900k saving (roughly 50% of which would fall to Leicestershire) would largely be met through staffing reductions, though the opportunity to sell a successful service and bring additional business presented an opportunity to circumvent this to some extent;
- The £565k investment costs outlined in paragraph 32 of the report would be met by through the County Council's Transformation Fund (a similar amount would be met by Nottingham City Council). A note would be circulated to members on the capital costs incurred of establishing the project thus far;
- Debt collection figures were not included in paragraphs 23 and 24 of the report. It was suggested that this detail would be contained in a future Medium Term Financial Strategy Outturn report to the Commission;
- The importance of the payment of invoices in a timely fashion was stressed, particularly for smaller local businesses. It was suggested that further detail in this regard could be made available to members of the Commission following the meeting;
- The payroll functions of schools and academies was highlighted as an area which required improvement. The current processes were manually intensive, involving the re-keying of information. A project was underway to introduce a fully automated HR and payroll service, with associated benefits for the customer.

RESOLVED:

- (a) That the report be noted;
- (b) That a further update be submitted to the Commission in a year's time.



196. Date of next meeting.

It was NOTED that the next meeting of the Commission would be held on Wednesday 3 June 2015 at 2.00pm.

2.00 - 3.30 pm  
22 April 2015

CHAIRMAN

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## **CABINET – 16 JUNE 2015**

### **CORPORATE ASSET MANAGEMENT PLAN 2015/16**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

#### **PART A**

##### **Purpose of Report**

1. To present the draft Corporate Asset Management Plan (CAMP) 2015/16 which sets out the strategic direction for the use, management and development of Leicestershire County Council's corporate property resources over the next financial year. The draft CAMP 2015/16 is appended to this report.

##### **Recommendations**

2. It is recommended that the Cabinet approves the Corporate Asset Management Plan 2015/16 and the delivery of the implementation plan contained therein.

##### **Reasons for Recommendation**

3. To enable the implementation of the CAMP 2015/16.

##### **Timetable for Decision (including Scrutiny)**

4. The draft CAMP will be considered by the Scrutiny Commission on 3 June 2015 and its comments will be reported to the Cabinet.

##### **Policy Framework and Previous Decisions**

5. The CAMP 2015/16, together with the Capital Strategy and the Medium Term Financial Strategy, support the County Council's corporate and service priorities.

**Resource Implications**

6. The CAMP 2015/16 highlights the financial resources that have been allocated to the Council's corporate property resources in the Capital Strategy and MTFS programmes/budgets. Delivery of individual projects detailed in the CAMP implementation plan will be considered against a clear business case methodology.
7. The CAMP 2015/16 also describes the Human Resources and ICT resources engaged in delivering asset management.

**Circulation under the Local Issues Alert Procedure**

8. None.

**Officer to Contact**

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## **PART B**

### **Background**

9. The CAMP, together with the Capital Strategy and the Medium Term Financial Strategy (MTFS), sets out the proposals for using the Council's resources to support the County Council's corporate and service priorities.
10. Corporate business planning requires an integrated approach towards the planning of its resources. The links between financial and asset planning are particularly important and the CAMP is closely aligned with the Council's Capital Strategy and the MTFS.
11. The CAMP sets out the strategic direction for the use, management, development and planning of the County Council's corporate property resources over the financial year 2015/16 and also reviews the delivery of the previous CAMP 2013/14 objectives and implementation plan. The CAMP identifies the key corporate and service drivers influencing the development of the Council's asset strategy, describes the asset base and reflects upon its performance, sets out the strategic vision for property and the implementation plan for 2015/16, and identifies the resources available to support the delivery of the CAMP.

### **Consultations**

12. The CAMP 2015/16 has been consulted upon across all service departments of the County Council. It has been tabled, discussed and approved by the Asset Management Working Group, the Corporate Property Steering Group and CMT.
13. The CAMP 2015/16 will be considered by the Scrutiny Commission on 3 June 2015.

### **Conclusion**

14. The Cabinet is requested to support the content of the CAMP 2015/16 and the delivery of the implementation plan contained therein.

### **Equality and Human Rights Implications**

15. There are no specific equality and human rights implications within the CAMP 2015/16 although individual elements of the implementation plan may contain issues which will be addressed as they arise.

**Background Papers**

Report to the Cabinet - 20 November 2013 – Corporate Asset Management Plan  
2013/14

<http://ow.ly/NhT9e>

**Appendix**

Corporate Asset Management Plan 2015/16.

# Corporate Asset Management Plan 2015 - 2016

Property - Meeting The Challenge



*Strategic Property Services  
Asset Management Team  
April 2015*

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## Executive Summary

The **Introduction** to this Corporate Asset Management Plan (CAMP) 2015/16 commences with an overview of the context for this year's CAMP. The financial and austerity related pressures affecting public services at the time of the CAMP 2013/14 are un-relenting as is the pace of change for the future delivery of public services. The County Council's corporate property resources continue to have a crucial role in determining the Council's ability to ensure the financial sustainability of the organisation and to be able to meet with future service delivery requirements.

The Introduction also looks back to the delivery of the CAMP 2013/14 objectives. These were all well met. They included supporting the delivery of a large number of Service plans and projects such as Academy transfers; the delivery of new school places and the implementation of the Highways Depot Review. In addition, the delivery of a large number of transformational projects was enabled through property projects such as the Market Harborough DC/LCC co-location partnership project; the rationalisation of Community Life Choices services and facilities; and the re-configuration of the Registrars and Coroners Services. The previous year also featured many large scale revenue saving reviews and projects including the Property Energy Strategy and the County Hall Master Plan. The Council's property assets also played a key role in supporting successful economic development and growth funding bids. Finally, the Property Disposal Programme generated over £18m capital receipts during 2013/14 and 2014/15.

The remainder of the the CAMP 2015/16 is divided into:

Part 1: Addressing the Future Needs – this sets out the corporate and service drivers for the Asset Management Delivery Plan 2015/16 (contained in Section 2.2).

Part 2: The Evolving Estate – this reflects upon the changes and performance trends of the County Council's asset base over recent years and indicates likely future patterns.

These two Parts are summarised as follows.

### **Part 1: Addressing Future Needs**

Part 1 commences by identifying the corporate priorities for the County Council as contained in the Leicestershire County Council Strategic Plan 2014-20; the MTFs 2015/16 – 2019/19; and the Capital Strategy 2014-2018. This enables the development of the Strategic Vision for Property (Section 2). There is a strong focus on the development of property projects to support the Council's Transformation agenda; economic growth; environmental targets; supporting children and families; partnership working particularly with Health and local communities.

The combined effects of the Council's financial drivers inevitably heightens the focus on developing property projects to secure revenue savings; generate new revenue income; create and realise capital receipts.

The Asset Management Delivery Plan 2015/16 contained in Section 2.2 sets out the list of specific property projects that respond to these corporate drivers. The Asset Management Delivery Plan also specifies the property projects required to support the delivery of Service plans and priorities. The Asset Management Delivery Plan 2015/16 amounts to a lengthy, comprehensive, challenging and ambitious set of property projects and tasks. In support of the MTFs targets there are proposals for bringing forward over 20 potential development sites;

completing property disposals amounting to over £12m for 2015/16; continuing projects to reduce property revenue costs and to increase investment into income generating property and energy schemes. Specific Service based projects include the re-structuring of the industrial portfolio to improve economic development and growth; property strategies to support the future Museums Collections Strategy, to reduce operating costs for Adult Learning Services and to support the possible transfer of Community Libraries. There are various property projects in the area of Children and Family Services including the provision of additional primary school places; the planning and delivery of new schools and school extensions amounting to over £52m capital expenditure over 2015/16 and 2016/17; capital property projects in support of age range changes; and the re-development of existing buildings to delivery new Early Help services.

Part 1 concludes with an account of the resource implications for delivering the Asset Management Delivery Plan 2015/16. The financial, ICT and HR resources are considered. Additional HR resources may be required in Property Services and other support services (such as Legal Services) depending upon the volume, scale and complexity of the bring forward development projects. Specific reference is also made to the commissioning and procurement of property construction, energy and property services as 2015/16 will see the further development and improvement of the Council's strategic client function in these critical areas.

## **Part 2: The Evolving Estate**

The total number of freehold and leasehold property interests owned by the County Council has reduced from 918 (CAMP 2013/14) to 725 (CAMP 2015/16). This reflects the substantial amount of rationalisation and reduction across the Council's property portfolio over recent years following the implementation of necessary changes in service delivery, the continual endeavours to remove surplus or under-performing assets at the same time as bringing forward valuable development sites for disposals. The schools portfolio still accounts for the largest proportion of the Council's total asset base (38%) in terms of use.

The total value of the Council's property resources was £361m as at 1 April 2014 compared with a previous high of £788m at 1 April 2013. This dramatic drop in value is partly due to the reduction in the number of the Council's property interests and the continued delivery of an ambitious disposals programme (capital receipts exceeded £18m for the period 2013/14 – 2014/15). The reduction in the total value of the Council's asset base is also related to government changes in valuation methodology for schools and the creation of leasehold interests from the Council's freehold school properties as they transfer to Academies.

The trend of the continually improving condition of the County Council's retained properties continues with 74% of the property stock falling into the two highest A and B condition ratings. Likewise, the virtual elimination of Priority 1 backlog maintenance work continues and the overall backlog maintenance liability for the Council has dropped significantly following the transfer of schools (and the associated repairing responsibilities) to Academies. However, the Council's ability to maintain these trends into the future will be subject to the impact of future revenue savings and cutbacks on property maintenance budgets.

The startling improvements achieved and projected in the energy and environmental performance of the Council's property assets is one of the most notable success stories following the development and implementation of the Property Energy Strategy in 2014. This has been a major turn-around for the Council's property portfolio featuring a targeted 24%

reduction in energy consumption by 2017/18 (base year 2012/13); £400K revenue savings by 2017/18 (base year 2012/13); and 34% reduction in CO2 emissions by 2020 (base year 2008). The continuing development of the Council's Property Energy Strategy during 2015/16 will include the exploration of income generation opportunities through the development of renewable energy initiatives across the Council's estate.

Another exciting development in 2014 was the formation of the Council's Asset Investment Portfolio through combining the industrial and farms estates. The industrial and farms estates performed above the targets set for 2013/14 but the opportunity to manage and develop the combined estates as an Asset Investment Portfolio enables a re-focus on enhancing the financial performance of the overall portfolio. The Asset Investment Strategy establishes the strategic direction and targets for the development and re-structuring of this portfolio from 2015/16.

In conclusion, the Council's property resources performed extremely well against the CAMP 2013/14 challenges and delivery plan objectives. Furthermore, important developments such as the introduction of the Property Energy Strategy; the production of the County Hall Master plan; the creation of the Asset Investment Portfolio; the bring forward plans of potential development sites and the related Disposals Programme; the significant developments and improvements of the strategic client function in commissioning property construction, energy and property services; and the continuing strong focus on the sound management of all retained assets have all helped to create a strong foundation from which to deliver an ambitious Asset Management Delivery Plan for 2015/16.

## Introduction to Corporate AMP 2015/16

### Context for CAMP 2015/16

The Council's property assets are fundamental to the economic, social and environmental wellbeing of the people of Leicestershire especially during the continuing challenging economic times and the massive pressures these impose on public services.

The way our assets are managed has a significant impact on the Council's ability to deliver a comprehensive range of quality services. This role has now become crucial due to the need to respond to the challenges posed by the Government's spending review and the continuing pressures on public services, as well as ensuring the financial sustainability of the organisation. The County Council has a lead role in promoting transformation and a culture of innovation and co-operation. All this needs to be reflected in the plans for the Council's property or resources.

The approach adopted in "Property – Meeting the Challenge" concentrates on understanding Corporate service need, challenging the status quo and building strong relationships with partners and to produce the property solutions that will deliver wide ranging benefits to the Authority and provide a platform in order for the Councils property resources to maintain their contribution in future years.

Strategic Property Services acts as the Council's strategic property advisor in ensuring that the Council's property assets fulfil this role effectively and deliver best value for the authority. Strategic Property Services is responsible for getting the best out of existing property and supporting services, whether these are provided in-house or procured from external providers. The Service is also responsible for planning to ensure that the Council has the facilities it needs, and can afford, to deliver its future services and plans.

Corporate business planning requires an integrated approach towards the planning of its resources. The links between financial and asset planning are particularly important and the CAMP is closely aligned with the Leicestershire County Council Strategic Plan 2014 -19 and the Medium Term Financial Strategy 2015/16 – 2018/19.

The ability of Property Services to operate in this challenging and rapidly changing environment is heavily reliant on the use of the most up to date information systems. In order to secure the depth and quality of data required to manage the portfolio effectively a new Property Asset Management System (PAMS) will go live and will be phased in commencing September 2015.

This CAMP sets the strategic direction for planning, procuring, developing, utilising and managing the property resources that are used by the Council. It also ensures that the money spent on property and Property Services is a sound and effective investment of the Council's resources and that all legal and statutory requirements are being met.

The specific aims of this Corporate Asset Management Plan (CAMP 2015/16) are to:-

1. Establish clear asset management aims and objectives.
2. Align asset management planning with the corporate and service delivery needs having regard to financial and resource planning.
3. Set out the strategic direction for the management and future development of property resources.
4. Identify the future property and asset management requirements necessary to deliver service priorities.
5. Set out a programme of strategic reviews and initiatives together with an asset management delivery plan.
6. Develop a framework for performance managing the need for the Council's property portfolio to make an ongoing increased contribution for the financial resilience of the authority.
7. Provide an overview of the Council's existing assets.

## Review of the delivery of CAMP 2013/14

The Corporate Asset Management Plan 2013/14 was prepared against the background of challenging economic conditions, continuing Government funding cuts and an increasing pressure on service delivery. It recognised the need for property assets to play a fundamental role in the delivery of high quality value for money services for the people of Leicestershire. Integral to the CAMP was the development of an Implementation Plan that would deliver property solutions to support the Leicestershire Together Outcome Framework 2012/13 within the financial parameters of the MTFs 2013-17 taking account of the need for transformation and partnership working.

The Table below summarises the achievements that have been planned and delivered by the combined Strategic and Operational Property teams since the adoption of the CAMP 2013/14.

**Figure 1.0 - Delivery of CAMP 2013/2014 Objectives**

<b>Children &amp; Family Services</b>
<p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Delivered 1,107 additional primary places since 2012.</li> <li>• Completion of a new special school in Loughborough.</li> <li>• Supported 124 Academy Transfers.</li> <li>• Supported the delivery of the School Food Support Service kitchen programme to support the Universal Free School Meals Initiatives.</li> <li>• Supported the development and implementation of the “In the Right Place” Strategy.</li> <li>• Delivered maintenance and improvements works such as Safeguarding and School Access Initiative.</li> <li>• Developed proposals to support the shortfall of primary places in Braunstone.</li> <li>• Developed proposals to support the shortfall of primary places in Hinckley.</li> <li>• Worked with stakeholders to develop the proposal for redevelopment of the Longslade Campus and Wigston Campus.</li> <li>• Assessed educational contributions of all housing developments proposals.</li> <li>• Assessed the net capacity for all maintained schools and colleges.</li> <li>• Agreed annual admission numbers for all schools and colleges.</li> <li>• Progressed advance designs to develop the draft programme of capital spend for 2015/17.</li> </ul>
<p><b>Non-Schools</b></p> <ul style="list-style-type: none"> <li>• Review of Contact Centres and supported the development of a project for the creation of Early Help Hubs for delivery in 2015/16.</li> <li>• Facilitated the delivery of works programme at Glebe House, Loughborough resulting in the letting of the building to a specialist schools provider.</li> <li>• Development of an Adoptions property strategy enabling adaptations to take place in Adoptees homes. Scheme currently proceeding in Countesthorpe.</li> </ul>

<b>Adults and Communities and Wellbeing</b>
<p>Developed the strategy for the transfer of 36 Community Libraries to community groups</p> <ul style="list-style-type: none"> <li>• Delivered UBB schemes at: <ul style="list-style-type: none"> <li>○ Coalville Library – Creation of 3 new learning rooms.</li> <li>○ Hinckley Library – Creation of 2 new learning rooms.</li> </ul> </li> <li>• Delivered improved facilities for the Adult Learning Service and reduced the number of bases for Adult Learning Service resulting in property revenue savings.</li> <li>• Completed the redevelopment of Market Harborough library and Harborough museum as part of a partnership project with Harborough District Council, heritage partners and the third sector.</li> </ul>
<b>Adult Social Care</b>
<ul style="list-style-type: none"> <li>• Facilitated the relocation of Community Life Choices at The Mount, Leicester Road, Melton to new accommodation at Melton Short Breaks Centre.</li> <li>• Formulation of a strategy to create additional space at The Trees, Hinckley to accommodate Community Life Choices service currently located at Millfield, Hinckley. Project to be delivered in 2015/16.</li> <li>• Termination of Leases and Licences to support the rationalisation and reduction of Community Life Choice bases.</li> </ul>
<b>Environment and Transport</b>
<b>Transportation</b>
<ul style="list-style-type: none"> <li>• Implementation of the depot review.</li> <li>• Supporting the Loughborough Town Centre transport scheme through land acquisition, management and subsequent disposal of surplus land.</li> </ul>
<b>Waste Management</b>
<ul style="list-style-type: none"> <li>• Supported the modernisation of Whetstone RHWS and bulking/transfer station and letting of surplus land.</li> </ul>
<b>Chief Executives</b>
<ul style="list-style-type: none"> <li>• Supporting Economic Growth Priorities and approval of Growth Deal Funding including investment in Loughborough University Science and Enterprise Park (LUSEP).</li> <li>• Continued support of economic growth priorities supporting economic growth and community development / cohesion in rural areas.</li> <li>• Reconfiguration of Registration and Coroner Services including: <ul style="list-style-type: none"> <li>○ New facilities in shared accommodation for Marriage and Registration at Charnwood B.C., &amp; Harborough D.C.</li> <li>○ Agreed strategy for improved Marriage and Registration facilities at County Hall and Oadby &amp; Wigston.</li> <li>○ Developed strategy for consolidated Coroners service.</li> </ul> </li> </ul>

### County Council's Corporate Resources

- Established the Asset Investment Fund, and completed its first new investment acquisition.
- Further restructuring of the Investment Portfolio including:-
  - The identification and promotion of further potential development sites.
  - The delivery of ongoing revenue surpluses and capital growth.
  - The identification and disposal of surplus properties to secure capital receipts.
  - The securing of £3.67million of Growth Deal 2 funding to assist in the future provision of new workspace in the Coalville Growth Corridor.
- Development and approval by Cabinet of a Property Energy Strategy, setting out a programme of invest to save measures to reduce the Council's energy expenditure, increase income from renewable energy sources (supporting the MTFS) and to achieve the CO2 reduction targets set out in the Environment Strategy.
- Development and approval by Cabinet of the County Hall, Master Plan, setting out short and long-term investment recommendations to:
  - Safeguard the long term integrity and value of this key asset and;
  - Secure revenue savings and income to support the MTFS.
- Establish governance and delivery arrangements for the project, as part of the Transformation Programme. Commencement of phase 1 activity, to include:
  - Provision of new Data Centre.
  - Setting of long Term maintenance strategy.
  - Complete Acquisition of Anstey Frith House (former Fire HQ).
- Successful promotion of potential development sites at Ibstock, Lutterworth, Melton Mowbray and Ravenstone.
- Achievement of the Capital Disposals Programme for 2013/14 and 2014/15 generating capital receipts in excess of £18million to support the Council's Capital Programme.
- Undertook a review of all LCC storage requirements, and completed the delivery of Phases 1 and 2 of the Storage Review in line with programme.



## Part 1 – Addressing the Future Needs

### 1.0 Corporate Priorities

#### 1.1 Leicestershire County Council Strategic Plan 2014 - 2018

Approved by Cabinet and adopted by full Council in May 2014, the revised Leicestershire County Council Strategic Plan creates a framework that will enable the Council to fundamentally change the way it operates as an organisation and how services are provided in order to meet the joint challenges of ongoing Central Government funding reductions and changing and increasing community demands.

To support the transformation a new mission statement has been adopted –

*“The County Council will lead Leicestershire by working with our communities and partners for the benefit of everyone”*

The Strategic Plan focuses on the following six priority areas:-

1. *Leadership and Transformation.*
2. *Enabling Economic Growth – A Thriving Leicestershire Economy.*
3. *Better Care – Health and Social Care Integration.*
4. *Supporting Children and Families.*
5. *Safer Communities.*
6. *Environment.*

Each priority area has a comprehensive set of supporting actions and plans which will contribute to the delivery of the desired outcomes and achievement of required goals and targets.

The plan focuses on the need to build on the council’s strong track record of working with communities (and other partners from all sectors) by engaging with and empowering them to secure the innovative delivery of services and create greater community resilience. It is recognised that there are a number of key components that will contribute to achieving enhanced community working:-

*Customer Services and Digital Delivery  
Technology, Business Intelligence and Innovation  
Integrated Services and Strategic Commissioning  
Asset Rationalisation and Utilisation  
Transformation through our People Strategy and Organisational Development  
Equalities and Diversity*

'Asset Rationalisation' and Utilisation provides a focus for a significant proportion of the Management Delivery Plan 2015/16 in Section 2.2.

The Strategic Plan mirrors the County Council's Economic Growth Priorities and the Strategic Economic Plan being delivered through the Leicester and Leicestershire Economic Partnership (LLEP). These plans identify five growth areas and priority sectors where by working with partners growth at target levels can be achieved ensuring that there is a thriving local economy underpinned by good infrastructure that creates jobs and prosperity. This will be achieved by encouraging sustainable development, investing in both the strategic transport system and sustainable transport, providing support to businesses and ensuring that the workforce possesses the skills to match the needs of business. Again the County Council through its property investments and developments has the ability to influence the achievement of this goal. Appropriate plans are contained in the Asset Management Delivery Plan 2015/16 (Section 2.2).

Similarly, the use and development of the Council's corporate property resources and the ability to identify partner organisations will be crucial to the delivery of other wider aspirations including:-

- Delivering an integrated fit for purpose health care system.
- Increasing opportunities for people to participate in sport.
- Implementing a Schools Place Planning Strategy.
- Supporting the delivery of free school meals.
- Completion of the County Hall Master Plan.
- Reducing Carbon Emissions.
- Enhancing Leicestershire's Natural, Historic and Cultural Environment.

## 1.2 Medium Term Financial Strategy 2015/16 – 2018/19

The Medium Term Financial Strategy (MTFS) 2015/16 – 2018/19 has been developed against the backdrop of continuing extremely challenging economic conditions resulting in significant and on-going reductions in Government funding despite positive economic growth forecasts. It is not expected that national public sector net borrowing will be eliminated until after 2017/18. Longer term asset strategies are essential to help tackle these financial challenges.

Leicestershire County Council continues to face significant financial challenges through the combined effects of:-

- Low funding coupled with ongoing reductions in Revenue Support Grant;
- The government's reform programme – such as continued council tax restraint; implementation of the Care Act the ongoing effects of the Academies programme.
- Below average per pupil Direct Schools Grant (DSG) rates of funding;
- Increased costs of Adult Social Care due to increased numbers of people with learning difficulties and an ageing population with increased care needs.
- An increase in costs of waste disposal due to Landfill Tax;
- Increased costs of Children's Social Care due to pressure on the placements budget.
- Addressing the deficit within the pension fund.

The MTFS describes Leicestershire County Council's approach for dealing with these pressures over the next four years:

The medium term position shows a balanced position over the next two financial years based on existing savings and growth estimates. However, there is a requirement for further savings of £7.8m in 2017/18 and £9m in 2018/19 due to increased demand pressure from the most vulnerable people in the community. The current challenging financial position is likely to continue into 2019/20. These further savings will be achieved from savings generated in the following areas:-

- Reduction of senior management and administration.
- Better commissioning and procurement.
- Service redesign.
- Collaboration / shared or single services.

The Council's corporate property resources have a key role in supporting the MTFS through securing revenue savings in reduced property costs; creating and releasing capital receipts to support the capital programme; generating revenue income from leasing operational property (such as corporate offices) and from appropriate property and renewable energy investments.

### 1.3 Capital Strategy 2014 – 2018

The capital strategy is derived from the priorities identified within the Corporate Strategic Plan 2015-19, the MTFs and the departmental strategic plans.

The capital programme for 2015-19 totals £228.9m (over 4 years). As detailed in the MTFs, funding to support the capital strategy is through a combination of Central Government grant, external contributions and grants, capital receipts, and contributions from revenue balances and earmarked funds. No unsupported borrowing is included in the current programme. Grant funding is the largest source of financing for the capital programme, totalling £155.3m across the 4 year capital programme. Capital grants are awarded by central government departments including the Department for Education, (DfE), the Department of Health (DoH) and the Department for Transport (DT). While central government grants are allocated by specific central government departments, they are not ring fenced.

The sale of capital assets generates capital receipts which are used to finance the capital programme. A total of £28.4m is estimated to be achieved from property sales during 2015-19. These capital receipts targets drive the proposals in the Asset Management Delivery Plan 2015/16 in Section 2.2 to bring forward development sites, to deliver the specified Disposals Programme, and to re-invest into appropriate property and energy investments.

Other funding includes, £8.4m from a loan repayment, £29.8m from revenue/ earmarked funds and £7m in external contributions mainly from section 106 housing developer contributions.

## 2.0 Strategic Vision for Property

### 2.1 Vision Objectives and Outcomes

The previous CAMP (2013/14) marked a significant shift from a focus that historically had been narrowed upon the Council's own estate to one that took into account the wider perspective of the opportunities available through the wider perspective of the opportunities available through the overall public sector estate. This new strategic vision still holds good for 2015/16 but has been updated to reflect the County Council's current Strategic Plan 2014-18 and the continuing opportunities available through the County Council's property related commissioning activities.

Leicestershire County Council's Strategic Vision for Property is based upon the following aspirations:

**1. Delivering Asset Strategies that support the delivery of the MTFS and the Strategic Plan's priority outcomes:**

In addition to the key imperative to support the delivery of the MTFS targets, the County Council's asset strategies must also facilitate :-

- Leadership and Transformation.
- Enabling Economic Growth 'A thriving Leicestershire economy'.
- Better Care - Health and Social Care integration.
- Supporting children and families.
- Safer Communities.
- Promoting a sustainable environment.

**2. Maximising the opportunities that are available through the 'total local public estate'**

Plans for County Council assets will take into account the potential that may be available through the collective public sector asset base in a geographic area to enable the delivery of:

- Priority Strategic Plan outcomes.
- Locality based requirements – for example, to address specific local service needs; to support local economic development or regeneration requirements.
- Improved and better integrated public services – for example, shared facilities for back office or customer facing services.

**3. Providing county wide property services that are available for all public services' partners**

The aim is to maximise the benefits that may exist through pooling the needs and provision of property services across public sector partners as a means for securing efficiency and revenue savings and for providing more joined-up property solutions through more joined-up property services.

**4. Maximising the range of benefits through the commissioning of property projects and property services**

The County Council is a significant commissioner for the supply of construction, consultancy and energy services in Leicestershire, and the effective management of this process will:

- Ensure cost effective construction and energy services are provided to the County Council;
- Maximise the benefits of collaboration and partnership in commissioning property services in the public sector;
- Support the operation of commercial and traded services to provide financial sustainability to Council operations;
- Secure innovation and continuous improvement in the commissioning and delivery of County Council property services;
- Secure inward investment in SME business in Leicestershire and the wider east midlands region;
- Promote training, development and retention of a skilled labour market in the region.

**5. Providing public sector facilities that the Leicestershire public are proud to use and own**

The County Council has a strong role to play in providing public sector facilities that:

- Are known and recognised by the Leicestershire public.
- Are of an appropriate quality.
- Are assets, not liabilities.
- Are well managed and maintained.
- Are environmentally friendly.
- Include some facilities that inspire and excite.
- Provide facilities and services that are considered to be important by the Leicestershire public, but would otherwise not be available.
- Enhance the locality as a place to live, work, learn and play in.
- Send a positive message about Leicestershire and its people.

## 2.2 Service Objectives

The above 'Vision Objectives and Outcomes,' set the strategic direction for the County Council's estate. The following table, developed in consultation with the Council's Service Areas and Service Business Partners, highlights tasks and projects to be delivered during 2015/16 in order to support service plans and objectives.

Figure 2.0 - Corporate Asset Management Delivery Plan 2015/16

Corporate Resources Service Priority / Development Area	Strategic Approach	Assets / Locations	Delivery
Support the delivery of MTFS targets.	<ul style="list-style-type: none"> <li>Reduce revenue property operating costs.</li> <li>Deliver capital receipts to support the Capital Programme.</li> <li>Increase revenue income.</li> <li>Improved Procurement and Commissioning processes in place.</li> </ul>	<p>Reviews of:</p> <ul style="list-style-type: none"> <li>Beaumanor Hall.</li> <li>Leasehold office buildings with high operating costs including Charnwood locality (Pennine House).</li> <li>Abington House (as part of wider educational review of Wigston schools and locality office accommodation).</li> <li>Promote identified 'bring forward' sites.</li> <li>Increase investment in appropriate investment properties.</li> </ul>	<ul style="list-style-type: none"> <li>In-house review and the phased roll-out of the Area Based Asset Challenge and strategies for each asset.</li> <li>Ongoing development and delivery of bring forward sites.</li> <li>Identify and support investment acquisitions through the Corporate Asset Investment Board.</li> <li>Improved Commissioning and Frameworks in place to improve the processes of letting and performance managing Capital Projects.</li> </ul>
Implementation of the Property Energy Strategy and related initiatives.	Continuing implementation of an invest-to-save programme.	Review all corporately operated buildings/sites and identify invest to save projects throughout to secure strategy targets.	Develop and implement the review using a combination of in-house and procured support.
	Development of new investment opportunities in energy resources.	<p>Business case and service development for installation of renewable energy assets for sale of power and heat to:</p> <ul style="list-style-type: none"> <li>Schools estate (pilot phase of up to 15 schools).</li> <li>Commercially operated estate (pilot phase of 2 farms, industrial sites TBC).</li> <li>County-wide investigation into potential for District Heating Networks, to develop greater understanding of the Council's role and potential investment opportunities.</li> <li>Potential solar power projects to support Heritage asset sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Complete ongoing development of in-house processes and project management.</li> <li>REFIT (energy performance) framework contractor.</li> <li>Commission external advice to support development of business case with site specific project scenarios developed for potential trial implementation on 2 farms.</li> <li>Tender for consultancy support, funded by DECC funding (if bid successful) and partner contributions, working in partnership with Charnwood Borough Council, North West Leicestershire DC and NHS partners.</li> </ul>
	Develop a corporate water management strategy.	Review all corporately operated buildings/sites.	Complete and Deliver.
	Review of energy purchasing/sourcing contracts.	All corporately operated buildings/sites (and street lighting electrical supplies).	Complete and deliver in-house led review working in partnership with ESPO (incumbent supplier).
Further development of the Asset Investment Fund to improve financial resilience and promote Enabling Growth.	Finalise and Implement Investment Strategy.	<p>Implement Acquisitions and Investment Strategy in line with MTFS funding allocation to secure suitable new investment properties and deliver new workspace.</p> <p>Loughborough University Science and Enterprise Park – Support infrastructure to enable development to progress and work with the University on further phases.</p>	<ul style="list-style-type: none"> <li>Strategy to be completed and approved.</li> <li>Delivery through existing governance and in-house processes.</li> </ul>

Corporate Resources  Service Priority / Development Area	Strategic Approach	Assets / Locations	Delivery
Delivery of the County Hall Master plan.	Delivery of approved County Hall Master Plan as a Transformation Enabler project.	County Hall: <ul style="list-style-type: none"> <li>• Block A (Pen Lloyd) – flexible working, renting surplus space.</li> <li>• Block H (ICT) – mothballing, new replacement data centre.</li> <li>• Block E (Rutland) – flexible working.</li> <li>• Block J (E Annex) – mothballing offices and storage.</li> <li>• Blocks V,W,X (Anstey Frith Ho.) – Registration Services/ Out of hours offices.</li> </ul>	<ul style="list-style-type: none"> <li>• Support delivery of project's Property workstreams.</li> </ul>
Performance measurement and monitoring of Corporate Properties.	Develop appropriate performance indicator and benchmarking across all relevant areas.	Maintenance: <ul style="list-style-type: none"> <li>• Block A (Pen Lloyd) – heating distribution and general refurbishment projects.</li> <li>• Block E (Rutland) – new windows.</li> </ul> All County Council assets.	Commissioning of construction projects, design only in 15/16.  Strategic Property Services to implement appropriate Performance Indicator measurers.



Adults and Communities Service Priority / Development Area	Strategic Approach	Assets / Locations	Delivery
Support the delivery of 'Museums Collections Strategy'.	A programme of site specific reviews and projects.	<p>Specific sites in scope are:</p> <ul style="list-style-type: none"> <li>• Sherrier Centre.</li> <li>• Barrow Museum Store.</li> <li>• Matrix House.</li> <li>• County Hall (Eastern Annex).</li> </ul>	<p>Internal reviews through Business Partner team and liaison with Intelligent Client and services, including interdependencies with both the transformation of Communities and Wellbeing services and County Hall Master plan and Asset Challenge.</p> <p>Identify opportunities for intensification and relocation and progress to disposal with any assets identified as surplus.</p>
Support the reduction in operating costs for the Communities and Wellbeing Service as required in the MTFS.	Transfer Community Libraries to local communities to reduce staffing and property operating costs.	Programme of transfer by lease or sale of all 36 Community Libraries.	<ul style="list-style-type: none"> <li>• Development of strategy for transfer for each property.</li> <li>• Utilising in-house support to formalise transfers.</li> </ul>
	Develop a revised mining offer at Snibston Discovery Museum.	<p>Snibston Discovery Museum</p> <ul style="list-style-type: none"> <li>• Demolition of main gallery.</li> <li>• Utilisation of remaining buildings to enable the refocus of the museum towards a Mining Museum.</li> <li>• Creation of a new museum based around scheduled ancient monuments and mining heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the delivery of the property related workstreams for this project, as yet to be defined.</li> </ul>
	Reduction in Property Costs.	Consolidation of Sherrier collections and loan artifacts into Barrow/other storage and Eastern Annex (or alternative location) for charged for services.	
	Support the continuing delivery of the Using Buildings Better Strategy to increase revenue for the service.	<p>Reconfigure space within the following C&amp;W assets to provide improved let-able learning and ICT space.</p> <ul style="list-style-type: none"> <li>• Glenfield - creation of 2 learning rooms.</li> <li>• Oadby - creation of 2 learning rooms.</li> <li>• Blaby - creation of 1 learning room.</li> </ul>	The development of schemes in conjunction with C&W and the commissioning of OPS to procure and deliver schemes.
Support a reduction in operating costs for the Adult Learning Service.	A programme of site specific reviews and projects.	Improve learning facilities at Libraries under the Using Buildings Better project as detailed above to enable more efficient use of Community & Wellbeing occupied buildings.	As above.
		<p>Review of property agreements and costing for services delivered at:</p> <ul style="list-style-type: none"> <li>• John Cleveland College, Hinckley.</li> <li>• Countesthorpe College.</li> <li>• Brockington College.</li> <li>• Groby College.</li> <li>• Quorn Rawlins.</li> </ul>	The commissioning of Estates to review fees and negotiate property agreements.
		<p>Site specific projects at:</p> <ul style="list-style-type: none"> <li>• Brockington Bungalow to improve and increase use of site.</li> <li>• Additional sites as required.</li> </ul>	Develop design and commission OPS to procure and deliver schemes.

<b>Adults and Communities</b>  <b>Service Priority / Development Area</b>	<b>Strategic Approach</b>	<b>Assets / Locations</b>	<b>Delivery</b>
Support the delivery of the 'In House Services' review within Adult Social Care.	Support the amalgamation of the Community Life Choices and Short Break services through the creation of improved and more intensively used social care buildings.	Develop, design and implement schemes at the following Short Break properties: <ul style="list-style-type: none"> <li>• Melton Short Breaks, Melton.</li> <li>• The Trees, Hinckley.</li> <li>• Carlton Drive, Wigston.</li> </ul>	The development of schemes in conjunction with ASC and the commissioning of OPS to procure and deliver schemes.
	Rationalisation of current Community Life Choices properties.	Disposal of underutilised Community Life Choices properties across the County <ul style="list-style-type: none"> <li>• Millfield, Hinckley.</li> <li>• The Mount, Melton Mowbray.</li> </ul> Termination, assignment of leases where assets no longer fulfilling service requirements.	Declare properties surplus where necessary and commission: <ul style="list-style-type: none"> <li>• Estates to dispose of properties.</li> <li>• Estates to terminate leases and hand back properties.</li> </ul>
Enable a greater number of older people to live independently through the development of Extra Care Housing in Leicestershire.	Delivery or support to deliver Extra Care Schemes.	Contribution to East Midlands Housing for development of Extra Care scheme in Loughborough.  Development of scheme in Melton Mowbray.	Support Service area in developing and delivery Extra Care Strategy (2015/16).

<b>Children &amp; Families Service</b>			
<b>Service Priority / Development Area</b>	<b>Strategic Approach</b>	<b>Assets / Locations</b>	<b>Delivery</b>
To provide the additional primary school places required and identify the capital budget necessary to meet this need before allocating any other expenditure.	To establish a new primary school in Braunstone / LFE.	Delivery of a new primary school is to be developed in Braunstone. September 2016.	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
	To develop a new primary school on the Mount Grace campus.	The Mount Grace campus will be converted to provide a 630 place primary school as replacement to Holliers Walk. September 2016.	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
	To provide a new primary provision Birstall.	Delivery of a new 210 place primary school to be developed.	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
	Primary adaptations at various primary schools.	Major primary adaptations projects in; <ul style="list-style-type: none"> <li>• Anstey.</li> <li>• Loughborough.</li> <li>• Groby.</li> <li>• Coalville.</li> <li>• Ashby.</li> <li>• Ibstock.</li> <li>• Bottesford.</li> <li>• Hinckley.</li> <li>• Great Glen.</li> <li>• Huncote.</li> </ul>	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
To ensure there is a good supply of secondary places in each locality, offered through well planned, sustainable and viable solutions, underpinned by robust funding arrangements.	Redevelopment of the Longslade Campus.	Support stakeholders with the master plan of the Longslade campus.	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
	Redevelopment of Wigston campus.	Redevelopment of the Abington, Bushloe and Guthlaxton campus.	The development of schemes in conjunction with C&FS and the commissioning of OPS to procure and deliver schemes.
	Non allocated secondary contingency to support CIF bids.	Funding allocated to support CIF bids which involve school expansion or provide additional places <ul style="list-style-type: none"> <li>• Anstey Martin High School – sport halls.</li> <li>• Woodbrook High School - dining facilities.</li> <li>• Thomas Estley Community College – sports hall.</li> </ul>	Support the development and delivery of schemes in conjunction with C&FS.
Identify sufficient capital funding to fulfil our commitment to the programme of Area Special School Development.	Completing the final development in Wigston.	Delivery of a new area Special School, Wigston.	Support the development and delivery of schemes in conjunction with C&FS.

<b>Children &amp; Families Service</b> <b>Service Priority / Development Area</b>	<b>Strategic Approach</b>	<b>Assets / Locations</b>	<b>Delivery</b>
To ensure that basic needs capital allocated to the LA is targeted towards meeting the need for additional places arising from increase births and general demographic change.	Statement in principle.	To be achieved in key projects identified in other priorities.	
To seek to support opportunities to address structural change to the pattern of education, where this can be linked to basic need requirements in the locality, and here there is a robust case for change.	Removal of the 10+.	Removal of the 10+ at <ul style="list-style-type: none"> <li>• Wigston campus.</li> <li>• Oadby campus.</li> <li>• Shepshed &amp; Castle Donington campus.</li> </ul>	Support the development and delivery of schemes in conjunction with C&FS.
To work with each District, housing developer, maintained schools and Academies to ensure; that appropriate contributions are received for new school places, proportionate to the scale of development, and used in a way which provides for the best educational solution.	Statement in principle.	Capital programme includes Section 106 monies.	Support the development and delivery of schemes in conjunction with C&FS.
To support the development of a vibrant and sustainable mixed market approach to the provision of school and other learning places in Leicestershire, so as to promote the best possible choice and diversity.	Statement in principle.	To be achieved in key projects identified in other priorities.	
To further develop strong arrangements for the management of our assets, and strengthen our relationship with Academies, to ensure all school buildings (irrespective of their designation and howsoever funding) are maintained fit for purpose.	Implement new procedures for working with Academies.  Delivery of the Priority School Build Programme.	Develop and implement new procedure for licensing of alterations by academies.  Develop and communicate clearly to academies the Landlord and Tenant relationship.  Working with the EFA, Schools and Academies to deliver major redevelopment schemes: <ul style="list-style-type: none"> <li>• Thurmaston, Bishop Ellis.</li> <li>• Birstall, Longslade.</li> <li>• Birstall, Highcliffe.</li> <li>• Countesthorpe, Leyslands.</li> </ul>	New procedures developed in conjunction with C&FS, Legal Services and Estates.  Support the development and delivery of schemes in conjunction with C&FS.
Promote the provisions for vulnerable individuals, groups, Early Years, and Children's Centres.	Redevelop key buildings to create hubs for the provision.	Redevelop existing key buildings to deliver new Early Help provisions in: <ul style="list-style-type: none"> <li>• Coalville.</li> <li>• Loughborough.</li> <li>• Hinckley.</li> </ul>	Support the development and delivery of schemes in conjunction with C&FS.

<b>Environment and Transport</b>			
<b>Service Priority / Development Area</b>	<b>Strategic Approach</b>	<b>Assets / Locations</b>	<b>Delivery</b>
Expansion of Driver Education Workshop to maximise an income generation opportunity.	To provide a training facility to maximise the catchment area within which Driver Education tutorials can be offered.	Market Harborough or near to the Leicestershire County boundary to the south.	Develop and deliver strategy.
To make contingency plans for the impending lease termination of the Melton Mowbray highways depot in 2019.	To provide an alternative strategic base for highways and winter road maintenance tasks.	Melton Mowbray or immediately surrounding area on a site which will have sufficient capacity to accommodate highways vehicles and potentially a small fleet of buses operated by LCC.	Develop and deliver agreed contingency plan.
To locate and secure a suitable base / depot area for the parking of fleet buses following the move from Earl Shilton and the closure of the Millfield Centre.	To maintain a number of fleet vehicles in the area they are required to minimise un-necessary mileage.	Hinckley and surrounding areas.	Develop and deliver agreed plan.
Essential improvement of the highways network.	To acquire the lands necessary to implement highway improvements.	Including Desford crossroads, County Hall and New Parks Way roundabouts.	Potential compulsory acquisitions of lands including Desford crossroads, and Glenfield areas.
Expansion of infrastructure due to planned developments in south Leicestershire.	To acquire the lands necessary to implement the highway improvements.	Various locations in South Leicestershire.	Potential compulsory acquisitions of lands to upgrade the infrastructure south of the county.
To make contingency plans for the impending lease termination of the Lount composting site in 2020.	Commence an immediate land search to identify suitable alternative locations to replace the Lount facility as the site handles over 40% of the green waste produced in the county.	Within a 5 mile radius of Lount.	Commissioning of an immediate land search to secure and develop an alternative site to coincide with the termination of the existing lease arrangements.
To advance the navigation of the Ashby canal.	To acquire the necessary lands to implement the further construction work to extending the Ashby canal.	Along the Ashby canal corridor.	Develop and deliver agreed plan, in support of service strategy.
Construction of a new bridge over the river Soar at Zouch, Loughborough which carries the A6006.	To acquire the necessary lands to implement the new construction project.	Immediately surrounding the existing bridge over the River Soar in Zouch.	Potential compulsory acquisitions of lands to implement the works to replace the structurally defective bridge.

<b>Chief Executive</b>			
<b>Service Priority / Development Area</b>	<b>Strategic Approach</b>	<b>Assets / Locations</b>	<b>Delivery</b>
New Registrars and Marriage Facilities in County Hall and Oadby and Wigston Borough Council.	Forms part of the approved County Hall Master Plan	County Hall new facilities will be delivered by May 2015,  O&W BC location identified and negotiations progressing – exiting registration facility will be released on completion	Deliver plan as agreed work stream of the approved County Hall Master Plan
Implement operational efficiencies of the Coroners Services and mortuary provisions in Leicestershire building on the earlier feasibility work on future operating models.	Contribute to review and support Transformation to develop a business case for the provision of Coroners and mortuary facilities.	Central location to be identified in Leicester/shire.	Support the Service / Transformation led review and support delivery of subsequent strategy.
Promotion of economic development and growth plans in Leicestershire including, through the delivery of the Council's Enabling Growth Plan.	Property Services contributes as a member of the Enabling Growth Board.	Countywide.	<ul style="list-style-type: none"> <li>• Continuing support and contribution to Enabling Growth Board.</li> <li>• Implementation of agreed asset investment projects.</li> </ul>
Review of Section 106 policy.	Support the corporate review of Sec 106 policy across the County Council.	Countywide.	Support in development and delivery across all services to maximise capital receipts.

## 3.0 Resource Implications

This section highlights the resource implications associated with the delivery of the strategic vision for property including the specific asset management tasks and projects contained in Section 2.

### 3.1 Finance

This CAMP has been developed and produced in conjunction with the financial plans, programmes and budgets for the Council. This ensures that the planning for financial and property resources are directly linked and connected.

Sections 1.2 and 1.3 summarise the Medium Term Financial Strategy (MTFS) and the Capital Strategy for 2014/15 – 2018/19. This section details the capital receipts, capital programme and revenue expenditure proposals for the Council's property resources in keeping with the MTFS 2015/16 – 2018/19.

#### 3.1.1 Capital Programme

A Service Based summary of the property elements of the Capital Programme is set out below and in greater detail in Appendix 3.

The table sets out those MTFS capital projects that are property related. Over 33%, namely £82m, of the LCC's total capital spend over the MTFS period of £228m is dependent upon property projects.

**Figure 3.0 - Capital Programme Schemes – 2015/16 – 2018/19  
(Property related projects)**

<b>Capital Budget</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	£000	£000	£000	£000	£000
C&FS	28,837	26,737	4,525	0	55,574
Adults and Communities	660	110	0	0	770
E&T - Transportation	520	50	50	50	670
E&T - Waste Management	0	0	0	0	0
Chief Executive's	1,275	0	0	0	1,275
Corporate Resources	1,750	400	400	400	2,950
Corporate Programme	3,900	8,080	5,500	4,000	21,480
<b>Total</b>	<b>36,942</b>	<b>35,377</b>	<b>5,950</b>	<b>4,450</b>	<b>82,719</b>

### 3.1.2 Capital Receipts

The projected capital receipts are shown below but full delivery may be delayed due to the need to resolve planning issues and the delayed completion of some sales.

**Figure 3.1 - Capital Receipts (In relation to property disposals supporting MTFS total capital receipt targets)**

Receipt	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
General	£3.606	£10.580	£4.000	£3.000	£3.300	£24.486
Earmarked	£1.363	£1.630	£0.000	£0.000	£0.000	£2.993
<b>Total Property Services ~Target</b>	<b>£4.97</b>	<b>£12.21</b>	<b>£4.00</b>	<b>£3.00</b>	<b>£3.30</b>	<b>£27.48</b>

### 3.1.3 Finance – Revenue

The following table relates to the total revenue fund managed by Property Services for the repair and maintenance of LCC maintained schools and the corporate estate for 2015/2016-2017/2018. Looking forward these figures could change significantly if a further tranche of schools convert to academies and become responsible for their own property maintenance and budgets.

Maintenance programmes are put together using information obtained from the five yearly condition surveys which are undertaken for all properties used by the Authority. All programmes are compiled by Asset Management and approved against the wider corporate asset management context prior to the final programme being approved.



**Figure 3.2 - Central Maintenance and Schools Fund Revenue Budgets 2015/16 - 2018/19.**

REVENUE BUDGET	2015/16 (£)	2016/17 (£)	2017/18 (£)	2018/19 (£)
Schools Fund	<i>projected</i>	<i>projected</i>	<i>projected</i>	<i>projected</i>
Buy Back	<u>1,250,000</u>	<u>1,000,000</u>	<u>900,000</u>	<u>750,000</u>
Central Fund LEA Retained	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
Corporate Tenant Budget	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Central Maintenance Fund (All Property except Schools)	<u>2,550,000</u>	<u>2,613,750</u>	<u>2,679,094</u>	<u>2,746,071</u>
*Total Revenue Budget managed by Property Services	<u><b>4,450,000</b></u>	<u><b>4,513,750</b></u>	<u><b>4,579,094</b></u>	<u><b>4,646,071</b></u>

Definitions: -

- **Schools Fund** – Funding available to undertake smaller planned jobs and day to day repairs. This funding has been delegated to schools, but a Buy Back facility is in place where schools can put the funds into a scheme administered by Property Services. The funds are used to deal with these issues across the portfolio of schools in the scheme.
- **Central Fund LEA retained** – Funding available to undertake major repairs to all schools (excluding Voluntary Aided) has been significantly reduced and will no longer be available in 2013/14 onwards due to the school conversion programme to academy status. The authority will no longer be responsible for maintenance issues on academy schools.
- **Corporate Tenant Budget** – As part of the change to a Corporate Landlord model maintenance budgets previously held by departments were transferred to Property Services, and is used for internal decorations, floor coverings, etc.
- **Central Fund Corporate** – This budget is used for undertaking all types of maintenance and repair for all other buildings (excluding Schools). This budget also includes the former tenant maintenance funds which were incorporated into CMF a number of years ago.

### 3.2 ICT

The Property Asset Management System (PAMS) project is progressing well and the phased replacement of the existing Property Management Information System is due to go live in September 2015.

During the lifespan of the project a significant number of business improvements have been made and a complete change to the property financial accounting system is due to go live in April 2015.

The PAMS project will integrate with the Oracle financial accounting system and provide commitment accounting in line with the corporate strategic objectives. There is a heavy reliance on both Strategic and Operational ICT to support the integration and migration to support this requirement.

The project will ensure the continuity of good quality asset management information and provide further efficiencies with much greater functionality in the new product.

As part of the overall County Hall Master plan Programme which is now under delivery there is a separate ICT Project to implement 'thin client' technology (Virtual Desktop Integration) not just at County Hall but across the whole ICT estate.

The technology replaces existing desktop PC's with a thin client box that allows users to move from desk to desk without any issues. This technology is essential to support the smarter working and 8:10 desk ratio., which underpins the more effective and cost-efficient use of the Council's office facilities.

### 3.3 Human Resources

The revised Target Operating Model which put in place a Strategic and Operational Property split went live from the 1<sup>st</sup> January 2013 but after a trial period, and further pressure to make savings, some minor changes to improve clarity of Architectural and Construction services were put in place from Sept 2014.

The continued pressure for further revenue savings will result in the need for additional action plans 2016/17. While staff continue to adopt a flexible and committed approach to delivering objectives it is likely that continued pressure on resources may well impact on the ability to deliver the programmes during the MTFS period. It should be noted that the Corporate Asset Management Delivery Plan 2015/16 (Contained in Section 2.2) includes an ambitious programme of developing and delivering 'bring forward' potential development sites. This is an essential part of the programme of projects set out to support the delivery of the County Council's MTFS targets. It will be necessary to provide additional resources to enable the delivery of these projects, depending upon the scale, volume and complexity of sites co. This will affect Property Services but will also have implications for other support services such as Legal Services.

### 3.4 Commissioning and Procurement

The previous CAMP 2013/14 introduced the proposed review of all property related commissioning and procurement arrangements. This review has now been completed and revised / updated framework agreements and contracts are in place across all the following areas:

- Minor works and reactive maintenance.
- Major works.
- Facilities Management.
- Estates Management Services.
- Specialist Consultancy Services.
- Energy Performance Contract.

The focus during 2015/2016 is on the revision and improvement of internal processes, such as planning and programming management and performance management to ensure a strong strategic client foundation and effective operational delivery of all commissioned works and services.

## Part 2 – The Evolving Estate

### 4.0 Existing Asset Base

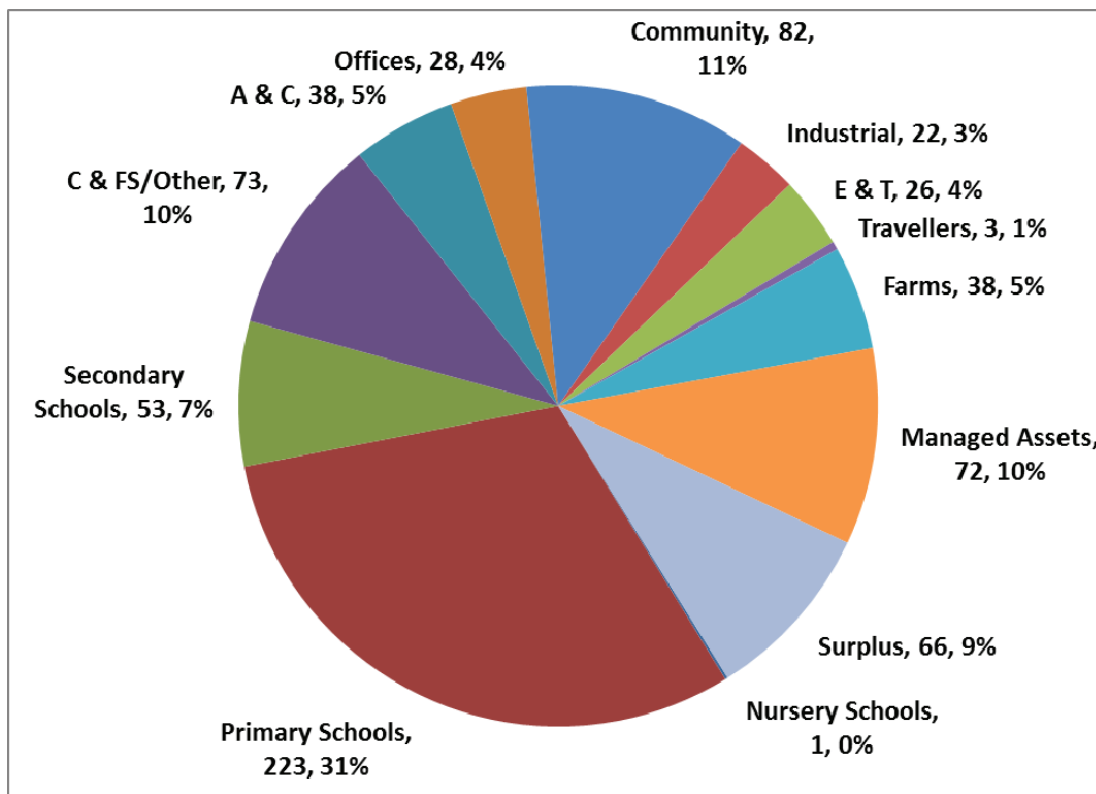
This section provides a general overview of the County Council's freehold and leasehold asset base and the current deployment of these assets to support the delivery of services. It also looks at the performance of the estate in areas such as physical condition, financial returns and suitability. Information is also provided about the amount of money expended on the Council's property resources.

#### 4.1 Make-up of Current Asset Base

Appendix 1 contains the 'Summary of Assets and Values (2013/14) included in the County Council's audited accounts.

The following diagram presents the total number of property interests owned and occupied by the County Council broken down by type of user.

**Figure 4.0 - Projected Numbers of Council Property Interests as at 1<sup>st</sup> April 2014**



The total number of property interests owned by the County Council has reduced from 918 in the CAMP 2013/14 to 725 in the CAMP 2015/16. This reflects the substantial amount of rationalisation and reductions across the portfolio as the Council implements the necessary changes and reductions in service delivery. Notable examples include the continued

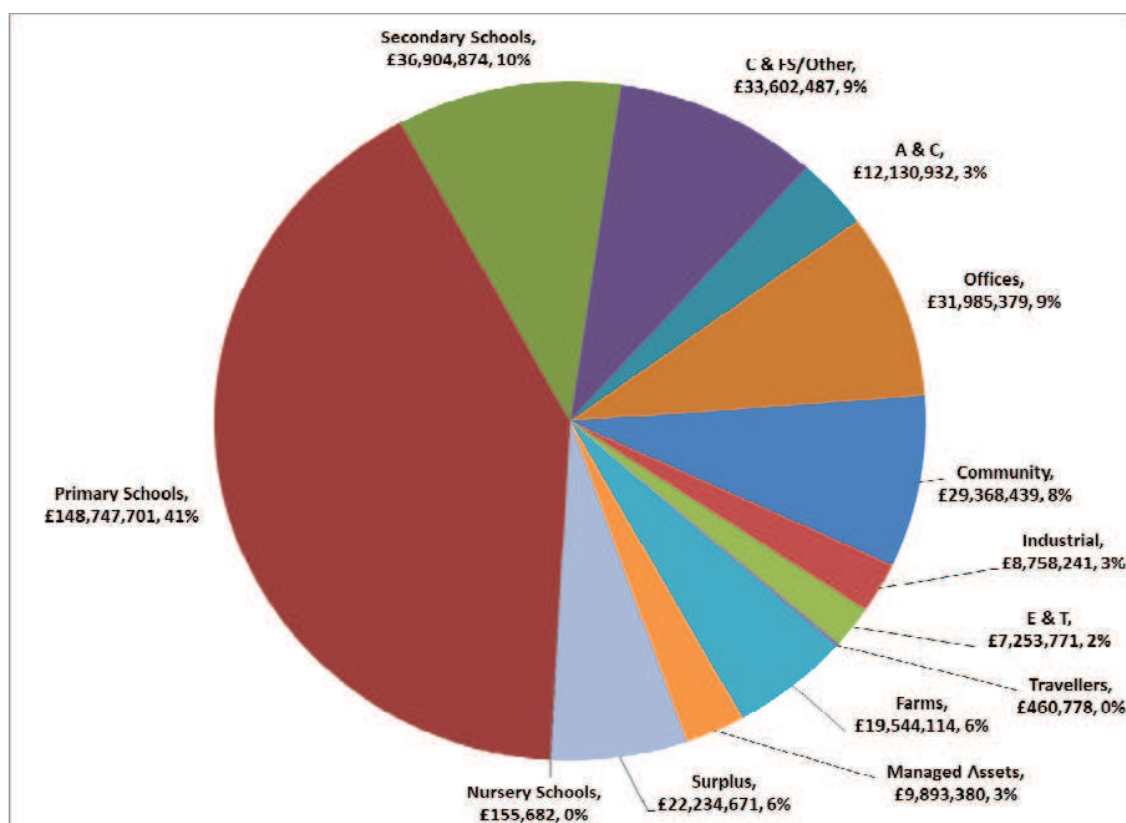
implementation of the Office Strategy; reductions following the Adult Social Care personalisation agenda; disposals of associated buildings linked to the Academy agenda; and the reclassification of assets forming the new Asset Investment Fund.

Looking ahead there will continue to be further disposals of surplus assets and potential development land during 2015/16 and beyond. There will also be additional new assets as the new Schools Capital Programme rolls out during the next two years and plans to acquire new investment properties take effect. Total numbers of assets are likely to remain in the 700's.

## 4.2 Value of Asset Base

Table 4.3 presents the total asset value of the Council's total property holdings, broken down by type of use.

**Figure 4.1 - Projected Assets and Values as at 1<sup>st</sup> April 2014 (All Assets)**



The following table presents the changes in the total asset value of the Council's property holdings since 2010.

**Figure 4.2 - Table showing difference in Asset Values since 2010**

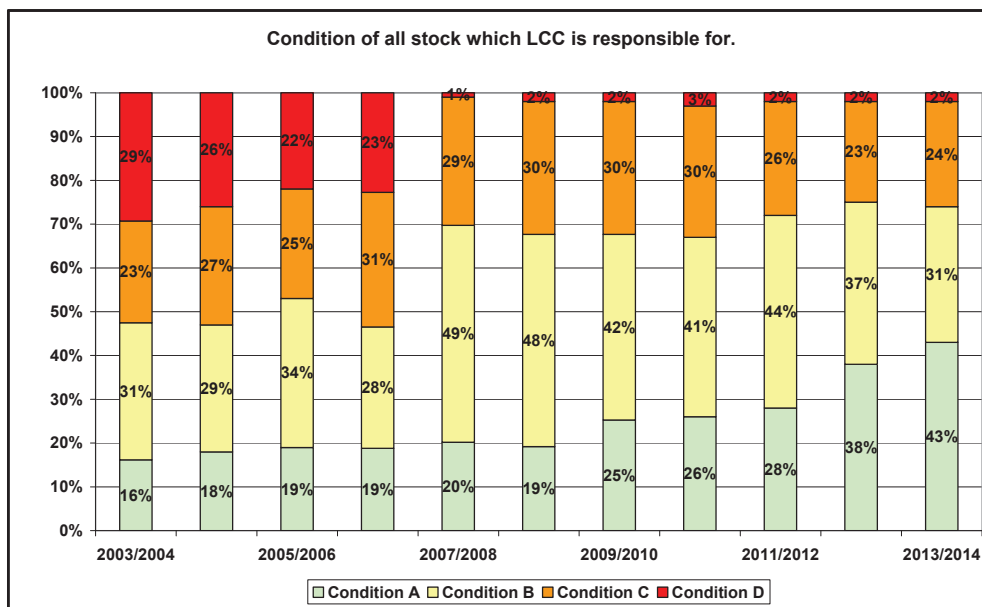
Valuation Date	1 <sup>st</sup> April 2010	1 <sup>st</sup> April 2011	1 <sup>st</sup> April 2012	1 <sup>st</sup> April 2013	Estimated @ 1 <sup>st</sup> April 2014
Total Asset Value	£695,764,132	£640,666,278	£676,027,107	£788,500,765	£361,040,449

It can be seen that the total value as at April 2014 of £361m has reduced dramatically from the previous year of £788.5m. This dramatic swing in values between 2012 -2014 is due partly to the reduction in total property interests but is related to the governments change in valuation methodology for schools plus the creation of leasehold interests from the Council's school freehold interests as they transfer to Academy status.

### 4.3 Condition

LCC uses CIPFA Performance Indicator PMI 1A Condition to monitor the condition performance of the Council's assets. The following diagram presents the trends for the condition of Council properties, extending over an 11 year period, from 2003/04 to 2013/14.

**Figure 4.3 - Condition of Council Property Assets diagram as at 1<sup>st</sup> April 2014**



<b>Condition A</b>	<b>Good. Performing as intended and operating efficiently</b>
<b>Condition B</b>	<b>Satisfactory. Performing as intended but exhibiting minor deterioration</b>
<b>Condition C</b>	<b>Poor. Exhibiting major defects and/or not operating as intended</b>
<b>Condition D</b>	<b>Bad. Life expired and/or serious risk of imminent failure</b>

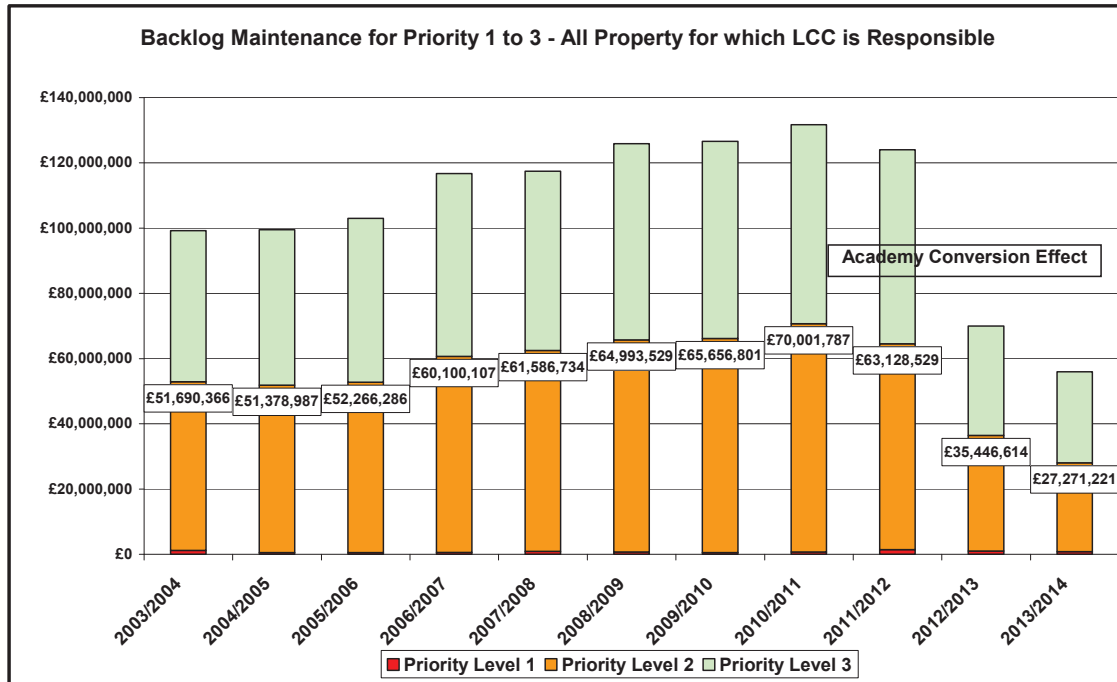
Between its baseline in 2003/4 and the present day, the County Council has made substantial efforts to target available resources to those assets that fell into Category D (those assets being life expired or had a serious risk of imminent failure) which could cause disruption of services to the public e.g. a school closure due to a boiler failure. Since 2009/10 there has also been progressive increase in the proportion of assets in category A. A reduction of poorly performing buildings (orange and red indicators). This is partly due to a programme for the replacement of time expired modular buildings on school sites and a proactive asset strategy supporting services through reviews to enable the release and disposal of buildings in poor condition or no longer suitable for service delivery.

The trend of continually improving the condition of the County Councils assets is to be maintained, but will be subject to the impact of the corporate requirement to deliver revenue savings on maintenance budgets.

## 4.4 Maintenance Backlog

The following table presents the trend in maintenance backlog costs over the last 10 years

**Figure 4.4 - Backlog Maintenance of County Council Assets as at 1<sup>st</sup> April 2014**



### KEY

<b>Priority 1</b>	Urgent Work that will prevent immediate closure of premises and/or address immediate high risk to health and safety of occupants and/or remedy a serious breach of legislation
<b>Priority 2</b>	Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to health and safety of occupants and/or remedy a less serious breach of legislation
<b>Priority 3</b>	Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a medium risk to health and safety of occupants and/or remedy a minor breach of legislation

The table shows that virtually all Priority 1 'urgent' works are addressed and almost eradicated from the Council's stock of property. Maintenance backlog requirements are fairly equally divided between priority 1 and 2 levels.

The substantial drop in the total maintenance backlog costs for the last 2 years is due to the transfer of repairing liabilities to the Academies and Trust schools during which process some of the inherent maintenance liabilities were addressed.

The on-going aim is to maintain this trend of reducing maintenance backlog costs, but this will be subject to the future impact of revenue savings and cutbacks on maintenance budgets.

## 4.5 Planned and Reactive Maintenance

Planned maintenance is generated from condition surveys where priorities and a program of maintenance work are created from the database. As more schools transfer to academy status, the burden upon Local Education Authority's liability to repair reduces. The responsibility for repairs and maintenance, together with all statutory compliance issues, falls to the Academy head teacher and governors, although these services can be provided by Operational Property Services on a contract basis.

Reactive maintenance is generated from the calls to Operational Property Services' helpdesk from schools, offices and other building users, because these are emergency requests resulting from a building failure or breakdown they require immediate response on a piecemeal basis and are inherently more expensive and costly to resource.

The following diagram represents the total amount of both revenue and capital monies spent on planned and reactive maintenance for the corporate estate and the Schools estate for 2012/13 and 2013/14. As explained in Section 3.1, the Central Maintenance Fund (CMF) is the revenue budget allocated to the maintenance of the County Council's corporate estate (excluding schools). The Schools Maintenance Fund (SMF) is an annual Government funded capital grant. The SMF varies annually and cannot be budgeted too far in advance of each financial year.

**Figure 4.5 - Planned Reactive Maintenance Expenditure**

	2012/13		2013/14	
	<i>Central Maintenance Fund (£)</i>	<i>Schools Maintenance Fund (£)</i>	<i>Central Maintenance Fund (£)</i>	<i>Schools Maintenance Fund (£)</i>
<i>Planned Maintenance</i>	500,000	2,800,000	500,000	3,200,000
<i>Reactive Maintenance</i>	2,340,000	2,590,000	2,300,000	1,675,000
<b>Totals</b>	<u>2,840,000</u>	<u>5,390,000</u>	<u>2,800,000</u>	<u>4,875,000</u>

The split between planned and reactive maintenance is as follows;

**Figure 4.6 - Split between Planned and Reactive Maintenance Expenditure**

	2012/13	2013/14
<i>Planned Maintenance</i>	40%	48%
<i>Reactive Maintenance</i>	60%	52%



The recommended best practices split is 70% planned and 30% reactive maintenance. The unpredictability of the Government grant for the Schools Maintenance Fund makes it difficult for the County Council to meet this best practice standard. A more realistic aim is to seek to achieve a 60%: 40% split between planned and reactive maintenance spend as far as is possible and practical.

## 4.6 Energy Water and CO2 emissions

In July 2014 Cabinet approved a corporate Property Energy Strategy. This established energy management as a priority for the strategic planning and operational management of property and established a new performance management approach.

Performance reporting of energy, water and CO2 emissions has been significantly influenced by legislation and governance relating to the calculation of CO2 emissions, and in terms of the Council's changing responsibility in relation to the schools estate.

### Performance against historic criteria

Historic Performance Management Indicators (PMI's) 2A and 2C are included below, reported in line with previous formats for the final time before being superseded by a revised baseline and performance management overview in future CAMP reporting.

#### **Figure 4.7 - Energy Performance Management Indicators 2A**

(Reported for all operational properties including Schools, in respect of electricity and gas consumption).

	<b>2012/2013</b>	<b>2013/2014</b>
Energy Cost Total Spend	£11,763,690	£13,949,559.83
Energy Total Consumption (Kwh)	203,820,013	201,111,736
Energy cost per sq.	£13.00/ m <sup>2</sup>	£12.56/ m <sup>2</sup>
Energy Consumption per m <sup>2</sup>	225.24 Kwh/m <sup>2</sup>	181.03 Kwh/m <sup>3</sup>

#### **Figure 4.8 - Energy Performance Management Indicators 2C (Emissions reported for all operational properties including Schools)**

	<b>2012/2013</b>	<b>2013/2014</b>
CO <sub>2</sub> Total Emissions	53,528 Tonnes CO <sub>2</sub>	47,534 Tonnes CO <sub>2</sub>
CO <sub>2</sub> Total Emissions/m <sup>2</sup>	0.06 Tonnes CO <sub>2</sub> /m <sup>2</sup>	0.07 Tonnes CO <sub>2</sub> /m <sup>2</sup>

Note: Based on total GIA (m<sup>2</sup>) of all property i.e. for both figures 4.7 and 4.8.

**Energy Performance of the Corporate Property Estate (excluding schools, industrial and farms estate)**

A performance management regime has been established which establishes energy consumption as a central performance measure. The following strategic targets apply:

- MTFS revenue savings £400k per annum (base year 2012/13) by 2017/18.
- Carbon Reduction Strategy requiring 34% reduction in CO2 emissions from energy use in buildings by 2020 (base year 2008).
- 24% reduction in energy consumption by 2017/18. (base year 2012/13)

Additionally, energy efficiency performance will be monitored through two indicators; the DEC rating of the portfolio, and the overall kWh/m2 (GIA) of the corporate portfolio.

### 4.6.1 Energy Consumption

The following figures illustrates the energy consumption trends for the corporate estate. Historic performance is shown in solid lines; the dotted lines present the extrapolated performance targets set out in the Property Energy Strategy.

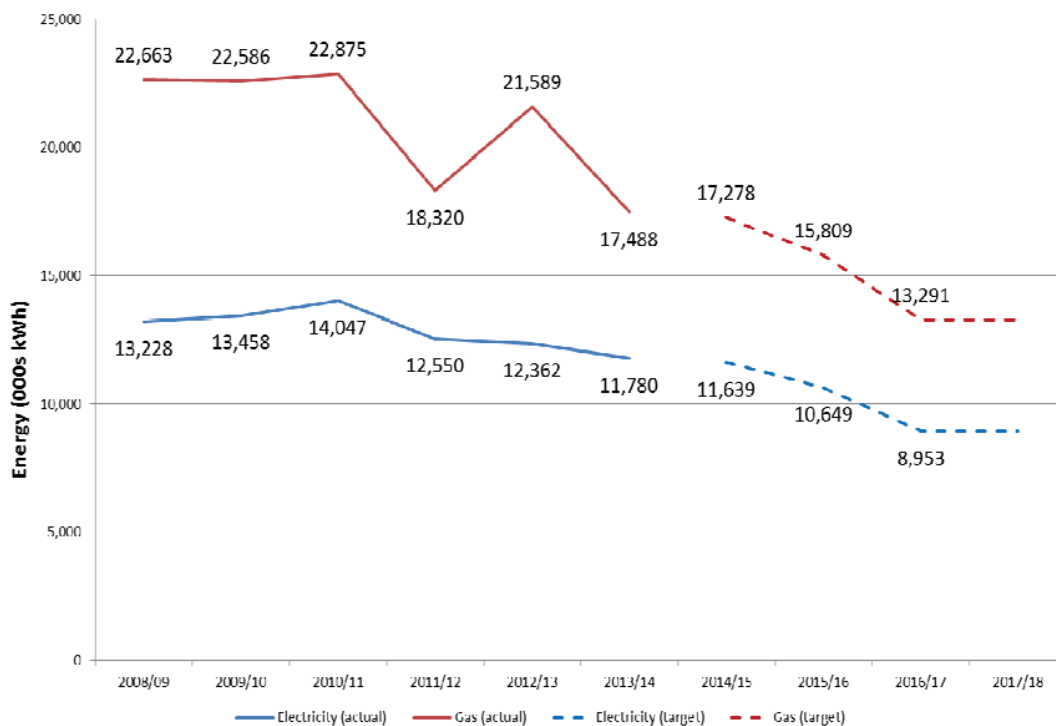
Figure 4.9 below shows that Gas use is, in general, following the required progression to suggest corporate targets will be achieved. However, the data illustrates the susceptibility of energy use to the effects of weather, with a clear spike in consumption arising from a very long and severe winter in the winter of 2012.

The marked savings in gas use have arisen to date from three main sources: From the disposal of property; through the reduction in offices and the transfer of elderly person's houses, but also through considerable effort on the County Hall campus to ensure summer gas use is minimised through more proactive management of boiler and heating systems.

Electricity use follows a similar trend, although the general trend on individual sites is for increasing intensity of use of electricity (notably in the office estate) offset by a reduction in overall number of sites.

The scale of targeted energy savings reinforces requirement for the approved Property Energy Strategy 2014.

**Figure 4.9 - Energy Consumption for Corporate Buildings  
(Excludes Schools, Industrial and County Farms Estate)**



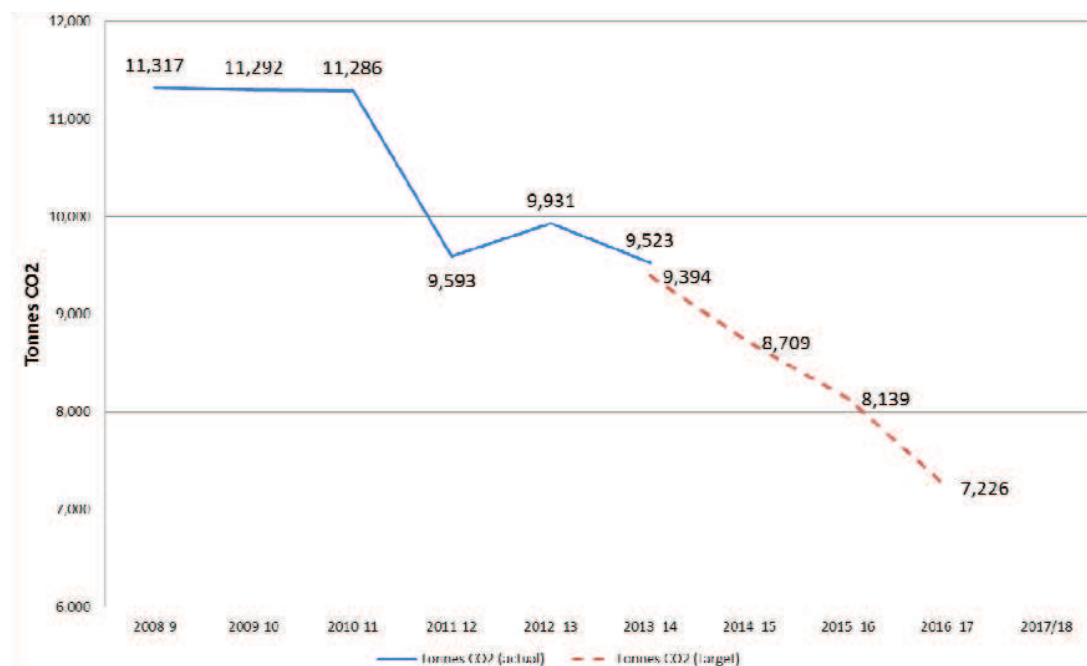
## 4.6.2 CO2 emissions from property

CO2 emissions from buildings are driven by the volume of energy use, (Figure 4.9) and therefore follow the same general progression as the consumption data in the previous figure. Disposal of poor quality buildings is reflected in the significant reduction in emissions linked to the changes to the estate described above.

The target shown below indicates an early delivery of the targeted reduction of 34% CO2 emissions by 2017/18.

The diagram below presents the CO2 emission trends from 2008-2018.

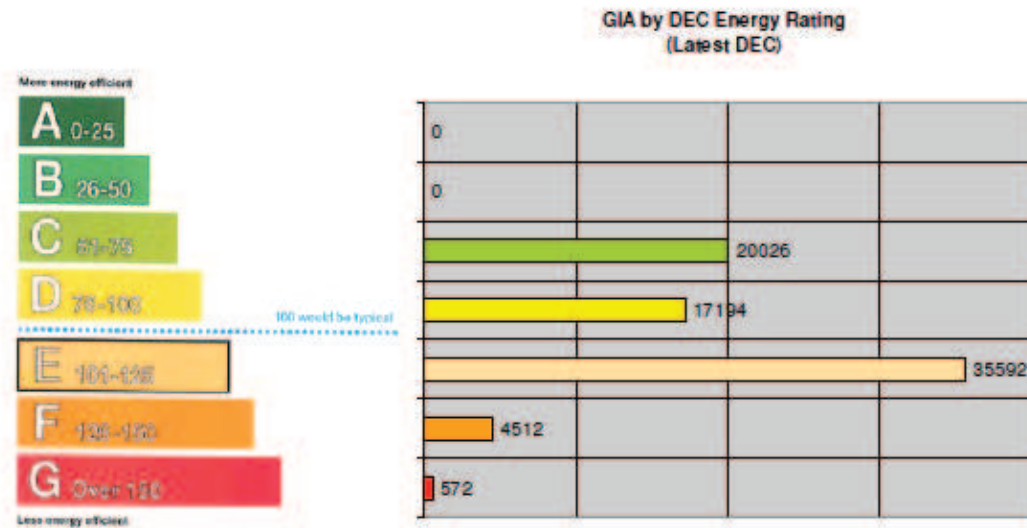
**Figure 4.10 - CO2 Emissions from Corporate Buildings**



## Energy Efficiency

The figure below, extracted from the Property Energy Strategy, illustrates the energy performance of the buildings making up the corporate estate. The diagram shows the total gross internal area m<sup>2</sup> of buildings performing at the graded levels of energy efficiency.

**Figure 4.11 – Energy Efficiency of Corporate Estate**

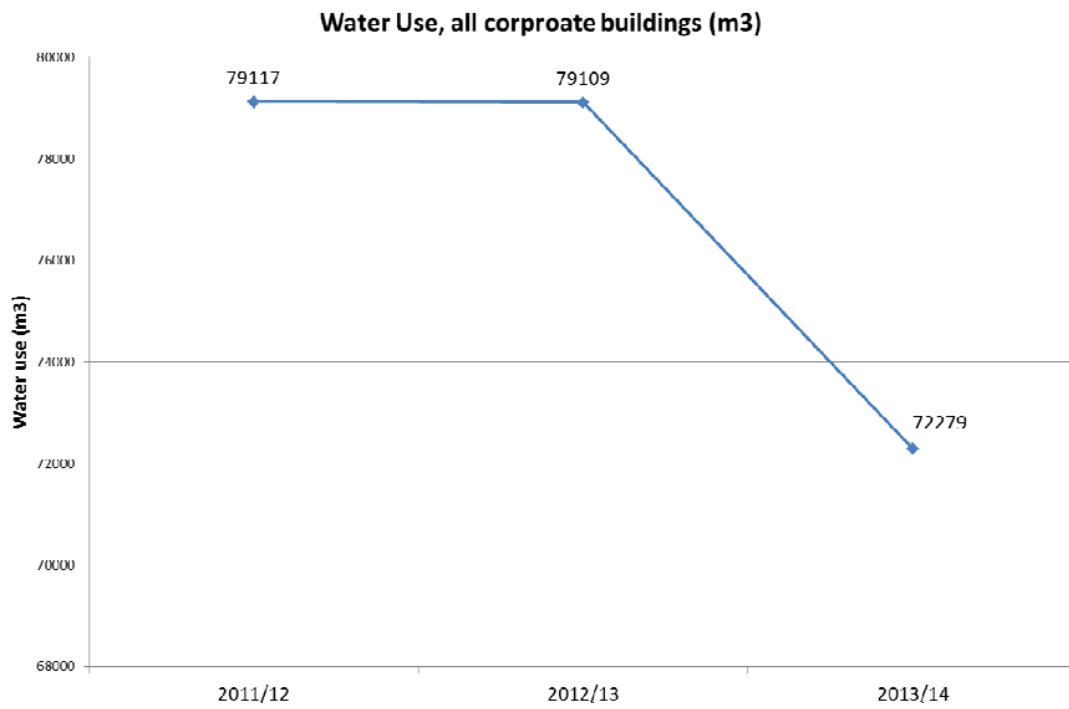


The aim through the delivery of the Property Energy Strategy is to improve upon the current energy efficiency grading's across the Corporate Estate.

## Water Use

A strategy for water use is being prepared during 2015/16. The water use data below is extracted from the annual 2013/14 Environmental Performance Report.

**Figure 4.12 – Water Use for all Corporate Buildings (m<sup>3</sup>)**



Looking ahead, the aim of the new Water Strategy will be to reduce the current levels of water consumption across the Corporate.

## 4.7 Investment Portfolio

During 2014 the County Council's industrial and farms estate was combined to form the Asset Investment Portfolio.

Appendix 3 contains the detailed performance indicators for the industrial and farms investment portfolios over the 3 years to 2013/14.

Summary findings for 2013/14 are as follows:-

**Figure 4.13 - Number of Investment Assets**

	2011/12	2013/14
<i>Industrial</i>	216 Units Total Area : 355,103 sq. ft.	216 Units Total Area : 355,103 sq. ft.
<i>Farms &amp; small holdings</i>	79 in 38 Estate Total Area: 7,335 acres	78 in 38 Estate Total Area: 7,191 acres

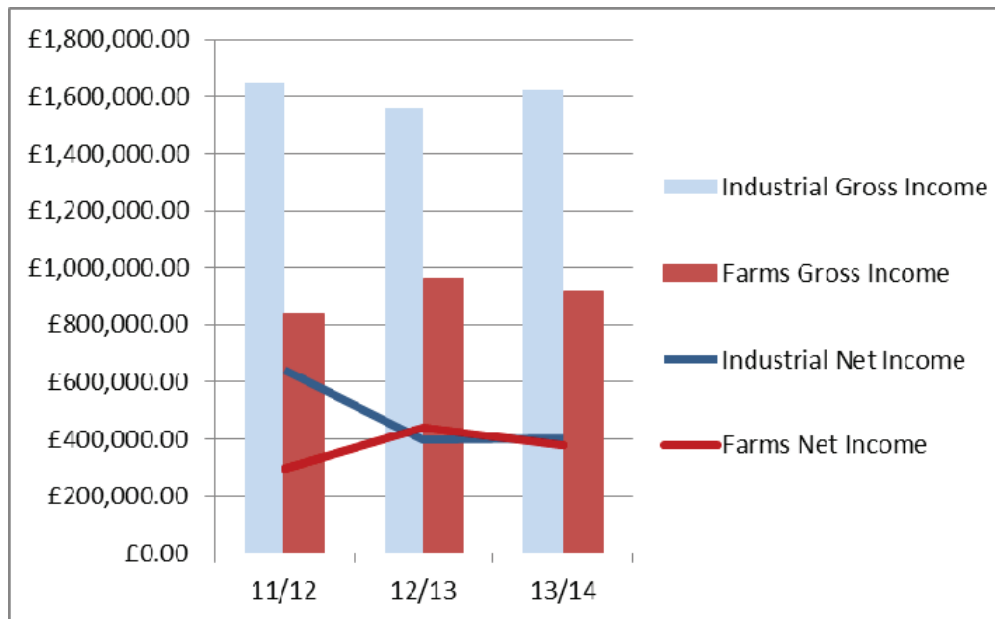
**Figure 4.14 - Value of Investment Assets**

The following table presents the asset value of the industrial and farms investment portfolios for 2011/12 and 2013/14.

	Asset Value (£)	
	2011/12	2013/14
Industrial Portfolio	9,612,519	8,758,241
Farms Portfolio	12,096,918	19,544,114

Fig xx Asset Value

The dip in the asset value of the industrial portfolio is in line with falling market levels over this period. The significant increase in the asset value of the farms portfolio reflects the increasing latent development potential of various farm assets as well as the generally buoyant agricultural investment market.

**Figure 4.15 - Income (Gross and Net)**

It can be seen that overall gross and net incomes for both parts of the investment portfolio have fluctuated over the period. In the case of the industrial portfolio these have followed market trends whilst the farms figures show a general rise from normal operations with performance further enhanced in 2012/13 by external grant funding from environmental schemes.

### **Yields**

Both portfolios continue to perform well above the investment rate of return target rate of 6% with Industrial at 11.43% and Farms at 10.06%. Variations over the last 2 years reported are in line with changing market conditions.

The total annual return (capital growth plus income return) of 57.1% is extremely attractive and at levels well above the market return of 10.2% for the farms portfolio because of the increase in the value of this asset base. Whilst the total annual return for the industrial portfolio improved significantly in 2013/14 to 5.8% from the previous year the level of return is still below market level of 13.4%. This reflects the need to continue with the ongoing restructuring of this part of the investment portfolio.



### 4.7.1 Asset Investment Strategy

The Asset Investment Strategy for 2015/16 has been established as follows:-

1. The portfolio is to have a mix of properties based on:-
  - a. A minimum of 75% of the portfolio will be investments that are dedicated to the maximisation of financial return.
  - b. Up to 25% of the portfolio may be held to support economic development and growth whilst also providing an economic return.
2. The overall strategy is to continue to actively invest in the portfolio in order to enhance its size and quality.
3. The required risk profile within the portfolio will be 80% normal / relatively low risk and 20% higher risk.
4. The portfolio to be structured to meet income generation and long term capital growth targets.
5. The portfolio will comprise a mix of property types which will provide resilience against changing market conditions within different sectors whilst also exploiting market opportunities.
6. Maintain a diverse and balanced portfolio which builds upon the existing asset base.
7. Potential investments should be located as follows:-
  - a. In considering properties purchased to achieve a financial return priority should be given to suitable properties located in the County in addition to pursuing viable alternatives within the region.
  - b. Investments in property to be held for service delivery or economic growth will be located entirely in Leicestershire.
8. The portfolio will be performance managed and benchmarked against commercial market comparators.

## 4.8 Customer Satisfaction

The previous CAMP 2013/14 reported on Customer Satisfaction and performance indicators administered by the Chief Corporate Property Officer (COPROP). This scheme has since ceased and during 2015/16 internal customer satisfaction performance monitoring will be developed and reinstated.

## Appendix 1 – Summary of Assets and Values

### Projected Assets and Values 2013/2014

Land (Excluding Highways Land)

4496 hectares

Principal and Other Roads

4144 Kilometres

Category Name	FH	LH/L	Total	VALUE
<b>Operational Assets Land and Buildings</b>				
Nursery Schools	1	0	1	£155,682
Primary Schools	137	86	223	£148,747,701
Secondary Schools	13	40	53	£36,904,874
Special Schools	3	4	7	£16,984,225
Other Education	13	4	17	£6,720,484
Playing Fields	13	7	20	£1,495,037
Housing (Caretakers)	18	0	18	£2,004,717
Libraries (3 Public Libraries within Schools)	45	9	54	£16,634,145
Children and Family Centres	3	5	8	£3,391,353
Children's Community Homes	2	0	2	£1,060,003
Day Care - Elderly Persons	0	4	4	£0
Day Care - Learning Difficulties	4	8	12	£8,128,960
Day Care - Mental Health	2	2	4	£595,887
Day Care - Physical Difficulties	0	2	2	£0
Residential - Learning Difficulties	6	0	6	£2,651,005
Properties in Support of Residential Services	1	0	1	£169,080
C.C. Admin Offices and Registrars	8	20	28	£31,985,379
Museums	6	1	7	£12,611,296
Industrial (216 Units)	18	4	22	£9,390,000
Civic Amenity and Waste	14	0	14	£3,466,171
Highways Depots	8	1	9	£3,785,623
Travellers Sites	2	1	3	£460,778
Outdoor Residential Centre	1	0	1	£1,946,668
Other Highways	2	1	3	£1,977
Other A&C LALS	1	8	9	£586,000
<b>Community Assets</b>				
Country Park Landholdings	18	2	20	£0
Farms and Smallholdings (78 in 38 estates)	38	0	38	£15,370,000
Park and Ride (Birstall)	1	0	1	£122,998
<b>TOTAL OPERATIONAL</b>	<b>382</b>	<b>206</b>	<b>588</b>	<b>£328,912,398</b>

<b>Non-operational Assets (general)</b>				
Land in Advance	42	11	53	£4,212,892
Corporately managed	18	1	19	£5,680,488
<b>Surplus Property</b>				
Land and Buildings declared surplus	60	6	66	£22,234,671
<b>TOTAL NON OPERATIONAL</b>	<b>120</b>	<b>18</b>	<b>138</b>	<b>£32,128,051</b>
<b>OVERALL TOTALS</b>	<b>502</b>	<b>224</b>	<b>726</b>	<b>£361,040,449</b>

**FH = Freehold**

**LH/L = Leasehold or Licence**

NB.1 Data and Values based on LCC Asset Register @ 1/4/2013, School s data projected to 1/4/2014

NB2. During the year ending 31st March 2014 the value of all educational properties was reassessed and valued on a Fair Value – Existing Use Value basis assuming a Modern Equivalent Asset rather than replacement of the asset of the same size as the existing. This was a requirement by the International Financial Reporting Standard (FRS 15) and endorsed by CIPFA and the RICS with effect from 1 April 2011 however PMIS was unable at the time to calculate valuations adopting the MEA methodology.

## Appendix 2 – Capital Programme

<b>Draft Capital Programme 2015/16 to 2018/19</b>	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
<b>(Property Related Projects Only)</b>					
<b>C&amp;FS</b>					
School Accommodation Programme	25,140	26,397	TBA	TBA	51,537
Strategic Capital Maintenance - (estimated)	3,397	TBA	TBA	TBA	3,397
Improvements to Targeted Early Help Hubs	300	340			640
<b>Adults and Communities</b>					
Libraries - reconfiguration of space (Oadby)	30	30			60
Libraries - reconfiguration of space (Blaby and Glenfield) - Subject to service review	80	80			160
Hinckley, The Trees - refurbishment/extension to accommodate Millfield Community Life Choices (CLC)	250				250
Melton LD Respite Service - refurbishment/extension to accommodate The Mount Community Life Choices (CLC)	150				150
Wigston, Carlton Drive Respite Service - refurbishment/extension to offer Community Life Choices (CLC)	150				150
<b>Environment and Transport/Waste Management</b>					
Ashby Canal	520	50	50	50	670
<b>Chief Executives</b>					
Loughborough Science Park Development	1,275				1,275
<b>Corporate Resources</b>					
ICT Resilience: Data Centre Reprovisioning	950				950
County Farms Estate - General Improvements	150	150	150	150	600
Industrial Properties Estate - General Improvements	250	250	250	250	1,000
Melton KE VII - Replacement Playing Fields - subject to business case	400				400
<b>Corporate Programme</b>					
Corporate Asset Investment Fund	1,500	5,000	5,000	3,500	15,000
Energy Strategy on Corporate Buildings - (Solar Panels, Biomass Boiler, heating/lighting controls)	900	1,320			2,220
County Hall Master Plan 1 - Modernisation of former Fire HQ to enable Registrars and Out of Hours Office and - ICT improvements to enable flexible working technology	1,500	1,260			2,760
County Hall Master Plan 2 - major works on end of life replacements	0	500	500	500	1,500
<b>Total</b>	<b>36,942</b>	<b>35,377</b>	<b>5,950</b>	<b>4,450</b>	<b>82,719</b>

The build-up excludes land purchase/settlements relating to Transport Schemes.

## Appendix 3 – Industrial Portfolio and County Farms Estate

### Industrial Estate

LPI Ref No	PI Description	Leicestershire Industrial Portfolio			Target 14/15
		11/12 Actual (Target)	12/13 Actual (Target)	13/14	
LPI 1	Attain Target Investment Rate of Return	14.28% v (6%)	9.58% v (6%)	11.43% V (6%)	6%
LPI 2	Attain the average market return on capital over the whole portfolio	2.82% v (13.5%)	-2.7% v (13.3%)	5.8% V (13.4%)	To be confirmed when market results available
LPI 3	Attain the average market net income return target	6.78% v (7.1%)	4.7% v (7.1%)	4.6% V (6.4%)	To be confirmed when market results available
LPI 4	Attain the average market yearly capital growth target	-3.96% v (6.3%)	-7.4% v (7.7%)	1.2 V (6.9%)	To be confirmed when market results available
LPI 5	Increase the average rent per square foot over the whole portfolio year on year.	£4.79 v (£4.19)	£4.06 v (£4.79)	£4.60 V (£4.06)	£4.60
LPI 6	Attain agreed voids target for Area and Rent. <i>Area &amp; Rent &lt; 5%</i>	A 15.9% R 17.04% v (<5%)	A14.8% R13.7% v (<5%)	20.75 20.82 V (<5%)	<5%
LPI 7	Attain unsecured 90 day debt target of < 5% Gross Income	3.36% v (<5%)	3.53% v (<5%)	3.56% V (<5%)	<5%
LPI 8	Increase revenue surplus per square foot year on year over the whole portfolio	£1.81 v (£1.53)	£1.12 v (£1.81)	£1.14 V (£1.12)	£1.14
LPI 9	Maintain management cost target below 15%	14.88% v <15%	16.13% v <15%	16.21% V <15%	<15%

**County Farms**

PI Ref No	PI Description	Leicestershire County Farms			Target 14/15
		11/12 Actual (Target)	12/13 Actual (Target)	13/14	
LPI 10	Attain Target Investment Rate of Return > 6%	12.74% v (> 6%)	11.88% v (> 6%)	10.06% V (>6%)	6%
LPI 11	Attain Savills average return on capital target over the whole portfolio	48.3% v (9.1%)	34.0% v (9.0%)	57.1% V (10.2%)	To be confirmed when market results available
LPI 12	Attain Savills average net income return target	4.3% v (> 1.8%)	6.8% v (> 1.3%)	3.8% V (>1.4%)	To be confirmed when market results available
LPI 13	Attain Savills average yearly growth target	44% v (> 7.3%)	27.3% v (> 7.3%)	53.3% V (>8.9%)	To be confirmed when market results available
LPI 14	Increase the average rent per acre over the whole of the portfolio year on year	£101.4 v (£96.94)	£107.74 v (£101.40)	£109.05 V (£107.74)	£109.05
LPI 15	Attain agreed voids target for Area and Rent.	A 0.023% R 2.56% v (< 5%)	A 0.004% R 0.003% v (< 5%)	A1.03% R1.72% V (<5%)	<5%
LPI 16	Attain unsecured 90 day debt target of < 5% Gross Income	3.09% v (< 5%)	2.19% v (< 5%)	4.25% V (>5%)	<5%
LPI 17	Attain target level of re-lettings to new entrants	0% v (0.96%)	1.3% v (0.96%)	0% V (1.3%)	To be confirmed when market results available
LPI 18	Increase revenue surplus per acre, year on year, over the whole portfolio	£41.49 v (£38.74)	£52.14 v (£41.49)	£54.68 V (£52.14)	£54.68
LPI 19	Maintain management cost target below 15%	9.4% v (< 15%)	6.58% v (< 15%)	3.75% v (<15%)	(<15%)



*Strategic Property Services  
Asset Management Team  
April 2015*





**SCRUTINY COMMISSION – 3 JUNE 2015**

**QUARTER 4 2014/15 PERFORMANCE REPORT**

**REPORT OF THE CHIEF EXECUTIVE**

**Purpose of Report**

1. The purpose of this report is to provide the Commission with an update on performance at the end of the fourth quarter of 2014/15 (January - March). 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. Indicators rated 'red' at quarter 4 are set out in Appendix 2. 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 3. 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 4. 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.

6. Full end of year actual indicator positions are still being calculated in a number of areas and these, together with comparative performance information, will be reported later in the year as part of the draft Annual Performance Report 2015.

### **Performance Update – Enabling Economic Growth**

#### *Local Economic Growth*

7. Organisations from across Leicester and Leicestershire have the chance to benefit from a share of the Leicester and Leicestershire Enterprise Partnership's (LLEP) £111million, six-year European Structural & Investment Funds (ESIF) funding programme. Although the **ESIF Programme** has not yet been officially launched the LLEP has issued a limited number of Calls for Activities for organisations to bid for funding to deliver local business services, and calls for other activities will follow in the ensuing months.
8. There are currently four opportunities for organisations to bid for funding through the ESIF programme, to deliver local business services. Future funding will be available in a range of areas including low carbon initiatives, SMART specialisation, business support, social inclusion, skills development and the rural economy, to deliver services and schemes to boost the local economy.

#### *Unemployment Rate*

9. The County **Job Seekers Allowance (JSA)** claimant rate has followed a downward trend since early 2013. This trend mirrors national and regional changes. The County rate remains significantly lower than the regional and national positions of 1.9%. It is in the second quartile when compared to our statistical neighbours.
10. Since March 2014, the ILO **unemployment** rate has followed a similar downward trend to the JSA rate. The latest result of 3.8% (December 2014) brings the County closer to the 2.9% pre-recession low reported in December 2007 and remains lower than the regional/national positions of 5.7% and 6.4% respectively. It is in the second quartile when compared to our statistical neighbours.

#### *Employment Rate*

11. Leicestershire's **employment** rate shows a general trend of recovery from a low of 71.4% in 2010 rising to 77.3% in December 2014 - exceeding the target of 75.6%. This remains slightly below the historic high of 80% in 2005-06. Leicestershire's employment rate remains above the regional (73.5%) and national (72.5%) positions.

### **Investment in Place – Building the Infrastructure for Growth**

#### *Key Employment Land and Development Sites*

12. In February the Government agreed to extend the area covered by the **Enterprise Zone at MIRA Technology Park**. Work is set to begin on access roads at the site, following the award of nearly £13 million of Government funding. Since development began at MIRA Technology Park, a total of 354 jobs have been created. The aim is to create up to 2,000 high technology jobs at MIRA, while a further 3,000 indirect jobs will be created as a consequence within the Midlands supply chain. The ongoing

development work has proved to have a very positive impact on the construction sector with an ongoing total of over 170 construction workers involved in creating the infrastructure and new R&D facilities.

13. **Loughborough University Science and Enterprise Parks (LUSEP)**: The first phase of construction of the new Advanced Technology Innovation Centre (ATIC) at Loughborough University began in November 2014 with the construction of associated infrastructure commencing in January 2015. The Centre will provide high specification office, studio and rent-a-desk space for up to 50 companies, ranging from early-stage businesses to large SMEs. When it formally opens in September 2015, it is anticipated that ATIC will have over 50% occupancy, based on current firm expressions of interest. ATIC's development is supported by the European Regional Development Fund (ERDF)<sup>1</sup>. The County contributed £450,000 towards this scheme as part of a funding package that also includes Government City Deal funding and Charnwood Borough Council funding.
14. Plans are under development to significantly expand LUSEP. When fully developed, the site will provide up to 200,000 sq m (2.15m sq ft) of floor space and will be home to businesses employing as many as 6,000 people.

#### *Broadband Connectivity*

15. At the end of quarter 4 an estimated 87% of Leicestershire premises have access to fibre broadband connectivity, an increase of 6% since the previous quarter. There are now 35,165 additional premises with access to high speed fibre broadband. Based upon BT reporting, c.94% of connected premises are able to access superfast broadband speeds of greater than 24Mbps. In March 2015, the take-up rate for superfast broadband where the Council has invested was 12.3%. This is an increase of 4.2% on the last quarter. The local demand stimulation campaign for communities and businesses is working to ensure increased take-up in deployed areas.
16. In March, the County Council signed a new contract with BT to increase superfast broadband coverage as part of the Government's Superfast Extension Programme (SEP). Through this it is expected that an additional 10,000 premises will be able to access high-speed fibre broadband, with 'go live' dates from late 2016 until autumn 2018. The County Council is exploring opportunities to accelerate the deployment.
17. The County Council is continuing to explore a range of solutions to deliver the 100% coverage vision, working with a range of partners. This includes the following:-
  - Additional commercial deployment;
  - Deployment savings and gain-share (based on high levels of adoption) within existing BT contracts;
  - Additional public sector investment, including potentially, Government, district and parish councils. This could include loan investment;
  - Future Government plans for deployment in the 'final 5%';
  - Broadband Connectivity vouchers for businesses (as part of the governments Super Connected Cities Programme covering Leicester City and parts of the County adjacent to the City);
  - Support for community-led schemes using £0.5m allocated investment. Assessments are underway to determine viability of different models.

## Investment in Business – Business Growth and Business Support

### *Enterprising Leicestershire Scheme*

18. The 2014/15 **Enterprising Leicestershire** scheme supported 59 businesses in the County, with almost £880,000 Regional Growth Fund capital grant being made available to support business growth and job creation. The total value of project costs supported through the programme totals just under £3m, with approximately 150 new jobs forecast, plus a further 50 existing jobs safeguarded.

### *Business Growth Hub*

19. Following the successful launch of the ‘**The ‘Business Gateway’**’ in November 2014, staff have now been appointed. This scheme will continue to promote business growth and survival by providing links to local sources of support for business start-up, growth and development. Further development of the scheme is subject to £0.75m ERDF funding beyond March 2016.

### *Business Loans*

20. The **business loan scheme** has a fund of up to £1m over 2 years and is resourced from Council funds earmarked for economic growth. It is administered by Funding Circle (a peer-to-peer lending organisation) and will improve funding available to local businesses. By the end of April 2015, £1.83m loans were made available benefiting 39 businesses. The Council invested almost £360,000, which has been matched by over £1.47m of private sector co-investment. The estimated net return on the Council’s investment is 5.7%

### *Social Enterprise Grant Fund*

21. The Social Enterprise Grant Fund was established in 2012/13. It is administered by CASE (Cooperative & Social Development Agency) which has subcontracted the grant fund administration to the Leicestershire and Rutland Community Foundation. CASE are also contracted to support social enterprise development across the county and to support the Council’s approach to social enterprise including employee mutual development.

22. The scheme aims to support existing and emerging social enterprises with grants of up to £3,000. The intended focus is vulnerable groups such as people with disabilities, older people and worklessness. Eight grants were awarded to different social enterprises this quarter, amounting to £13,955. This brings the total grant funding allocated during 2014/15 to £20,000, which was the amount originally made available for the year.

### *Tourism*

23. The Council supports the **visitor economy** through a contract with Leicester Shire Promotions Limited. ‘Evidence of bed nights booked’ increased from 21,726 (2013 calendar year) to 36,498 in 2014, a significant 68% increase. The rise is largely attributed to people using the ‘Stay, Play and Explore’ website and taking advantage of the new tourism package offers available. It also reflects an improvement in the economy generally. During October 2014, the number of bed nights booked reached

capacity, and an extra hotel has since been added in order to meet demand. It is anticipated that tourism will increase further following the national and international interest in the re-interment of King Richard III in Leicester Cathedral during spring 2015. The impact of this event will be evident in the next quarter report.

## Investment in People – Employment and Skills support

### *Wheels to Work*

24. The **Wheels to Work** project started in 2006 and is delivered by Melton Borough Council in partnership with the County Council and is now the largest scheme in the country. The 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. The quarter 4 usage figures were consistent with Q3, with 41 bikes allocated to participants in this quarter.

### *Jobs Fairs*

25. A Loughborough **Jobs Fair** was held in January 2015 and its aim was to help people access new careers and training. A significant number of jobs were on offer and the day had a focus on the care sector, although other sectors were also represented. The fair attracted 575 attendees which generated over 660 enquiries to the 40 stand holders; 64 gained an interview with 11 securing employment and 9 obtaining training and educational places. The three jobs fairs held in the County during 2014/15 attracted over 1,200 attendees.

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

26. **NEET** (16-18 year olds) rates follow a seasonal pattern linked to the academic year, with a typical rise during September. March 2015 shows the County (2.8%) continuing to perform well compared to regional (4.3%) and national (4.8%) results. The County continued to compare well against its statistical neighbours, performing in the top quartile. Within the County, Harborough District performed well with the lowest rate (2%) and Melton the highest (3.1%) in March 2015. Further details are available in the [online dashboard](#).

### *Talent Match Programme*

27. 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. During 2014, 27 participants gained work experience placements, exceeding the programme target of 25. To date, 4 participants have moved into permanent employment since the programme began in January 2014.

28. Participants progress included:

- 18 engaged in skills development (mainly workshops delivered by partner groups including Worth It Projects, our main sub-contractor);
- all had undertaken work experience, many in a supported setting with our partner groups e.g. Hermitage FM (Community Radio) and Marlene Reid Centre;

- 8 had undertaken and achieved qualifications;
- 4 had begun volunteering with other projects to build their skills and confidence;
- many had undertaken the Princes Trust Team programme, The Princes Trust Get Started Programme and/or East Midlands Homes Group Academy Traineeship Scheme.

29. The latest round of the Prince's Trust **Get Into Programmes** are being held in Construction; Hospital Services and Retail as well as a Get Started with Football. Of the 17 young people finishing the Get Into Retail with Marks & Spencer, 12 of them were offered a minimum contract of 12 weeks, where they have had opportunities to show their customer skills, attendance and commitment, which is designed to help them to secure a permanent position.

#### *Adult Learning Programmes*

30. There were 8,451 enrolments for all **Adult Learning** Programmes during the academic year to 31 March 2015. Over a third of participants (2014) 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 39 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 67 **apprentices** working across all departments in roles such as administration, finance and customer services. The Adult Learning Service has a further 124 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. Headline results to date are:

- 77 young people have been supported into placements, significantly over achieving on the two year target of 60. A further 7 have been provided with Information, advice and guidance whilst we try and source them a placement;
- Two-thirds of the young people participating in the project have additional support needs (e.g. learning difficulties, mental health conditions or physical disabilities) or face social exclusion;
- 38 young people have successfully completed their 3-6 month placement. Of these:
  - 53% have gone on to secure part or full time employment;

- 13% have gone on to secure apprenticeships;
- 11% have gone on to further education or training;
- Those that are not yet ready for full time employment continue to receive pre-employability support from the Get Set team whilst they search for employment.

### **Performance Update - Safer Communities**

34. The **vehicle crime** rate (theft of & theft from vehicles) increased significantly during quarter 4. The rate is now 6.35 per 1,000 population, above the target of 4.91, and is rated 'red.' The main issues regarding vehicle crime include theft of motorcycles and mopeds, thefts of tools from vans, insecure vehicles and items on display. Community Safety Partnerships are working to respond to this.
35. The live tracking element of the **reducing re-offending** toolkit is supporting a reduction in re-offending by young people on community penalties. However, overall re-offending by young people has increased in the second quarter of 2014/15.

### **Performance Update - Customers and Communities (Appendix 4)**

36. The Customers Dashboard includes data from the cmetrix **customer perception** system, for which 1,453 responses were received during quarter 3. A total of 6 out of 7 indicators met the satisfaction target of 80%, while the remaining indicator (satisfaction with explanation of when queries will be resolved) only narrowly missed this target.
37. In the Customer Service Centre, the proportion of **calls** answered within 60 seconds dropped to 69% at quarter 4, below the target of 80%. Performance during the quarter has been impacted by a high level of long, complex calls relating to carer assessments, and concerns for welfare, as a result of the Care Act and associated publicity.
38. **Digital delivery** - the Council website star rating improved from 2 to 3 stars in SOCITM's 2015 ratings (out of a maximum of 4 stars). The ratings are based on four factors: customer journeys for top tasks; usability criteria; an overall reviewer rating; and mobile experience.

### **Performance Update - Corporate Health (Appendix 4)**

39. The number of days lost per FTE to **sickness absence** during 2014/15 was 9.79 days, which is above the corporate target of 7.5 days. This issue will continue to be the subject of reports to the Employment Committee.
40. There has been a reduction in the % of **employees with a disability** at grade 13 or above. In the year to November 2014, the number of post holders at grade 13+ with a disability reduced by 7. Of these, 4 left the organisation (2 redundancies; 2 resignations), while 3 either completed honorariums or secondments, transferred to lower graded posts or changed their disability status. During the period in question, no leavers' questionnaires were submitted which were identified as being completed by employees of Grade 13 or above. The issue highlights the importance of Equality Impact Assessments in relation to HR Action Plans, and line managers encouraging employees to complete Leavers' Questionnaires prior to departure. Initial results from

the recent staff survey suggest an improvement in staff perception that the Council is committed to equality and diversity.

41. The **internal recycling** rate for the Council's office waste has reduced, with a result of 54% for 2014/15. The potential causes of this, including the impact of the change to a new contractor, will be analysed further in September 2015 after a year under the new arrangements. The contractor carries out additional sorting of waste for recycling and the Council's total office waste has continued to reduce, which means that the amount of office waste going to landfill is still reducing.

### **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](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 - Strategic Plan indicators rated red

Appendix 3 - Economic Performance Dashboard

Appendix 4 - Customers and Corporate Health Dashboard

### **Equality and Human Rights Implications**

42. 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.



## Appendix 1 - Strategic Plan Performance Dashboard, Quarter 4, 2014/15

### Strategic Plan Priorities

LEAD: Leadership & Transformation

EC: Enabling Economic Growth

H&SC: Better Care - Health and Social Care Integration

C&F: Supporting Children and Families

Safer: Safer Communities

ENV: A Better Environment/Place

W = waiting for results

LCC SERVICES		PERFORMANCE INDICATORS						
		INDICATOR RATINGS (Red/Amber/Green/Waiting)				CHANGE (available for 149 indicators)		
		R	A	G	W	IMPROVE	SAME	DECLINE
	<b>TOTAL</b>	12	71	80	17	76	21	52
LEAD	Leadership & Transformation	2	5	4	3	3	3	3
EC	Infrastructure for Growth	1	3		2	3	1	
EC	Business Growth and Support	1	1	7	4	6		1
EC	Employment and Skills	1	6			4		2
EC	Strategic Transport Infrastructure	1	1			1		1
EC	Sustainable Transport, Maintenance & Safety	2	4	1		2	2	2
H&SC	Better Care Fund Plan	1	1	2	2	3		1
H&SC	Adult Social Care	6	4			5	3	1
H&SC	Mental Health	1	4	5	1	1	1	8
H&SC	Public Health - Prevention and Early Intervention	12	11	1		13		10
H&SC	Physical Health, Sport and Physical Activity	1	2			1		2
C&F	Children & Young People's Health and Wellbeing	1	3	3		5		1
C&F	Children & Young People are Safe	3	10	7		5	2	7
C&F	Children & Young People Achieve	16	5	2		11	3	6
C&F	Early Help & Supporting Families	5				4	1	
Safer	Youth Justice	2	1			1		2
Safer	Crime & Antisocial Behaviour Minimisation	1	1	5		2	3	2
Safer	Supporting Victims of Crime and Disorder	1	1				2	
ENV	Carbon Emissions & Climate Change	3	3	1		4		2
ENV	Waste Management	2	1			2		1

### Red Rated Indicators

LEAD % employees with a disability at grade 13 or above

LEAD Staff sickness absence

EC 3 year business survival rate

EC Number of people killed or seriously injured on our roads

EC Number of road casualties

H&SC Delayed transfers of care from hospital per 100,000 popn

H&SC % of adults in contact with secondary mental health services living in settled accommodation

C&F % of children aged 5 years with one or more decayed, missing or filled teeth

C&F % of Children becoming subject of a Child Protection Plan for second or subsequent time

C&F % of children in same placement for 2+ years or placed for adoption

C&F % of care leavers in suitable accommodation

Safer Vehicle crime rate

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## Appendix 2 - indicators rated 'red' at quarter 4 2014/15

Indicator	Comment
Economic: <ul style="list-style-type: none"> <li>3 year business survival rate</li> </ul>	The 3 year business survival rate for the period to 2010-13 was 57.6%, which is lower than the previous result of 61% for 2009-12. The target of 70% originates from the draft Strategic Economic Plan (SEP) and the 'red' rating reflects this. However, the final SEP set a lower target to match the national average (currently 57.1%). Strategic Plan target to be reviewed. A range of interventions are planned or underway in conjunction with the LLEP to promote business growth and survival.
Economic/Safer (2 indicators): <ul style="list-style-type: none"> <li>Number of people killed or seriously</li> <li>Total casualties on our roads injured on our roads</li> </ul>	Both indicators are higher than the previous year. Whilst this increase does correspond with national increases, it follows a number of years of reductions in road casualties and may just be a single year fluctuation. Figures will continue to be closely monitored.
Safer: <ul style="list-style-type: none"> <li>Vehicle Crime Rate (theft of &amp; theft from vehicles)</li> </ul>	The rate increased significantly during quarter 4 and is now 6.35 per 1,000 population, above the target of 4.91. The main issues regarding vehicle crime include theft of motorcycles and mopeds, thefts of tools from vans, insecure vehicles and items on display. Community Safety Partnerships are working to respond to this.
Health & Social Care: <ul style="list-style-type: none"> <li>Delayed transfers of care from hospital per 100,000 popn</li> </ul>	<p>The total performance on delayed transfers of care (DToCs) improved during quarter 4 due to continued reduction in NHS delays. There was also a small reduction in joint delays. However, the Better Care Fund (BCF) metric measures the number of <i>days</i> due to delays attributable to all agencies. The BCF Plan resubmitted last Sept included quarterly targets for DToCs. The figures show that in quarter 4 performance was not on track to meet this target. The BCF measure has a quarterly target of 356.19 delayed <i>days</i> per 100,000 population for Q4. During the quarter actual delayed days were 364.66 per 100,000 population – slightly higher than the target but the closest performance has been to the target all year.</p> <p>DToC analysis for the period April 2014 – March 2015 - based on the snapshot position on the last Thursday of March the number of delays attributable to ASC-only dropped to 9, the lowest monthly position since June last year (6 delays). Joint delays saw a similar drop (5 delays in March) which was the lowest monthly figure since January 2014. Finally, the NHS delays have continued to fall and at 40 delays on the March snapshot day was the lowest position since December 2013.</p>
Health & Social Care: <ul style="list-style-type: none"> <li>% of adults in contact with secondary mental health services living in settled accommodation</li> </ul>	2013/14 result was 42.2% against the Strategic Plan target of a statistically significant increase. Bottom quartile compared to other county councils. 2014/15 results will be available for the next report. Further work is underway to explore this issue.

Indicator	Comment
Children & Young People's Health: <ul style="list-style-type: none"> <li>• % children aged 5 years with one or more decayed, missing or filled teeth</li> </ul>	Previous reports identified the oral health of 5 years olds as an issue. Data from the more recent Oral Survey of 3 year olds shows Leicestershire children to have a significantly higher percentage of decayed, missing or filled teeth compared to the national average. The figure in Leicestershire is 18.6% compared to 12% nationally.
Children & Young People's Safe: <ul style="list-style-type: none"> <li>• Children becoming subject of a Child Protection case for second or subsequent time.</li> </ul>	The % of children becoming subject to a child protection plan for a second or subsequent time increased to 18.3% (73 children) and remains 3 <sup>rd</sup> quartile. This will be the subject of a specific report to the Children & Families Scrutiny Committee.
Children & Young People are Safe: <ul style="list-style-type: none"> <li>• % children in same placement for 2+ years or placed for adoption</li> </ul>	The indicator increased by 1% to 58.5% against a target of 70% and remains fourth quartile by national levels. Factors include some placements ending in an unplanned way such as the external provider being rated 'inadequate' by Ofsted prompting a move, or where the care plan for the child unexpectedly goes wrong. Some placements of older young people change in a planned way as they move toward supported independence of various kinds. In addition, some long term placements have been supported by periods of respite care provided by another source, and this has incorrectly been recorded as a breakdown of the long term arrangement.
Children & Young People are Safe: <ul style="list-style-type: none"> <li>• Care leavers in suitable accommodation</li> </ul>	The formal quarter four report demonstrates that 61.1% of the County Council's care leavers are in suitable accommodation, placing performance in the fourth quartile. Investigation demonstrates a problem with the quality of the data recorded on the departmental database. A manual analysis of care leavers' cases demonstrates that in the year ended 31 March 2015 82.1% of the care leavers that the County Council is still in touch with were in suitable accommodation. The analysis indicated that for those who are not in suitable accommodation, the young people are moving between their friends accommodation, or are in very temporary accommodation provided by either the City Council or District and Borough Councils. In addition a small number are in custody.
Leadership & Transformation: <ul style="list-style-type: none"> <li>• Number of working days lost to sickness absence per FTE</li> </ul>	Covered in main report – paragraph 39
Leadership & Transformation: <ul style="list-style-type: none"> <li>• % employees with a disability at grade 13 or above</li> </ul>	Covered in main report – paragraph 40

# Economic Performance, Quarter 4, 2014/15

Building The Infrastructure for Growth	% of homes and businesses with access to high speed broadband	94.8%	2016/17	87.0%	Mar-15	G
	No. of additional premises with access to high speed broadband	54,000	2016/17	35,165	Mar-15	G

Employment & Skills	Unemployment (ILO)	NA		3.8%	Jan 13 - Dec 14	G
	Unemployment rate (JSA)	1.1%	2020	1.0%	Mar 15	77 G
	Employment Rate	75.6%	2020	77.3%	Jan 13 - Dec 14	G
	16-18 Year olds NEET	<4%	2017/18	2.8%	Mar-15	G

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## CUSTOMERS & COMMUNITIES

### PERCEPTIONS

#### RECENT CUSTOMERS

% SATISFIED WITH OVERALL SERVICE

Q1	Q2	Q3	Q4	STATUS
83%	84%	85%	86%	G

Q1	Q2	Q3	Q4	STATUS
70%	77%	83%	85%	G
70%	79%	84%	86%	G
70%	78%	82%	84%	G
70%	73%	79%	82%	G
70%	70%	84%	86%	G
70%	68%	75%	79%	A
70%	76%	81%	84%	G

### CUSTOMERS & COMMUNITIES

#### CONTACT

##### CHANNEL MIX & DIGITAL DELIVERY

Q1	Q2	Q3	Q4	TREND
558,147	588,285	492,273	615,798	↔
284,396	363,698	322,330	384,399	↔
0.51%	0.74%	0.61%	0.55%	↔
2	2	2	3	↔

##### WEB USAGE

PREV YEAR TOTAL	Q1	Q2	Q3	Q4	TREND
558,147	588,285	492,273	615,798	↔	
284,396	363,698	322,330	384,399	↔	
0.51%	0.74%	0.61%	0.55%	↔	
2	2	2	3	↔	

### CUSTOMERS & COMMUNITIES

#### CUSTOMER SERVICE CENTRE

TARGET (14/15)	Q1	Q2	Q3	Q4	STATUS
~	78,925	89,024	89,110	70,889	↔
~	67,939	74,110	56,375	61,134	↔
80%	79%	85%	88%	87%	G
80%	58%	63%	74%	69%	A
<7%	8%	5%	4%	7%	G

### CUSTOMERS & COMMUNITIES

#### COMPLAINTS

PREV YEAR TOTAL	Q1	Q2	Q3	Q4	TREND
489	118	136	117	140	↔
73%	70%	74%	71%	79%	↔
51%	60%	55%	48%	38%	↔
270	46	64	64	44	↔
46	7	10	7	10	↔

### CUSTOMERS & COMMUNITIES

#### COMMS & MEDIA RATING

TARGET (14/15)	Q1	Q2	Q3	Q4	STATUS
6,000	1,657	1,600	1,758	2,181	G
~	6,552	7,678	8,493	9,282	G
80%	90%	95%	100%	95%	G
~	190*	160	203	199	↔
~	31*	18	11	13	↔
~	11*	7	15	21	↔

## CORPORATE HEALTH

### WORKFORCE PROFILE & EQUALITIES

TARGET 2013/14	2013/14 Yr End	Q1	Q2	Q3	Q4	STATUS
~	£146.1m	£36.88m	£71.63m	£108.9m	£147.5m	↔
~	6,474	6,509	6,490	6,551	6,546	↔
7.5	9.47	8.76	9.78	9.42	9.79	R

### PROCUREMENT & COMMISSIONING

2013/14 Yr End	Q1	Q2	Q3	Q4	CHART
37	6	4	11	7	↔
6	4	2	2	3	↔
0	0	0	1	NA	↔
£7.41m	£3.33m	£3.64m	£3.45m	£3.33m	↔

### INFORMATION ISSUES

2013/14 Yr End	Q1	Q2	Q3	Q4	CHART
1	0	0	0	0	↔
59	11	17	24	14	↔

### AUDIT & RISK MANAGEMENT

Q1	Q2	Q3	Q4
17	20	18	19
4	1	7	2
8.5	6.0	12.0	12.5
1	2	1	0

### PROPERTY FACILITIES & ENVIRONMENTAL IMPACT

TARGET (14/15)	Q1	Q2	Q3	Q4	RAG
7,414	7,427	7,311	7,110	~	G
8,949	9,143	9,028	9,008	~	A
<791	758	686	636	623	G
63%	60%	57%	56%	54%	R
~	12.86	12.83	~	~	G
~	~	~	~	~	↔

### TRANSFORMATION & SAVINGS

TARGET	ACTUAL	RAG	CHART
£10,905	£11,265	G	↔
£7,380	£9,980	G	↔

\* Q1 data for period April 14 - July 14

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**SCRUTINY COMMISSION - 3 JUNE 2015**

**CORPORATE COMPLAINTS AND COMPLIMENTS ANNUAL REPORT 2014 –  
2015**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this report is to present for the Commission's consideration the Corporate Complaints and Compliments Annual Report, covering the period 1 April 2014 to 31 March 2015. This is attached as appendix A to this report.

**Policy Framework and Previous Decisions**

2. A new Corporate Complaints Procedure was adopted by the Authority in April 2010 which requires an Annual Report to be produced, analysing and reviewing complaints received during the preceding 12 months.

**Background**

3. The Customer Relations Team manages and co-ordinates complaints relating to 3 separate complaints systems –
  - (i) Adult Social Care statutory process;
  - (ii) Children's Social Care statutory process;
  - (iii) Corporate Complaints process – these are complaints relating to other services provided by the Council where there is no other form of redress.
4. This third category is the subject of this report. Both statutory processes are subject to other reporting processes and annual reports on both areas will follow shortly to the respective Overview and Scrutiny Committees.
5. As detail is included in the Annual Report itself, the purpose of this report is simply to pick out some of the main, headline issues emerging from the analysis of complaints activity for 2014/2015.

**Headline statistics**

**Complaints received and outcomes**

6. During 2014-15 the following complaints were received (2013-14 figures in brackets)

- 293 Corporate complaints (271) – an 8% increase
  - 33 Local Government Ombudsman (LGO) complaints (45) – a 27% decrease
7. 150 Corporate complaints were upheld - 56 totally; 94 partially - which is 51% of the total received (52% in 2013-14).
8. The status of the LGO complaints received during 2014/15 is as follows.
- 15 Closed after initial enquiries;
  - 4 No fault found after full investigation;
  - 2 Maladministration with injustice;
  - 1 Referred to another organisation;
  - 7 Premature;
  - 4 Awaiting LGO decision.
9. All decisions have now been finalised on Ombudsman complaints received in 2013/14 and whilst the outcome categories are not directly comparable, in six cases maladministration was found in 2013/14.

### **Response times**

10. During 2014-15, complaint response times were almost identical to prior year (2013-14 figures in brackets):
- 80% of all complaints received a response within 10 working days (82%);
  - 96% received a response within 20 working days (97%);
  - 100% received a response within the maximum 60 days recommended by LGO (100%).
11. The average response time for all complaints was 6.94 working days in line with prior year (6.83)

### **Issues complained about and numbers upheld**

12. The top three issues complained about were as follows:

- |  |                    |
|--|--------------------|
| ○ Quality of Work                          | 70 or 24% of cases |
| ○ Professional Judgement / Decision making | 41 or 14% of cases |
| ○ Delays in providing services             | 40 or 14% of cases |

13. The top three issues most likely to be upheld were as follows:

- Delays in providing services - upheld in 90% of cases;
- Keeping Informed / Updated – upheld in 83% of cases;
- Accuracy / Clarity of Information - upheld in 71% of cases.

14. Of the complaints submitted via the Ombudsman, financial remedies totalled just £850, again down on last year (£1,000).

**New Developments**

15. Customer Relations Manager now has a rolling schedule of visits to Service Manager team meetings to discuss complaints themes and explore any support required to managers.
16. The increased use of case studies to illustrate the experience of complainants. During 2015/16 it is intended to increase the scope of this by inviting complainants to be involved in mapping their journey both before and during the complaint.
17. Effective Complaints handling training delivered to 45 managers within the organisation. Feedback from participants has been extremely positive and in many cases, the quality of their responses has demonstrably improved.
18. The Annual Report now includes specific themes which Chief Officers are asked to consider within their respective departmental management teams. These themes reflect the insight gained from engagement with complainants and Ombudsmen and which act as a framework for continually improving the organisation's performance in responding to complaints effectively.

**Recommendations**

19. The Commission is asked to:
  - (i) note the contents of the Corporate Complaints Annual Report, covering the period 1 April 2014 to 31 March 2015.
  - (ii) provide comment and feedback on the content and analysis within the Report.

**Circulation under the Local Issues Alert Procedure**

None.

**Background Papers**

Corporate Complaints and Commendations Annual Report 2013 – 2014: Scrutiny Commission - 4 June 2014

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**List of Appendices**

Corporate Complaints and Compliments Annual Report 2014 – 15

**Equality and Human Rights Implications**

20. An equalities Impact and Human Rights Assessment was carried out during 2013-14 which concluded that there was no requirement to proceed to a full evaluation.



## Customer Relations



## Corporate Complaints & Compliments Annual Report



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## 1. Purpose of Report

- 1.1 To report statistical information to Members and Officers detailing Leicestershire County Council's (LCC) corporate complaints and compliment activity from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.
- 1.2 To identify a number of key developments and planned improvements to the complaints processes operated by the Council.
- 1.3 To evidence some of the learning captured from complaints and compliments and how this can inform and improve the overall customer experience.

## 2. Complaints and Compliments Analysis 2014-15

### 2.1 The work of the Customer Relations Team

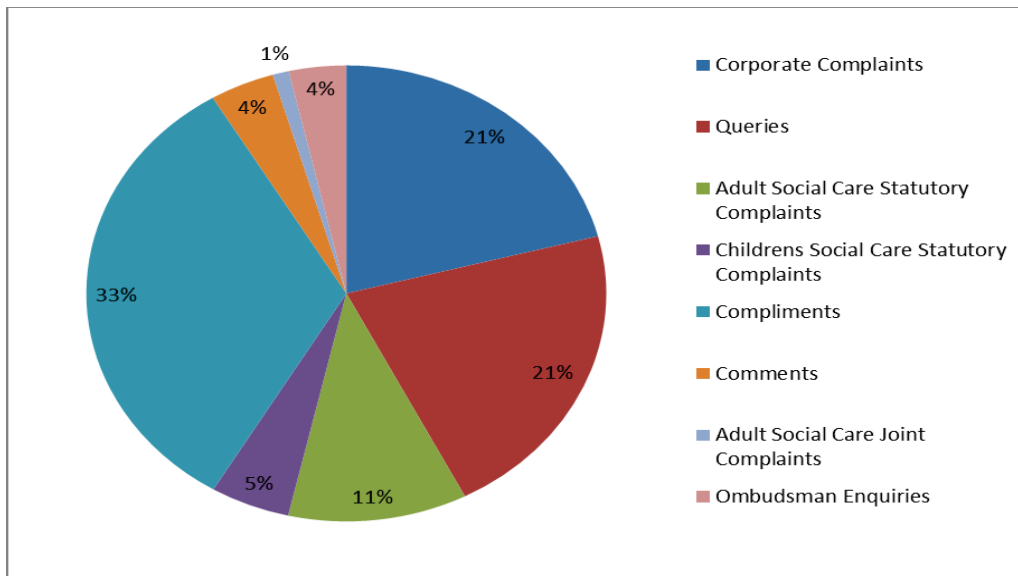
This report relates to the Council's Corporate Complaints and Compliments processes. However, to put the report within a wider context, it is worth referring to the broader work of the Customer Relations Team.

The Council has two other complaints processes – the statutory process for Adult Social Care and a similar statutory process for Children's Social Care. Both social care complaints processes are governed by statutory regulations and are not, therefore, considered within this report. These two processes are also managed by the Customer Relations Team and are subject to separate reports to the relevant directorates and scrutiny groups.

In addition, the team deals with a wide range of miscellaneous interactions with customers that do not go on to become formal complaints. These cases are managed as 'queries' but are often as complex and time-consuming as many formal complaints.

Finally, in liaison with the County Solicitor, the team also manages all complaints that are referred to the Local Government Ombudsman. The Customer Relations Manager acts as the nominated Link Officer and handles all correspondence between the Council and the Ombudsman.

In total, the Customer Relations Team dealt with 1257 cases of various types during 2014/2015, as depicted in Table 1 below.

**Table 1: Breakdown of cases handled by Customer Relations team**

The Customer Relations Team itself remains a small operation of two fte comprising the Customer Relations Manager and a Complaints Officer. Departmental link officers assist the Customer Relations Manager with cascading key messages and training out to managers.

## 2.2 Corporate Complaints summary

**Table 2: Corporate Complaints recorded during the last 5 years**

As illustrated above, the total number of corporate complaints received year-on-year has continued to grow with an 85% increase since 2010/11. The rate of increase last year has however slowed slightly.



These increased volumes are not in isolation a negative. Customer Relations has undertaken considerable work to promote access to the complaints procedure and there are clear signs that departments are more willing to 'self refer' issues that they are dealing with into the complaints process.

With the increased financial pressures now being felt across departments it is perhaps also inevitable that the number of complaints received will continue to increase, but of greater importance is the culture of how the authority responds and learns from this vital customer insight.

**Table 3: Corporate Complaints by Department**

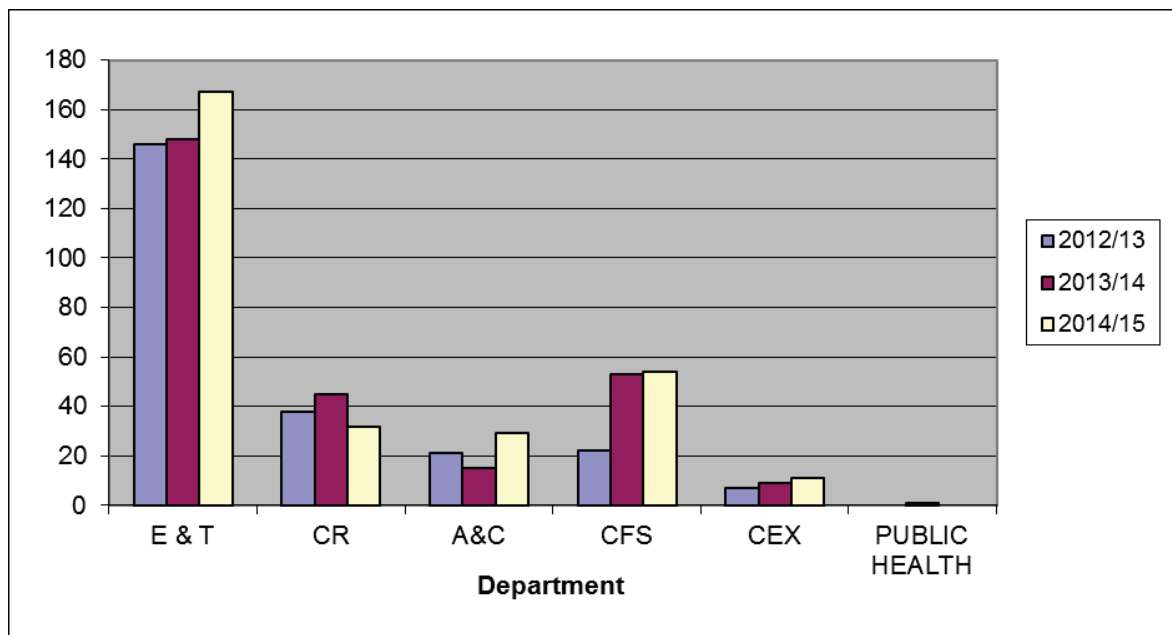
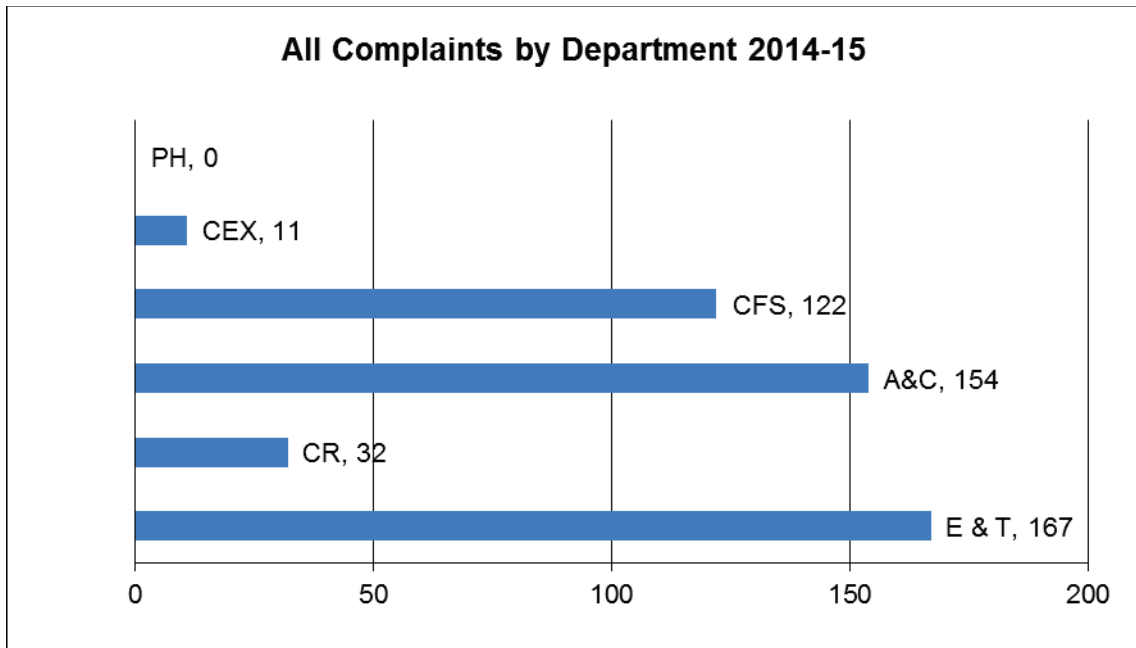


Table 3 shows the departmental breakdown of all corporate complaints received across the last 3 years.

As mentioned already, it is important to note that for both Children and Families (CFS) and Adults and Communities (A & C), the bulk of their complaints relate to social care matters and as such, are not represented here. With this in mind, it is unsurprising, that by far the largest number of corporate complaints relate to services delivered by the Environment & Transport Department, which has no separate statutory process.

To illustrate this better, Table 3b below shows the total volume of all complaints (both social care & corporate) by department and shows the amalgamation of all complaints which in turn show much closer alignment between departments. Chief Execs, Public Health and to a lesser extent Corporate Resources do not have such significant external service provision and as such volumes are inevitably lower in these areas.

**Table 3b – All complaints (statutory and non-statutory) by Department**

### 2.3 Queries

Increasingly the Customer Relations Team is positioning itself as a customer contact point for advice and help where things are going wrong. Often, some of these matters can be quickly and informally put right and, where this is the case, the intervention is not formally recorded as a complaint. However it is important that the nature of such interactions is still recorded.

During 2014-15, Customer Relations handled 451 such interactions, the bulk of which consisted of:

- Providing advice and signposting to the correct organisation e.g. District Councils, Academies, Health (102)
- Providing advice and referral to alternative procedures for redress, for example internal appeals procedures or subject access requests (58)
- Informal resolution by direct contact with departments which should be within 24 hours (100)
- On-going correspondence around complaints which have already been considered and responded to (66)
- Responses to general queries on how to access services the Council provides or clarification of potential complaint matters (97)

Sometimes, these queries are simple matters for the team to resolve. Others, however, can be extremely difficult cases; especially when managing expectations and where nothing more can be achieved through the complaints process.

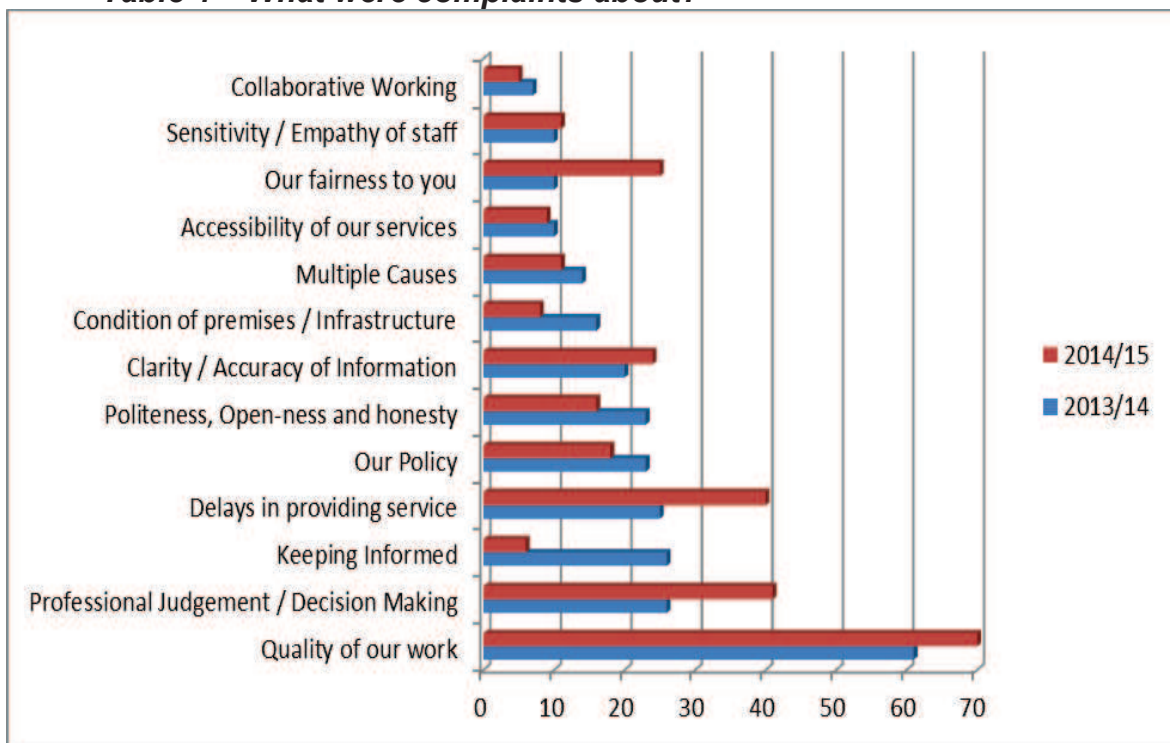
Wherever possible, the Customer Relations Team aims to resolve customer complaints and concerns without the need to escalate into the formal complaints process. This is good complaints handling practice with complaints being resolved as close to the point of origin as possible. It is encouraging to see that 100 such cases were able to be resolved at this level

#### 2.4 Corporate Complaints - Causes

In the 2013/14 annual report, all complaints were analysed to try to establish the principal cause. Whilst in some instances, complaints do cover multiple issues and it would not be right to focus on one specific area, this can prove an instructive way of understanding where the organisation needs to target improvement.

Following suggestions made by the Scrutiny Commission last year, the same exercise has been repeated this year and the graph below shows the results over-layed for the 2 years.

**Table 4 – What were complaints about?**



Whilst there are a number of areas which appear consistent, there are also some noteworthy differences this year. The key ones are:

- Significant reduction in complaints caused by failure to keep informed or updated.

This is pleasing to see as this was one of the key improvement areas noted in last year's report. It was clear that historically the majority of complaints in this area were around Highways matters and to this end, the Customer Service Centre and Highways teams have been working

collaboratively to make a number of changes to feedback processes. This includes enhancement of automated updates and the introduction of a dedicated feedback co-ordinator to ensure timely updates are delivered.

- Increase in complaints around delays in providing services.

Whilst it is easier to fix the issues around providing updates, this is a harder area to prevent complaints especially given the increasing need to target funds at the higher priority areas. Inevitably some lower priority work has seen longer wait times. Only 10% of these complaints were not upheld showing further work is required in this area to ensure that timescales we commit to are realistic and achievable and that processes are in place to support the delivery of them.

- An increase in complaints around fairness

There are no clear trends behind this area. Complaints have been received around fairness in considering Blue Badge applications, Penalty Charge Notices (PCN) and sale of land. Importantly only 20% of the complaints in this area were upheld, mostly on points of administrative detail rather than unfair procedures. It is likely that this will be an area to increase this year as policy changes, such as School Transport, start to impact on families.

- Reduction in complaints around staff attitude

Whilst these were not a high proportion last year, it is good to see that the number of complaints against the helpfulness, politeness and honesty of staff has dropped this year. Of the 16 complaints in this category, 10 were upheld with appropriate training / HR action taken.

The full breakdown of complaint causes and their respective outcome appears in table 5 below.

**Table 5: Complaint Causes**

Cause	Number	% Upheld (Partly or Fully)
Quality of our Work	70	56%
Professional Judgement / Decision making	41	32%
Keeping Informed / Updated	6	83%
Delays in providing services	40	90%
Implementing Our Policy	18	11%
Politeness, Openess and Honesty	16	62%
Accuracy / Clarity of Information	24	71%
Condition of our premises or infrastructure	8	37%
Accessibility of our services	9	55%
Our Fairness to you	25	20%
Sensitivity / Empathy of staff	11	36%
Multiple	11	100%
Collaborative Working	5	80%
A failure to take action	6	16%

## 2.5 Compliments

64 compliments were recorded across all services (excluding social care) during 2014/15. This is a significant drop from previous year (128)

A major factor in this is that a harder line is being taken with regard to “solicited” compliments. Previously a number of these were accepted, but there was an inconsistency of approach here and we no longer record any compliments that are gained through satisfaction surveys or other proactive means. Whilst this feels the right approach and in line with our policy, it does mean that there may not be the same exposure of good news stories as previously.

It is always encouraging to see greater visibility of the good work that is being delivered by the Council and it will remain a topic for discussion with departments to encourage all staff do feed in unsolicited compliments.

A small selection of the compliments received can be found in Appendix A of this document.

## 2.6 Performance against timescales: How responsive have we been?

**Table 6: Corporate Complaints Performance against timescales**

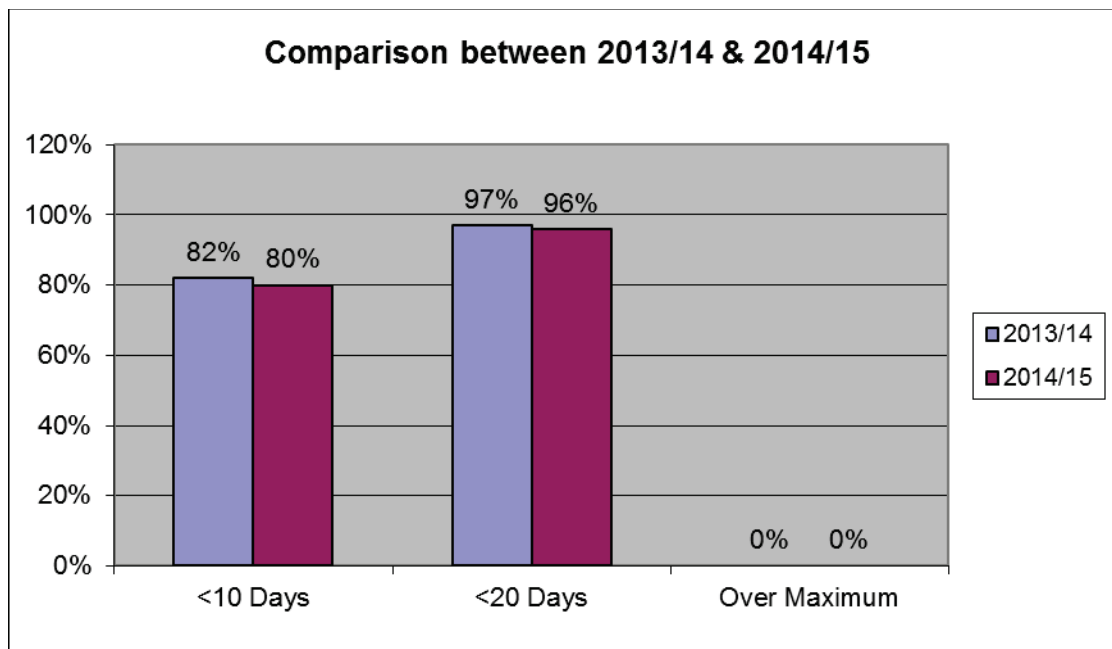


Table 6 above shows a summary of time taken to respond to complaints, providing a comparison between the current reporting year and the previous one.

Whilst the table shows a very slight drop in the percentage resolved at both internal indicators, these remain very healthy results. For the third successive year, no complaints exceeded the maximum 60 working days. This continues the strong progress made since 2010-11 when an unacceptable 14 complaints exceeded this mark.

Set against the current financial challenges, these results continue to show the commitment to responding to complaints and reflects the strong collaborative working between the Customer Relations Team and departmental managers.

## 2.7 Where do complaints arise from?

Following comments from the Scrutiny Commission last year, exploratory steps were taken on the feasibility of being able to map complaints at a geographical level. One of the early issues encountered was that we do not hold a full data set of post-codes to allow this. There were also questions flagged about whether the address should be the location of the fault (typically Highways) or the address of the individual.

In last year's annual statutory adult social care report, an attempt was made to show social care complaints by area, however the results did not lead to any conclusive findings being made and it was felt that there was limited value in progressing this exercise further.

This topic was also discussed at the Eastern Regional Complaints Benchmarking Group and there were no other councils currently analysing complaints at this level.

## 2.8 Complaints Outcomes & Resolutions

**Table 7: Corporate complaints recorded by outcome.**

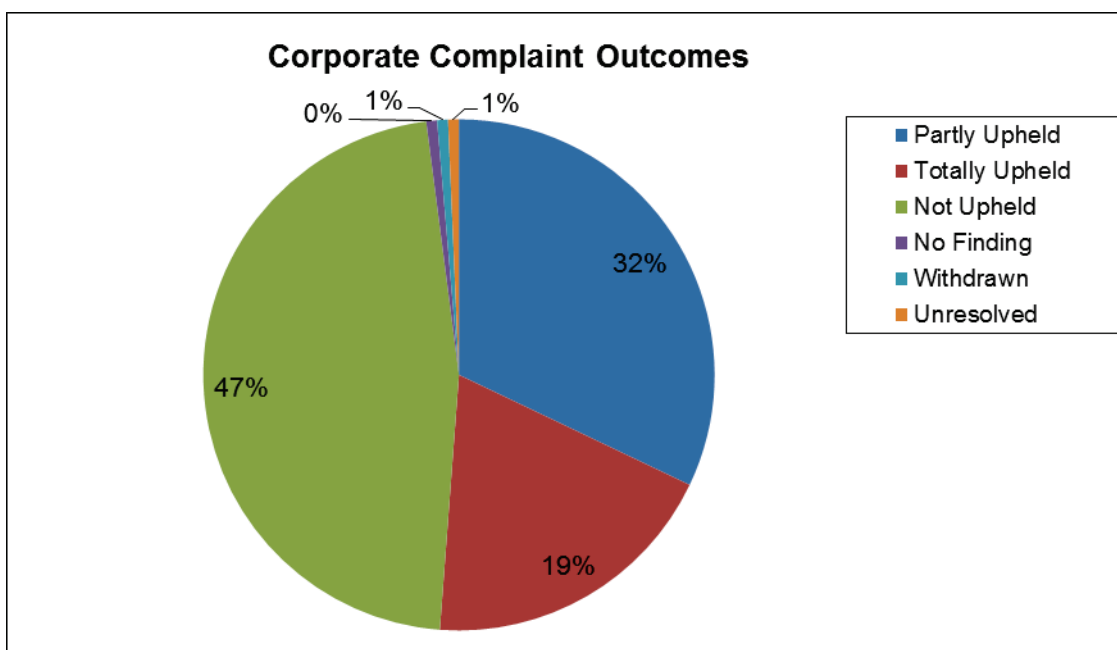


Table 7 above shows that 47% of complaints were not upheld following investigation. 19% were fully upheld, whilst a further 32% had some element of the complaint upheld (i.e. partially upheld). 2 Complaints were resolved with no finding where it became clear there were two different versions of events with no objective evidence to substantiate either version. This is a new category which the Customer Relations team are encouraging be used more.

These figures are broadly similar to the previous year, with a 2% decrease in the upheld rate. As noted in last year's report, there continues to be for the most part a greater open-ness in accepting where there has been fault which in many instances relates to a small aspect of the overall complaint being made.

The Customer Relations Manager continues to push this cultural shift which not only enhances the reputation of the Council, but also helps avoid costly escalations both internally and to the Local Government Ombudsman.

## 2.9 Local Government Ombudsman Complaints

During the year 2014-15, the Local Government Ombudsman made 33 enquiries of the County Council. This is significantly down on the previous year (45) despite the overall volume of complaints having increased.

This statistic articulates well the point that volume rises alone should not be viewed unfavourably and indicates a better quality response by Council Officers.

Of the Ombudsman referrals, these can be further segmented as below:

Environment & Transport	11
Adults and Communities (includes social care)	10
Children's and Young Peoples (includes social care)	5
Chief Executives	3
Corporate Resources	4

Of the 33 enquiries, 30 have been fully determined, with a further 3 still awaiting a draft decision.

In 7 cases the Ombudsman referred the complaint back to the Local Authority as premature. This is an increase from previous levels and suggests that further work is needed to ensure that officers are appropriately sign-posting to the Ombudsman. In several cases, complainants had been signposted to the Ombudsman without the knowledge of the Customer Relations Manager which should not have happened. This will form part of the action planning for the 2015/16 year.

For the remaining 22 cases, the Ombudsman ruled as follows -

- 16 Closed after initial enquiries
- 4 No fault found after full investigation
- 2 Maladministration with injustice
- 1 Referred to another organisation

Details of the 2 cases determined as “Maladministration with injustice” both relate to statutory social care cases. However, for completeness, the details are as follows -

1. Mr A lives adjacent to a Council owned Children’s Residential Home. Over a number of years he has complained of rubble, fruit and other objects being thrown into his garden. He complained to the Ombudsman that the Council was not doing enough to supervise the residents and prevent future occurrences. The Ombudsman found administrative fault that the Council had not progressed quickly enough with the actions agreed at a mediation session. All the actions have since been concluded and the Council agreed to pay Mr A £100 in recognition of the delay in completing these actions.
2. Mrs B complained to the Ombudsman that her father had been left with a poor standard of care for too long whilst in a care home. The Council had undertaken a detailed safeguarding investigation into the provider and substantiated that there were missed opportunities to act. It had not however recommended any remedy payment to the family. The Ombudsman criticised the length of time this investigation took to complete and recommended the Council pay the family £250 to recognise this. It also recommended the Council pay £500 to remedy the poor standard of care received. Importantly the decision did make clear that the fault lay with the provider and not the Council. The Council agreed to these recommendations.

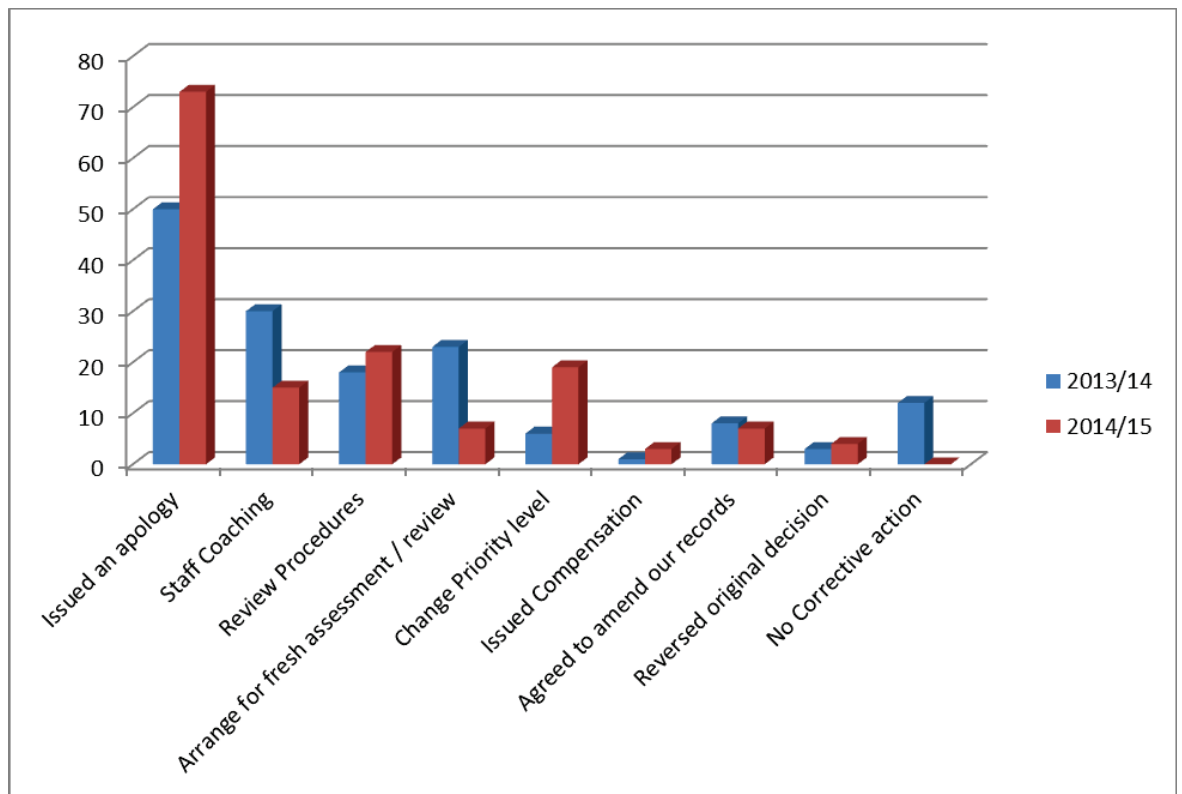
The continued low levels of mal-administration findings are noteworthy at a time when the Ombudsman has published a number of press releases raising concerns with strain on local government complaints handling. It also validates that for the most part the Council promptly acts to put right any faults.



## 2.10 Learning from Complaints

All of the 150 complaints that were partly or fully upheld have been reviewed by the Customer Relations Team to ascertain what action the relevant department has taken to learn from the complaints and avoid such issues occurring in the future.

**Table 8: Summary of actions taken following complaint investigation**



In all cases an apology was issued. In 73 instances, this was seen as sufficient with no further action required.

The most common additional action undertaken this year was to instigate a review of procedures, which moved ahead of staff training last year. This may indicate a move towards focusing on systemic issues, however it has not been possible to evidence in all cases that the reviews have led to clear change in practices.

Further work is therefore required to work with departmental link officers in auditing such cases to ensure clear evidence can be provided as to the outcome of any process review. This will be tabled as an action for the year 2015/16.

Nevertheless, there are strong examples where departments have taken the learning from complaints and changed the way they work. This is best illustrated through a number of Case Studies.

## CASE STUDY 1 – HIGHWAYS AND CUSTOMER SERVICES



### **Gillian's Story – A lack of urgency in response**

Gillian had experienced ongoing problems with ponding on a newly installed driveway. She contacted the Council to ask for help and for the drains and gulley to be cleared.

The Council visited to inspect, but did not inform Gillian as to their findings or what they intended to do. It took some 3 months and multiple contacts before Gillian felt compelled to make a complaint. By this point her driveway was both unsightly and a trip hazard. The complaint investigation found a host of missed opportunities to intervene. There were procedural faults made by both Customer Services and Highways along with multiple instances where we failed to follow our customer service standards.

### Actions Taken

- Site visit by 2 Assistant Directors and immediate remedial work commissioned
- Customer Journey map created and briefed to all CSC staff
- New escalation protocols launched within CSC and embedded within Feedback co-ordinator role

## CASE STUDY 2 – SCHOOL CROSSING PATROL



### David's Story – Concerns over conduct of a lollipop man

David regularly walked his young children to school. He was concerned by the actions of one of our lollipop men who was encouraging children to cross when traffic lights were red. He also raised concerns around inappropriate comments and gestures to drivers as well as the uniform being dirty.

Within 1 day of receiving the complaint, a manager covertly visited the site and verified some of the concerns raised.

### Actions Taken

- New uniform provided
- Equality and Diversity training given
- Changes made to the way the officer managed the road crossings

David contacted the Council again 2 months later to recognise the improvements made



## CASE STUDY 3 – FOSTERING AND ADOPTION ISSUES

### **Lisa's Story – Concerns over being able to make a complaint**

Lisa was applying to the Council to become a foster carer. She had a number of concerns with the assessment process and was unhappy with how the department were responding.

She had requested on several occasions to make a complaint but was not provided with the means to do so.

### **Actions Taken**

- Thorough review undertaken as to the assessment process
- Service Manager now working very closely with Customer Relations team to ensure queries are handled appropriately
- Reminders issued to all workers of the importance of referring such cases immediately to the Customer Relations

### 3. Department by department commentary

#### 3.1 Environment and Transport

The table below shows a monthly breakdown of complaints received within the Environment & Transport Department.

Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
6	7	18	27	11	12	19	9	6	16	19	17

The usual seasonal variances appear with spikes during the summer and winter months.

In addition to formal complaints, 87 informal queries were handled by the Customer Relations Team.

The bulk of the complaints were recorded against the department's Highways branch, with 108 corporate complaints for this area (65%)

46 Complaints were about Transport matters with a further 13 relating to Environment services. These are very similar ratios to the previous year.

On highways-related complaints, street-lighting complaints featured prominently, mostly decisions regarding part-lighting roll-out. Other notable areas that have seen an increase are around overgrown hedges (where the onus is on landowners to undertake cuts) and maintenance / replacement of road signage. These are good examples of work that will not be completed promptly and as such, expectation management becomes key.

As noted already, complaints around not being kept updated have dropped sharply. This reflects the work that has been undertaken to improve feedback mechanisms. Whilst a watching brief needs to be maintained on this area, there now appear to be sustainable processes in place to continue to deliver this.

It is evident that there is an increasing trend to complaints being made around lower priority jobs rather than safety issues. This trend is likely to continue as funding becomes more targeted in this direction. With this in mind, it is essential to consider how the department can better manage residents expectations regarding lower priority issues. It is recommended that the Director considers this as part of the ongoing improvements being delivered under the transformation work in this area.

The Environment and Transport department has performed strongly in terms of response timescales, with an average response time of just 7.67 working days, well below best practice target of 10 days.

Officers continue to engage well with the Customer Relations team to ensure prompt and appropriate resolutions are achieved.

### 3.2 Children and Family Services

With increasing rigour being applied to the eligibility of complainants to use the statutory complaints procedure, there has been an increase in the number of corporate complaints received by this department.

38 of the 54 corporate complaints related to social care – an increase of 5 from the prior year. This distinction is important as the statutory children's complaints procedure grants additional stages to the complaints process and, potentially, increases costs to the department. An eligibility test is provided through DfE guidance and is used by the Customer Relations Team when making the assessment about which complaints process is most appropriate.

Typical reasons for social care complaints being handled under the corporate procedure are

- (i) complaints made by family members lacking parental responsibility
- (ii) where the complaint relates to section 47 enquiries
- (iii) where the complaints are made by prospective foster carers / adopters.

Complaints can also revert back to the corporate process where no informed consent can be verified from a young person who has reached an age where they should rightly have a voice.

All of the above reflect 'tests' that the Ombudsman would use and have been re-iterated in recent decisions made by the Ombudsman.

The Customer Relations Manager routinely works with departmental managers to advise on which procedure should be followed and will be increasing this in 2015/16 through more direct briefing sessions at Service Manager meetings.

Outside of Social Care complaints, numbers continue to be low. Even in high volume areas such as SENA (5) and School Admissions (3) there are very few complaints being made and no concerns or trends which need to be highlighted.

### 3.3 Corporate Resources

Volumes have reduced by 13 from last year to just 32.

Of these, 15 were within the Customer Service Centres, but given the high volumes of enquiries flowing through this area, this is an extremely low figure. The Customer Relations Manager is located within this area and is well-placed to intervene early. This is certainly a factor reducing complaints as many within this area are quickly resolved within 24 hours.

There are clear signs of closer working between the Customer Service Centre and departmental teams which is to be encouraged as future changes are made.

Although the nature of the complaints received were quite varied, the main area to highlight for improvement is around improving the quality of written communication. Four of the complaints refer to this including comments such as

- It felt like a very impersonal reply
- You get the same old bland acknowledgement rather than a sense anyone is doing anything to get an update
- I received an undated / unsigned letter and had no idea who I needed to respond to.

Whilst letter templates are an essential part of an efficient transactional service centre, it is recommended that a fresh review is undertaken of the quality of each template.

Outside of the Customer Service Centres, Operational Property Services received 6 complaints which covered Forestry, Country Parks, Reception and Security. No clear trends appear.

### 3.4 Adults and Communities

29 corporate complaints were received. Whilst this is a significant increase on prior year (15) the numbers remain small.

Communities and Wellbeing received 14 complaints, encompassing Libraries (7), Heritage (5) and Adult Learning (2). All were promptly and appropriately resolved with the only clear trend being an issue with the sale of King Richard III tickets which attracted 3 complaints.

Twelve complaints were received regarding Community Care Finance. Whilst the majority of these are recorded under the statutory process, some are recorded as corporate complaints where the issues relate to payment to providers or debt recovery issues.

At the heart of all these complaints are issues with the quality of data. There continues to be excellent support in getting these issues resolved, but it remains clear that there are still underlying process issues and it is recommended that this must continue to be flagged as an area in need of improvement.

### 3.5 Chief Executive's

11 complaints were received for this area across a range of services including Planning (2), Legal Services (2), Trading Standards (2), Registrars (3) and Communities and Places (2)

All were resolved in a timely fashion and there are no clear trends worthy of further comment.

### 3.6 Public Health

No complaints were recorded for this department

## 4. **Monitoring the Complaints and Compliments Processes**

The Customer Relations Team continues to support departments to both manage and learn from complaints. The key services offered by the team are:

1. Complaints advice and support
2. Production of Performance Reports
3. Liaison with Local Government Ombudsman
4. Quality Assurance of complaint responses
5. Complaint handling training for managers
6. Scrutiny and challenge to complaint responses
7. Support with persistent and unreasonable complainants

During this reporting period, two complaints training events have been facilitated for social care managers. This covered 30 Locality Managers / Team Seniors and was well received.

Assistance continues to be routinely provided to managers in drafting comprehensive responses to complaint investigations. This helps ensure a consistency of response and that due process is followed.

Quarterly complaints reports are produced and presented to Departmental Management Teams (DMT) as appropriate. The Customer Relations Manager also regularly meets quarterly with each department's Intelligent Client to talk through complaints matters.

During the year of this report, the Customer Relations Manager used the Council's Vexatious Complainant Policy on 1 occasion, implementing a restricted communication protocol. Whilst a means of last resort, this has proved an effective way of managing difficult and complex complaints.

## 5. **Customer Relations Team - Work Priorities for 2015-16**

During 2015/16, the Customer Relations team will focus on a number of key priorities, as follows:

- A more structured and pro-active attendance at service team meetings. This will ensure unfiltered messages reach managers who routinely will be required to respond to complaints.
- A series of customer journey maps with complainants to understand their experience both before and during the complaints process.
- Further work with departmental teams to ensure greater evidence to demonstrate learning from complaints.



- Continuing to promote complaints training and explore opportunities to further assist managers with effectively responding to complaints
- Maintaining the Council's strong track record of timely complaint responses.

## 6. Key Learning Points

The Customer Relations Team would specifically highlight three general themes which have emerged from this year's annual report process -

- Setting clear expectations around timeframes.

There has been significant progress this year in improving feedback to customers, however there is still work required in managing expectations where work is unlikely to be completed promptly. Across the board, the Council will have to change the way it works and some services will take longer (or cease to be provided at all). Customers often state that they would not have felt compelled to make a complaint if they had been clearly and honestly communicated with about the timescales involved and the rationale behind this.

- Appropriate escalation to the Local Government Ombudsman

The Local Government Ombudsman has issued a very clear statement citing the importance of local authorities being able to evidence that complaints have exhausted the complaints process. It is vital therefore that if managers feel a matter needs to go to the Ombudsman they contact the Customer Relations Manager to ensure it is done appropriately. Of the five premature complaints which the Ombudsman considered this year, three had been advised to approach the Ombudsman but had not been formally recorded as complaints.

- The art of apologising well

There have been several examples this year where complainants have prolonged correspondence with the Council simply because they have felt that apologies have been issued grudgingly or (in rare cases) not at all.

The Customer Relations Manager will be creating some guidance to officers on how to make an apology meaningful which should further help first time resolution. A good apology is vital to successful complaints handling and done well is a sign of strength and that the Council is willing to learn and is committed to putting things right.

## 7. Concluding Comments

It is likely that complaints volumes will continue to rise. With this in mind it is vital that managers are equipped and committed to responding effectively and that the organisation is able to draw the learning for future cases.

This annual report shows clear evidence that in the vast majority of cases, the Council manages complaints well and is committed to putting right anything that has gone wrong.

It is noteworthy that key themes highlighted last year have been acted on with clear improvements seen in how we feedback to customers. There are of course areas we can still improve upon and the themes highlighted in this report should act as a framework for continuous improvement over the year ahead.

The Customer Relations Team continues to receive strong support and commitment from Service Managers and Heads of Service, evidenced, once again, by the excellent response timescales achieved across all services.

## APPENDIX A – Sample of compliments received

- Thanks to Diane for helping me get to grips with my Ipad...you have put up with my forgetfulness and stupidity, but got me there in the end..fantastic and needed service by the team - **Care Online**
- Thank you for providing such a great service! The email reminders you send out for when library books are about to be due are a godsend, and have really helped me to avoid overdue charges - **Libraries**
- Just to say a very BIG thank you for sorting out my drive access..The men came to do it last Tuesday and finished off on Wednesday, earlier than expected. They also came round on Monday to let me know they were coming on the Tuesday so we could move our car out of the way. So different from last time! - **Highways**
- I spoke with an extremely helpful member of staff this morning called Sarah Greet (**CSC**) who kindly helped with some information regarding a parking situation on our street. The help and advice I was given was exemplary.
- Yesterday was the first time we used Whetstone tip following the refurbishment. Congratulations on achieving such an excellent centre. This was well run with many facilities. As this was our first visit we needed some assistance & the staff were more than helpful. - **Environment**
- Excellent work by Andy Hunt's team for their courtesy, customer service, friendliness and competence in their work in our village of Burton Overy over the last two weeks, on the Scotland Lane improvements. They have excelled in all these respects, and have been a huge credit to the county council and to its work. – **Highways**
- Surface Dressing compliment. The works gang altered their schedule so could accommodate a funeral which was taking place in the afternoon....very impressed with their helpful attitude - **LHO**
- In June this year we had James Hunter and colleague visit our school to deliver an assembly on internet safety....James spent lots of time with me before the assembly to gain a full understanding of our students and their needs. This meant that he was able to deliver an assembly which was specifically tailored for our students and accessible to all. Our students were all entranced throughout the hour long assembly which is unusual for our students – **Education and Learning**
- When the nice lady at County hall rang me for a Blue Badge appointment, she said that 'we try to make appointments as near to home for you'..... I was pleasantly surprise and felt that this service was at odds with the 'usual bad stories one hears about councils - **CSC**

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# Overview & Scrutiny

Annual Report 2014/15



# Introduction

## Overview and Scrutiny Annual Report 2014/15

### What is Overview and Scrutiny...?

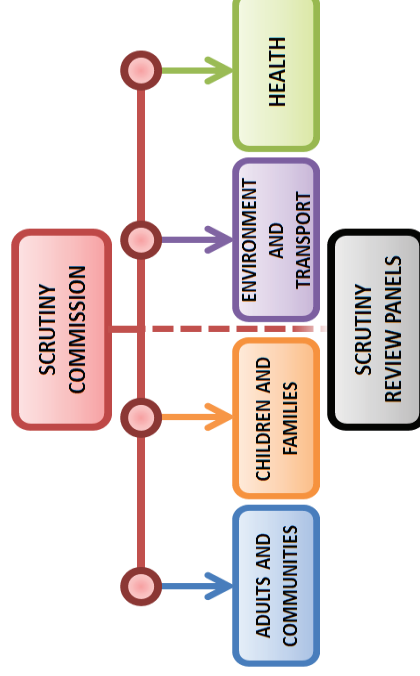
All local authorities operating a Cabinet and Scrutiny model have a Cabinet made up of the Leader of the Council and up to nine other members. All executive decisions (ie. those needed to implement the Policy Framework and Budget approved by the County Council) are taken by the Cabinet.

Overview and Scrutiny bodies are not “decision making” bodies but are bodies which monitor and influence those that are. The Overview and Scrutiny role, carried out by non-Cabinet members, is designed to support the work of the Council in the following ways:

- **Reviewing and scrutinising decisions taken by the Cabinet, also known as acting as a “critical friend”.**
- **Considering aspects of the Council’s performance.**
- **Assisting in research, policy review and development.**

- **Involving itself with external organisations operating in the County to ensure that the interests of local people are enhanced by collaborative working.**
- **Providing a means of involving the community in the Council’s work.**

The structure of the Overview and Scrutiny’s Committee structure at Leicestershire County Council is set out below:



Each Committee has a role in performance monitoring, enabling members to scrutinise detailed performance reports and service delivery.

The Scrutiny Commission reviews and scrutinises decisions made or actions proposed in connection with the remaining Council functions which are not within the scope of any of the above Committees, including that of budget monitoring. It

oversees and co-ordinates the work of all Overview and Scrutiny Committees (OSC) and co-ordinates a response to the Cabinet’s budget proposals.

The Adults and Communities OSC, the Children and Families OSC and the Environment and Transport OSC scrutinise the Council’s functions in relation to their relevant departments. The Health Overview and Scrutiny Committee scrutinises the activities of the Council’s Public Health function and NHS bodies, which have responsibility for commissioning and providing health care services.

Scrutiny Review Panels, made up of a small number of members (usually five), are appointed to look in depth at particular issues and their recommendations, which may suggest a change in policy or service provision, are submitted to the relevant Overview and Scrutiny Committee prior to consideration by the Cabinet.

### Find out more...

...about the [Scrutiny Commission](#) and its [Chairman](#) and how [Overview and Scrutiny](#) works by accessing the [Overview and Scrutiny Guide](#).

## Key outcomes from work undertaken this past year in our Overview and Scrutiny Committees

### The Scrutiny Commission

The Scrutiny Commission is the main Overview and Scrutiny body, looking at the Council's budget and performance as well as the Leicester and Leicestershire Economic Partnership (LLEP) which is responsible for the economy and strategic transport covering the County and Leicester City. The Commission also has a role to look at issues that cover the remit of more than one Overview and Scrutiny Committee.

### Communities Strategy

We have played an important role in the establishment of this Strategy, which aims to make the best use of the resources available to focus on helping communities to support individuals and families in most need, and enabling community groups to provide services for local people, including those that the Council can no longer afford to provide.

We were encouraged by the role "Community Champions" would play in bringing local communities together and helping in the recruitment of volunteers, though it would be particularly important to ensure that urban and

unparished areas received extra support in this area. Throughout the process we have continued to express the importance of engaging those communities that are considered to be the hardest to reach.

### Empowering Volunteers

In September last year we learned of the pressure the Council's reducing budgets were having on the voluntary sector at a time when we were looking to increase engagement and recruit more volunteers. This equated to a reduction in funding for support to the sector of over £500,000 per year, some of which would be met by a reduction in funding for the Council's county infrastructure

organisation: Voluntary Action LeicesterShire (VAL). Despite the funding reduction, we were pleased to learn direct from VAL CEO Kevan Liles at a session in October last year that volunteer recruitment had increased from 200,000 to over 500,000 (an increase of over 130%). Notwithstanding this success, we stressed the importance of the ongoing monitoring of VAL's performance to ensure taxpayers were getting value for money and the provision of the best possible service to our volunteers at a time when we would increasingly be relying on them to deliver important services to communities.

### Enabling Growth in Leicestershire

In March, we were joined by the Cabinet Lead Member for Economic Development, Blake Pain CC for a discussion on how we could

support the LLEP in its delivery of investment projects aimed to improve prosperity and growth. We particularly welcomed the long term ambition to create 45,000 jobs in Leicester and Leicestershire.

The Council's Broadband Strategy would be key to ensuring local businesses were connected, even those in the most remote areas of the County. Some concern was expressed at the lack of profile being given to environmental issues and we therefore stressed the need for a focus to remain on projects being carbon efficient. We have asked for a report back in September 2016.



## The Budget

The process of agreeing the budget this year was set against the backdrop of the Cabinet's "Fairer Funding Campaign" which aimed to attract the attention of the Secretary of State for Communities and Local Government and make a plea for Leicestershire to have financial parity with other local authorities of equivalent size.

In regard to the proposals brought forward by the Cabinet, we were keen to emphasise the role of traded services and how, with a more targeted approach towards potential customers, we could increase income and lessen the savings burden on the Council's valuable staff resource, thus hopefully providing a level of protection to some key services. Similarly, we stressed the importance ICT services could play in harnessing efficiencies. We were particularly keen to work with the Director of Corporate Resources on how the use of "cloud-based" technologies might be rolled out across the Council in the future to make remote working for staff simpler and therefore more efficient.

One significant area of concern we shared with the Cabinet was around the sustainability of Government funding for Universal Free Infant School Meals beyond the General Election. A loss in this funding would greatly impact the earnings of the School Food Service and this was acknowledged as a significant risk factor going forward and one which the Children and

Families OSC would need to continue to monitor.

More positive were plans for the County Hall campus, which aimed to reduce property running costs and through better consultation increase the space available for rental to external parties. An "out of hours" facility would enable staff to work at smaller buildings, achieving energy savings through the closure of the site's larger buildings.



## Adults and Communities

**This has been a difficult and challenging year for the Committee. The financial outlook for the County Council has been extremely**

**challenging and as a result some difficult and unpopular decisions have been referred to the Committee for consideration.**

### Snibston Museum

The Cabinet proposals for Snibston envisaged a revised offer focused on mining with a view to reducing the current subsidy of approximately £900,000. As part of the consultation the Cabinet invited other options, and as result, received a business plan from the "Friends of Snibston" (FOS).

We considered this matter in June, September and January of this year. This issue generated much local interest as well as extensive press coverage. We were keen to ensure that all parties, particularly the FOS, who had put a considerable amount of effort into producing a detailed business plan and the local MP and councillors were given the opportunity to put forward the case for Snibston. It was difficult to find a consensus on such a contentious issue but scrutiny enabled a more informed debate to take place. At the time of writing the decision of the Council was the subject of a Judicial Review.

### See Scrutiny in action...

...by attending our meetings. Please visit [this page](#) for further details and guidance. Alternatively, our meetings are [webcast live](#).



## Libraries

The second major issue considered was the issue of the future of the Libraries Service. The proposals for the Libraries Service envisaged the County Council continuing to operate the 16 major libraries based in the market towns and shopping centres and inviting local communities and groups to operate the remaining 36 community libraries.

Scrutiny played a critical role in developing the offer to support local communities in taking over the management of their local libraries, the details of which are referred to in the box to the right.

Through the scrutiny process we were able to assess the rationale for selecting the 16 main libraries and to ensure that the engagement process with local communities recognised differences and that a “one-size-fits-all” approach was not appropriate.

It is pleasing to note that to date we have had positive engagement from 20 communities and that discussions are ongoing with the remainder. The challenge ahead is to ensure the successful transfer of all community libraries to local communities and to harness the enthusiasm within communities to work alongside the Council in taking control of services and tailoring them to suit their needs.

## Scrutiny Review:

### Infrastructure Support for Community Partnership Libraries

With increased pressure on budgets and a greater emphasis on communities being empowered to run some of their local services, a consultation exercise was conducted between July and September on the future of the Leicestershire Library Service.

The consultation proposed that if a local community organised itself to provide the staffing resource (presumed to be through volunteers) the Council would offer a support package including a contribution towards the other infrastructure costs for an initial period of up to five years.

The Cabinet asked that a Review Panel look in greater detail at this support package and report back with its findings. Our Panel met three times under tight timescales and heard evidence from a number of stakeholders to understand their views on how things could be changed in a way that would help their local library.

In coming back with a revised package, the Panel proposed that a “one size fits all” approach would simply not be feasible and that each community would require a tailored approach to suit their needs. The Panel felt strongly that the financial support given to communities to take this work on would need to be tapered over seven years rather than five and that

premises should be provided to communities for a peppercorn rent and these arrangements should also be reviewed after 10 years (in line with the property lease) rather than the five years originally suggested.

It was felt that the revised support package, which received Cabinet approval in November, would provide communities with a positive footing on which they could confidently take on the running of libraries in their local area.



### Services for the Homeless

The pressure on the Adult Social Care budget is well known and a key strategy for the Council is to develop services aimed at reducing demand by working with partners to address the root cause of problems. One such example was the decision to review our approach to services for homeless people. That approach was to recognise that the Council needed to work alongside its partners, particularly District Councils (who have statutory responsibilities for housing) so that the offer made to people who were homeless or at risk of being homeless was more joined up.



Change is always a difficult process and the proposals to target some of our limited resources away from building based provision to outreach caused some consternation. As a result of a 'call-in' a thorough review of the decisions was undertaken and this resulted in an amendment to the proposed balance of investment between building-based and outreach provision.

The financial challenges facing the Council and in particular Adult Social Care are recognised. As we move forward with implementing the Care Act, the Council will again be facing the challenge of not having sufficient resource to meet the demand of an ageing population. New and innovative ways of delivering services via close joint working with our health partners will be essential to ensure that we reduce demand.

### Children and Families

**The Committee has had a busy year not least with the ongoing active engagement of the public in our work, with a good amount of public questions answered and representations being made at our meetings.**

#### Age Range Changes

Age range changes planned for schools in the Oadby area were felt by some to be likely to force local children into schools in other areas. Whilst hearing representations from interested parties, we were reassured that the Council would only support age range

changes when they presented an opportunity to improve outcomes for children. We were pleased that a consultation process was held giving local people the opportunity to submit their views.

The Committee has continued to improve its grasp of the Authority's changing role in regard to educational performance. The Council now has to make "arrangements" for school and academy improvement, but not "deliver" these in isolation. This being the case, we were encouraged to learn that the Council continued to maintain a positive dialogue with academies to ensure they were performing to a good standard.

### Child Sexual Exploitation

With the publication of the "Jay" report in late 2014, highlighting the management failures that enabled child abuse to go unchallenged for years in Rotherham, we were quick to respond by requesting an update from the Director at our November meeting in regard to Leicestershire's position. We were reassured that a number of actions had already been taken to learn more about the expertise and resource required to manage this issue on an ongoing basis. We were also greatly encouraged that close working continued with Leicestershire Police, who had also conducted their own enquiry into allegations of non-recent child abuse. This issue remains our highest priority going

forward and one which we expect to hear more about at our meeting in June.

**Transformation**

We learned that the Council’s programme of Transformation would require 30% of the departmental budget, currently spent on non-statutory early help services, to be the focus of future savings in order to meet budget targets. With this in mind, we were delighted to be made aware of £4.7 million of funding that had been awarded to the Council by the Department for Education to roll out a new programme aimed at embedding an internationally recognised methodology for those that worked closest with children and families. We look forward to hearing more in the future about how this new way of working – known as “Signs of Safety” – has led to improved outcomes for our service users.



**Environment and Transport**

**It has been a busy and challenging year, with austerity measures continuing to dominate the local government agenda. Despite this, we have worked to ensure that the Department maintains its delivery of key priorities in Leicestershire with considerable focus being paid to the transport projects ongoing around the County.**

**Stimulating Development and Growth in Leicestershire**

Throughout the year the Committee has welcomed the Department’s commitment to stimulating economic growth in Leicestershire, such as the re-opening of Regent Street in Hinckley to through-traffic. This decision was made following consultation with local businesses and Hinckley and Bosworth Borough Council and all parties agreed that this could provide vital income for the town, through better access to the street’s many local businesses.

The Committee has continued to monitor the ongoing work of the Local Transport Plan 3 with a focus on the work being undertaken in the Hinckley area. At our meeting in February 2015 the Committee and local members highly commended the consultation undertaken by officers in the Department to ensure that local members and residents had an impact on the project.

The Committee played a vital role in ensuring that the North West Leicester Transport Plan was fit for all local residents, particularly those in Glenfield. The passionate views put forward by Committee members at our meeting and during the consultation process meant that officers went away and came back to the



Committee with a revised plan based on local concerns. Following the comments we made, and the Plan's subsequent approval by the Cabinet, the City and County Councils can jointly proceed to make the City more accessible, thus contributing to Leicestershire's economic growth.

### **Continuing to Deliver Savings and a High-Quality Service**

We have continued to support the financial and environmental commitments of the Council. At our meeting in September 2014 we recommended that the Department look into the conversion to LED street lighting, which would contribute to the long term financial savings required of the Department. It would also significantly reduce the County's carbon footprint.

In November 2014, the Committee was informed of the future options for the provision of recycling and household waste sites in the current financial climate, and is looking forward to receiving the outcome of the consultation and submitting its views later in the year.

## **Health**

**The challenges facing the health service, particularly performance of the urgent care system and hospital discharge, have been a constant theme for the Committee. These challenges, along with the ever increasing momentum behind the health and social care integration programme, have made it an**

**exciting year to be a part of the Committee's work.**

### **Urgent Care**

We have monitored performance across the urgent care system and were pleased to welcome the "whole system" approach to tackling the well-documented performance issues. A number of new initiatives such as the Older People's Unit at Loughborough Hospital and the Falls Service have emerged from the use of the Better Care Fund (a pooled budget across health and social care) and we look forward to seeing the impact of these as we continue to monitor performance of the urgent care system.

### **Learning Lessons to Improve Care**

This was a significant investigation into the quality of care received by a particular cohort of patients which enabled wider system level issues to be identified. The Committee welcomed the openness across the NHS in making their findings public as well as the willingness to learn from previous mistakes. We identified some particular issues which we have asked for further assurance on relating to the quality of end of life care and communication between different parts of the system.

## **Scrutiny Review: Help to Live at Home**

**The recent focus on the timeliness of hospitals discharge, along with the ageing population in Leicestershire, has led to an increased pressure on domiciliary care services and the recognition that the current model is not fit for purpose.**

Developing a new model of care, focused on improved outcomes for service users and a joined-up approach between health and social care, became a priority within the County Council's Transformation Programme. This was an ideal opportunity for Scrutiny to get involved and provide officers with a useful perspective to support them in writing the business case for the new service.

A Review Panel was established in the Autumn and has had a significant input in the development of the new Help to Live at Home service model, making recommendations which support the use of an outcomes-based model of care, stakeholder engagement, person-centred care and will ensure that the new service is commissioned from providers who are able to cater for people with a diverse range of needs.

The Final Report will be considered by the **Adults and Communities OSC** and the **Cabinet** in June.



Leicester.

## healthwatch Leicestershire

### Healthwatch

Our relationship with Healthwatch Leicestershire has continued to improve over the past year. Rick Moore, the Chairman of Healthwatch Leicestershire, is a regular participating observer at our meetings and has recently started to have his own slot on the agenda where he can update us on the fantastic work Healthwatch has been doing. This has included their work to find out the views of patients on issues that matter to them, such as accident and emergency services, and represent them to the highest levels of the relevant organisations. It is of enormous value to have the views of patients directly represented to us at our meetings.



### New Congenital Heart Disease Review

We responded to the consultation on the national standards for the new service and we welcomed the standards though we did have concerns about how they would be implemented. It is now up to University Hospitals Leicester to demonstrate that it can achieve the required standards and thereby secure the future of children's heart surgery in

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## In Summary...

**This past year has been beset by ever reducing budgets and a refocusing of the way in which the Council conducts its business and provides its services to customers and this will continue in 2015/16.**

The change in emphasis has also been felt in Overview and Scrutiny and has meant that we have been required to focus our efforts on areas where we can most make a tangible difference to the people of Leicestershire, whilst providing a robust check and balance to ensure that the services provided to the most vulnerable in our society are safeguarded as much as is possible.

Going forward, our emphasis will increasingly be placed on the delivery of the Council's Transformation agenda: a programme of 24 projects across all Council departments and services, aimed at improving delivery and identifying efficiency savings. We will need to keep these projects under review to ensure they not only deliver the savings required but do so in a timely fashion. It will be our role to understand how the outcomes of these projects will benefit the taxpayer beyond financial savings. We hope to make a valuable contribution to this process by being consulted at an early stage and making our views known to the Cabinet on ways that projects might be improved or enhanced.

Health and social care integration issues will continue to dominate the Health agenda for the coming year, as both the Better Care Fund and the Leicester, Leicestershire and Rutland wide Better Care Together five year strategy for health and social care move into implementation phases.

We expect to look at some challenging items, such as shifting health services out of acute settings into the community. We will ensure that the Health OSC remains focused on patient experience and the quality of services they receive, so that Leicestershire residents will get the best possible outcomes across the health and social care system.

Whilst Child Sexual Exploitation has already featured on the Children and Families OSC agenda this past year, we will need to continue to receive regular updates on the Council's efforts to ensure good quality services in this area.

We hope you will have found this document a valuable précis of our work and an insight into where we feel our focus should be in the coming Council year. We would like to thank our fellow members and those officers of the Council who have provided support and guidance in the work of Overview and Scrutiny this past year.



*Kevin Feltham*  
Kevin Feltham



*Simon Galton*  
Simon Galton



*Max Hunt*  
Max Hunt



*Richard Shepherd*  
Richard Shepherd

### The Scrutiny Commissioners