

Leicester
City Council

Democratic and Civic
Support
Town Hall
Town Hall Square
Leicester
LE1 9BG

11 June 2014

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on THURSDAY, 19 JUNE 2014 at FIVE O'CLOCK in the afternoon, for the business hereunder mentioned.

Monitoring Officer

AGENDA

1. LORD MAYOR'S ANNOUNCEMENTS

2. DECLARATIONS OF INTEREST

3. MINUTES OF PREVIOUS MEETING

4. PETITIONS

- Presented by Councillors
- Presented by Members of the Public

5. QUESTIONS

- From Members of the Public
- From Councillors

6. MATTERS RESERVED TO FULL COUNCIL

- 6.1 Adoption of Revised Core Strategy Policies for New Office Development and Employment and Training Opportunities.
- 6.2 Call-In of Executive Decision – Supporting the Voluntary and Community Sector (VCS) – Outcome of Consultation and Future Options.

7. REPORTS OF THE MONITORING OFFICER

- 7.1 Corporate Compensation Policy

8. EXECUTIVE AND COMMITTEES

To vary the composition and fill any vacancies of the Executive and any Committee of the Council.

9. NOTICES OF MOTION

10. ANY OTHER URGENT BUSINESS

Thursday, 19 June 2014

19 June 2014

MATTERS RESERVED TO COUNCIL

6.1 ADOPTION OF REVISED CORE STRATEGY POLICIES FOR NEW OFFICE DEVELOPMENT AND EMPLOYMENT AND TRAINING OPPORTUNITIES

A copy of the report is attached.

The Council is recommended to formally adopt the changes to the Core Strategy found in Appendix 1.

**Sir Peter Soulsby
City Mayor**

Executive Report to Council

Date of meeting: 19th June 2014

Adoption of Revised Core Strategy Policies For New Office Development & Employment & Training Opportunities

Report of the Director of Planning, Transportation and
Economic Development

Useful information

- Ward(s) affected: Abbey; Castle; Fosse; Spinney Hills ; Stoneygate; & Westcotes
- Report author: Rachael Mkanza, Senior Planning Officer
- Author contact details: (37) 2978
- Date of Exec meetings:-
 - Economic Development, Transport and Tourism Scrutiny Commission 4th September 2013
 - Full Council 19th September 2013

1. Summary

- 1.1 At the Full Council meeting on 19th September 2013, the wording (shown in **Appendix 1**) was agreed as the “submission version” to use to revise the existing Core Strategy policies, to enable new development opportunities for offices and to require employment and training opportunities to be provided in the construction sector.
- 1.2 The agreed wording was then sent to the Planning Inspector for approval and was considered by “Written Representations Examination”. The City Council received the Inspectors report (**see Appendix 2**) in March 2014, which found the proposed changes ‘sound’ and recommended that the Council now formally adopt the changes.
- 1.3 The policy review is intended to support the delivery of the Economic Action Plan, by allowing in principal larger offices anywhere within the city centre, rather than concentrated with the New Business Quarter. It will also require specific employment and training opportunities to be provided as a contractual obligation by the construction sector.

2. Recommendations

- 2.1 It is recommended that Full Council formally adopts the changes to the Core Strategy found in **Appendix 1**.

3. Supporting information including options considered:

- 3.1 The changes to the Core Strategy will help deliver the economic action plan by: -
 - 1) Relaxing the restrictions on locating offices within the City Centre. This is because when the Leicester Office Market Review was carried out, interest has been shown by developers in developing sites outside of the defined New Business Quarter and these changes will allow these sites to now be developed.
 - 2) It will help to create new jobs in the construction sector by requiring specific employment and training opportunities to be provided as a contractual

obligation by the construction sector in major planning applications.

4. Financial, legal and other implications

4.1 Financial implications

There are no direct financial implications arising from this report.
Paresh Radia – Principal Accountant 37 4082

4.2 Legal implications

Reviews of specific adopted policies are governed by the usual plan preparation requirements set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. The legal position is as summarised within the main report.
Kylie Chapman, Solicitor, Legal Services 37 1408

4.3 Climate Change and Carbon Reduction implications

There are no significant climate change implications associated with this report.
Charlotte Wood, Senior Environmental Consultant (Climate Change), Environment Team 37 2238

4.4 Equalities Implications

An equality assessment is not applicable, as the proposals make offices and employment & training opportunities more accessible and more widely provided.

4.5 Other Implications

n/a

5. Background information and other papers: n/a

6. Summary of appendices:

Appendix 1 – Changes to the Core Strategy

Appendix 2 – Report from the planning inspectorate into the ‘soundness’ of the proposed changes to the adopted Core Strategy.

7. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

8. Is this a “key decision”?

No

Appendix 1

Proposed Changes to Core Strategy Wording

a) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in ***bold italic red (inserts)*** and deletions as ~~strike through~~ below:-

To CS04:-

CS POLICY 4: STRATEGIC REGENERATION AREA

The Strategic Regeneration Area will be the focus of major housing development and physical change to provide the impetus for economic, environmental and social investment and provide benefits for existing communities. New development within the Strategic Regeneration Area must be comprehensive and co-ordinated, complementing and building on delivery programmes and Supplementary Planning Documents.

Development will promote:-

- Prosperity and economic growth where regeneration is the focus for major employment development;
- Liveability, with high quality residential neighbourhoods having access to a range of facilities;
- High quality urban environments that provide mixed uses and spaces;
- The potential to live, work, play and enjoy opportunities for leisure and cultural activity;
- Continuing investment in University related projects;
- Improved accessibility to jobs, homes and services and connectivity between areas including the riverside and water corridors, through opportunities for walking, cycling and use of high quality frequent public transport;
- The protection and enhancement of designated and other heritage assets and where the City Council considers appropriate the use of heritage-led regeneration; and
- Protection of existing habitats and enhancement or creation of new areas for wildlife. A comprehensive management and maintenance programme for the canal and riverside will be required, to safeguard the natural environment and increase its ecological value.

The strategy for specific parts of the Strategic Regeneration Area is set out below:-

~~New Business Quarter~~

Major Office Development

At least 50,000 sqm of new grade 'A' office development will be provided in the City Centre. The Office Market Review (2012) identified the need to upgrade the office stock, by either redevelopment, or refurbishment of offices capable of meeting occupier requirements for flexible and energy efficient working environments. New offices will need to demonstrate good pedestrian, cycle and vehicle access. Parking provision will be considered on an individual basis.

~~The New Business Quarter (NBQ) in the vicinity of the railway station, is the key area for providing office based employment and economic growth in the City. The Council will fully support the NBQ by concentrating new, large floorplate, major office development over 1,000 sqm in that area so that a critical mass of co-located offices is achieved and by promoting Leicester as an attractive place in which to invest. Parking provision will be considered on an individual basis to ensure that traffic flows are compatible with the Local Transport Plan.~~

~~As a thriving prestige office area, the key features will be:~~

- ~~At least 50,000 sqm of new grade 'A' large floorplate offices; supporting retail and leisure uses; a hotel/conference centre; a new public square; a re-orientated railway station; a new car park; and improved bus and rail integration;~~
- ~~Good connectivity with adjoining areas along key routes to the Central Shopping Core, the Cultural Quarter and New Walk area;~~
- ~~Improved pedestrian, cycle and vehicle access to reduce the severance effect of the Central Ring Road; and~~
- ~~Appropriate transport infrastructure to support delivery of the NBQ and to ensure it can compete against out of town office locations.~~

b) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in ***bold italic red (inserts)*** and deletions as ~~strike through~~ below:-

To CS10:-

CS POLICY 10. EMPLOYMENT OPPORTUNITIES

The City Council will work with partners to ensure that Leicester has a thriving and diverse business community that attracts jobs and investment to the City. The City Council will also take the following actions:-

Offices

- ~~Promote development of the New Business Quarter (NBQ) in the vicinity of the railway station. This will be the location for concentrating new high quality (grade 'A₂'), large floorplate, major office development over 1,000 sqm, so that a critical mass of co-located offices is established and enhanced.~~

At least 50,000 sqm of new grade 'A' office development will be provided in the City Centre. The Office Market Review (2012) identified the need to upgrade the office stock, by either redevelopment, or refurbishment of offices capable of meeting occupier requirements for flexible and energy efficient working environments. New offices will need to demonstrate good pedestrian, cycle and vehicle access. Parking provision will be considered on an individual basis.

~~Allow s~~ ***Small offices will be allowed*** between 100 and 1,000 sqm outside the City Centre in local and District Centres, or where they extend existing offices or where they are part of a mixed use scheme, including a Business Centre (B1(a) at Ashton Green, as part of the village Centre.

General Economic Growth

The City Council will ***require the developers of major planning applications to provide site specific employment and skills plans*** ~~promote local labour agreements with developers to enable local people in deprived communities to secure employment and~~ ***training opportunities*** ~~and skills development and~~

- The City Council will support local business to reduce their carbon footprint by bringing together business concerned with improving their environmental performance.

c) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in **bold italic red (inserts)** and deletions as ~~strike through~~ below:- In rest of CORE STRATEGY DOCUMENT

P7 FOREWORD

The whole of the Leicester community can all share in the successes of projects such as Highcross, Curve, LCB Depot, **Colton Square** ~~Phase One of the New Business Quarter~~ and innovative new housing at Freemens Meadow. Many have been award winning and all have earned the City widespread recognition.

P29 LOCATION OF DEVELOPMENT

4.3.2 A key element for the development of the Leicester PUA is the restructuring of central Leicester, focusing on intervention within the Strategic Regeneration Area (SRA) comprising Waterside, Abbey Meadows, St. George's and **new City Centre Office Development** ~~the New Business Quarter (NBQ)~~.¹

P29 Employment

4.3.7. Further investment in ~~the New Business Quarter~~ and the Leicester Science Park at Abbey Meadows will create **a** places of national significance for the creation of high skill, high wage jobs. Offices for ~~small and professional businesses~~ will be encouraged to locate in the City Centre.¹

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CS POLICY 1. LOCATION OF DEVELOPMENT

2. Significant new employment development will be focused in the following locations:²

- ~~New Business Quarter~~ **City Centre;**
- Abbey Meadows Science and Innovation Park; and
- Up to 10 hectares of land at Ashton Green.

3. The City Centre will be the focus for new retailing, leisure, and cultural development, to maximise choice in a central location and to enhance the scale, range, and appeal of the Centre. ~~In addition to offices in the New Business Quarter,~~ **O**ffices for small and professional businesses will be encouraged to locate in the City Centre. Beaumont Leys Town Centre and the district centres will serve local needs.³

P40 Diagram 7. The Strategic Regeneration Area

~~Delete~~ 4. New Business Quarter

P41

4.4.6 ~~Problems with the City Centre office market are compounded because modern offices have been developed out of town, to the detriment of the City Centre, attracting occupiers through freely available parking. The New Business Quarter (NBQ)~~ **The City Centre** is able to take advantage of the proximity of the City Centre's cultural, leisure and retail offer, as well as the availability of public transport. There are opportunities to minimise car parking over the plan period whilst ensuring viability and deliverability in the short term, in order to compete effectively with out of town office locations. It is important to balance Local Transport Plan requirements and City Centre parking need. ~~Allowing large floorplate offices anywhere else in the City would undermine the viability and deliverability of the NBQ.~~

p65 **Table 5: New Employment Provision 2006 –2026**

Location Area (Ha) Floorspace

Ashton Green * Up to 10 -

Science Park ** 6.1 At least 30,000 sqm B1(b)

~~New Business Quarter~~ **City Centre** *** - At least 50,000 sqm B1(a)

* The Core Strategy proposes up to 10 ha of additional employment land at Ashton Green (see CS Policies 1, 5 & 10). At least 6 ha have been identified through the masterplanning work and further opportunities for employment provision may emerge.

** There is a total of 6.1 ha of land available for the Science Park. This is likely to provide over 30,000 of B1(b) floorspace (based on the most recent outline consents).

*** 50,000 sqm of offices includes ~~at least 30,000 sqm next to the station~~, over 9,000 sqm completed at Colton Square **and the remainder elsewhere in the City Centre** ~~at least 40,000 sqm elsewhere in NBQ.~~

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~~4.4.73 Developing the New Business Quarter (NBQ) as a nationally recognised, sustainable office location, to support regeneration initiatives will help to rejuvenate the office market in Leicester. The delivery of a successful City Centre office market is very important to Leicester's future.~~

4.4.74 The ~~NBQ~~ **City Centre** is able to take advantage of the availability of public transport so there are opportunities to minimise car parking over the full plan period whilst ensuring viability and deliverability in the short term. This combined with the draw of an attractive place to work and the retail and leisure opportunities that the City Centre offers, will enable ~~the emerging New Business Quarter~~ **Leicester** to compete effectively with out of town office locations.

P67 **Diagram 10. Office Areas**

~~Delete~~ 4. New Business Quarter

P73

~~4.4.80 These developments are complemented by improvements to the main City Centre thoroughfares and the New Business Quarter being developed around the rail station, which will take advantage of the City's new links with Europe.~~

P73 **Diagram 12. City Centre**

~~Delete~~ 4. New Business Quarter

P75

CS POLICY 12. CITY CENTRE

4. Developing an economically prosperous Centre through the location of small offices and creative industries ~~to complement the New Business Quarter~~ and supporting related uses including new hotels and conference venues.

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Appendix 2. Replacement of Local Plan Policies

This table identifies the City of Leicester Local Plan (2006) policies that will be replaced by a Core Strategy policy or saved until they are replaced by the Site Allocations and Development Management Policies DPD.

~~PS05 Central Office Core (New Business Quarter)~~

P120 Appendix 7: Infrastructure Schedule

CS Policy 4 – Strategic Regeneration Area – ~~New Business Quarter~~, Abbey Meadows, The Waterside, St. George's South, St. George's North, St Johns.

P121 delete whole page ~~New Business Quarter Primary Infrastructure~~

Appendix 8. Glossary

~~NEW BUSINESS QUARTER~~

~~An area between the railway station and city centre where large office development will be focused.~~

Appendix 2



Report to Leicester City Council

By Jill Kingaby BSc(Econ) MSc MRTPI

an Inspector appointed by the Secretary of State for Communities and Local Government

Date: 10th March 2014

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

**REPORT ON THE EXAMINATION OF LEICESTER CITY COUNCIL'S REVIEW OF
CORE STRATEGY POLICIES, TO ENABLE NEW OFFICE DEVELOPMENT AND
EMPLOYMENT AND TRAINING OPPORTUNITIES**

Document submitted for examination on 26th November 2013

Examination by written representations, with site visit on 22nd January 2014.

File Ref: PINS/W2465/429/3

Non-Technical Summary

This report concludes that the Review of Core Strategy Policies, to Enable New Office Development and Employment and Training Opportunities, results in a Core Strategy which provides an appropriate basis for the planning of the City to 2026 and is sound.

Abbreviations Used in this Report

AA	Appropriate Assessment
CD	Core Document
HMA	Housing Market Area
LDS	Local Development Scheme
MD	Main Document
NBQ	New Business Quarter
NPPF	National Planning Policy Framework
RS	Regional Strategy
SA	Sustainability Appraisal
SCI	Statement of Community Involvement
SCS	Sustainable Community Strategy

Introduction

1. This report contains my assessment of the Review of Core Strategy Policies to enable new office development and employment and training opportunities, in terms of Section 20(5) of the Planning & Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan review's preparation has complied with the duty to co-operate, in recognition that there is no scope to remedy any failure in this regard. It then considers whether the Plan is sound and whether it is compliant with the legal requirements. The National Planning Policy Framework (NPPF) (paragraph 182) makes clear that to be sound, a Local Plan should be positively prepared; justified; effective and consistent with national policy.
2. The starting point for the examination is the assumption that the local authority has submitted what it considers to be a sound plan. Leicester City Council's Core Strategy was adopted in November 2010. The basis for my examination is Appendix 1 to the Submission Document (26th November 2013), which contains Proposed Changes to Core Strategy Wording¹.

Assessment of Duty to Co-operate

3. Section s20(5)(c) of the 2004 Act requires the Inspector to consider whether the Council has complied with any duty imposed on it by section 33A of the Act in relation to the Plan's preparation. Section 110 of the Localism Act and Part 2 of the Town and Country Planning, England, Regulations 2012 identify the relevant bodies for co-operation. The Council's Consultation Statement (Reg 22(1)(c)) reports on liaison with neighbouring local authorities and the prescribed bodies for the purposes of section 33A in considering options for the location of new office development in the city centre. Compliance with the duty has not been disputed and I am satisfied that it has been met.

Assessment of Soundness

4. Changes to the Core Strategy (the Plan or Local Plan) are designed to support delivery of the Leicester Economic Action Plan – A plan for jobs and growth: 2012 to 2020 [CD1]. In summary, they seek to provide new development opportunities for offices, to encourage inward investment in the city centre, and require employment and training opportunities to be provided in the construction industry when large scale development is proposed. Changes are put forward to CS Policy 4 Strategic Regeneration Area and CS Policy 10 Employment Opportunities in the adopted Core Strategy, to achieve these aims, with consequent changes elsewhere in the plan, as set out in Appendix 1 to MD1. This limited review of the Core Strategy is consistent with paragraph 153 of the NPPF which permits partial reviews of Local Plans to respond flexibly to changing circumstances.²

¹ The Submission Document is Main Document 1 in the examination library. The adopted Core Strategy is Core Document [CD] 6.

² Guidance for Fast Track Reviews of Specific Policy Issues for a Local Plan, Planning Inspectorate, 2012, and Examining Local Plans Procedural Practice, Planning Inspectorate, Dec 2013, both outline procedures and timetables.

Main Issues

5. Taking account of all the representations and written evidence and my site visit, I consider that there are two main issues upon which the soundness of the proposed changes to the Plan depends. These are addressed below.

Issue 1 – Whether the proposed changes to the Core Strategy to permit new grade 'A' office development more widely in the City Centre would be consistent with securing economic growth in Leicester, without leading to any serious, adverse consequences.

6. CS Policy 4 of the Core Strategy seeks economic, environmental and social investment, development and change in the Strategic Regeneration Area. This includes a New Business Quarter (NBQ) in the vicinity of the railway station where at least 50,000sqm of grade 'A' large floorplate offices should be provided, among other development, to promote a thriving prestige office area. A first phase of office development, at Colton Square, was completed in 2009, but no new schemes have come forward in the NBQ. The Council attributes this in part to the decline in European, national, regional and local public funding which was anticipated to pump prime development here.
7. The Leicester Office Market Review, undertaken in 2012 [CD 2 & 3], confirms that crises in credit markets and weak economic growth have restricted development in the commercial property market since 2008. The Review includes a forecast of workplace jobs in the City and updates the HMA Employment Land Study 2008. Demand for new office floorspace in the city is forecast to remain low for the next few years due to falling employment in the business and financial sectors, and better utilisation of office space resulting from increased flexible working and the need to achieve energy efficiency. However, workplace jobs are forecast to rise 2021-31 and with an allowance for the renewal of office stock, the Review forecasts a requirement for some 53,300sqm of office floorspace in Leicester City by 2031.
8. The Review identified evidence of structural decline in the Leicester office market with an ageing office stock and significant "run down of the civil service office estate". Developers were found to be continuing to plan and provide grade 'A' offices on out of town sites but not in the city centre. The Review's survey of office occupier requirements indicated the importance of parking, access to public transport, space efficiency and good IT provision, lease flexibility and a good (ie safe and attractive) public realm. Whilst the new office space at Colton Square was praised for its quality and image and opportunities for more efficient working practices on a single open plan floor, limited car parking was perceived to have discouraged some potential occupiers.
9. A call for sites by the consultants undertaking the Review led to the identification of a number in the city centre considered capable of delivering large scale grade 'A' office space, either through new development or refurbishment. I have considered whether it is premature to change CS Policies 4 & 10 in order to encourage high grade office development beyond the NBQ across a wider city centre area. However, the Leicester Office Market Review reflects up-to-date trends and empirical evidence from consultations with office occupiers, property developers and planning officers. It

demonstrates general difficulties in the office market, perceived difficulties with car parking in the NBQ, and the potential of other centrally based sites to satisfy business needs. In addition, the NPPF expects planning to drive and support proactively sustainable economic development, taking account of market signals and the needs of business communities, among other things (paragraph 17). The policy changes would enable a wider range of centrally placed sites to be considered for office development consistent with the Core Strategy's objective for a thriving and diverse economy and with the thrust of CS Policy 4 for the Strategic Regeneration Area.

10. The Council advised that none of the sites identified in response to the consultants "call for sites" had been expected, or would be likely, to contribute to the City's housing supply in the short or medium term. The Core Strategy examination had assessed housing land supply and the Inspector had accepted that there was sufficient to meet needs. As the Review's demand estimate of 53,300 sqm office space is broadly the same as the figure of 50,000 sqm for the NBQ in CS Policy 4, the changes do not envisage a significant uplift in office development or shift in the balance of land uses in the wider area.
11. Better quality offices and job opportunities could attract people to the city and boost demand for city centre residential development. Recent changes to permitted development rights would enable some existing offices to convert to residential use in the short term. I have seen no evidence that the NBQ would be unsuitable for future residential development facilitating regeneration of the area, if the policy supporting office development there were relaxed.
12. I have considered whether major office development further from the railway station and with better on-site car parking than in the NBQ would have a detrimental effect on the city centre's highway network. However, the Council advised that transport studies using the Leicester and Leicestershire Integrated Transport model and the sustainability appraisal provided assessments of traffic impact. There is no evidence that the proposed policy changes would have an unacceptable adverse impact. I have taken into account that the overall level of office development in the city centre is not expected to increase significantly, and I accept that the overall effect on traffic volumes from the proposed revision of CS Policy 4 would consequently be limited. CS Policy 15, with the forthcoming supplementary planning document updating the city centre parking strategy, would be applied to specific sites and proposals to manage the use of cars and limit congestion.
13. Concern was raised that allowing new office development more widely in the city centre could create uncertainty over the impact on the historic environment. Leicester's city centre contains many designated and undesignated heritage assets. Policy CS4 requires new development within the Strategic Regeneration Area to promote the protection and enhancement of such assets, and where appropriate the use of heritage-led regeneration. Even if a small part of the city centre lies outside the Strategic Regeneration Area, CS Policy 18: Historic Environment applies throughout Leicester City. The consequential changes to the Core Strategy to delete references to the NBQ and refer to City Centre, and to amend diagrams, should remove any uncertainty and ensure that the protection and/or enhancement of heritage

assets is fully taken into account when new office development is planned.

14. I have considered whether the proposed changes to CS Policy 10 should have gone further to remove some of the detailed references to 'B' use classes and recognise the employment creation benefits of non-B land uses. Although the NPPF requires planning policies to avoid the long term protection of employment sites with no reasonable prospect of being used for that purpose, it goes on to state that policies should ensure the vitality of town centres, defining primary shopping areas and applying a sequential test for planning applications that are not in a defined centre, among other things. The current review of the Core Strategy is not the place to consider whether specific sites or business parks in Leicester should be considered suitable for retail development. Removing references to 'B' use classes from Policy 10 could be inconsistent with national policy for town centres, and could undermine the effectiveness of CS Policies 11 and 12.
15. English Heritage requested clarification as to what is meant by grade 'A' offices and I note that the term is not defined in the Core Strategy's glossary. The Council stated that there is no set definition but puts forward a characterisation of "Class A space" in its response to English Heritage (Submission Consultation Statement (Reg 22(1)(c) (Nov 2013)). Such a description could be added to the glossary as a minor plan modification, if the Council considered that this would be helpful to readers and users. However, its absence does not make the plan unsound.
16. I conclude that the proposed changes to the Core Strategy to permit new grade 'A' office development more widely in the City Centre would be consistent with securing economic growth in Leicester, without leading to any serious, adverse consequences.

Issue 2 – Whether requiring the developers of major planning applications to provide site specific employment and skills plans is deliverable, and consistent with national planning policy.

17. Paragraphs 173 onwards of the NPPF require careful attention to be given to viability and costs in plan-making. Development identified in the plan should not be subject to such a scale of obligations and policy burdens that the ability to be developed viably is threatened. Although the City Council has not carried out viability testing of the likely costs to developers of introducing employment and skills' plans, it contends that implementation of the plans would most likely be cost neutral. Developers commonly have to provide skills' training and I appreciate that a more skilled workforce should give better value for money.
18. The Leicester Economic Action Plan - A plan for jobs and growth: 2012 to 2020 [CD1] highlighted a relatively weak skills' base, high levels of worklessness in some areas of Leicester including among young adults, low levels of economic activity among females and a dependency on public sector employment. Its priorities begin with measures to tackle these problems, working in partnership with local businesses, universities and colleges, public and voluntary sector agencies and local communities. Leicester to Work – Constructing Leicester [CD5] sets out how employment and skills plans should be developed for the construction industry, reflecting the National Skills Academy for Construction Guidance and being applied to all major

development schemes [CD4]. The evidence base provides justification for the proposed change to CS Policy 10 to secure the specified employment and training opportunities.

19. The Council quoted examples of two planning applications for developments (City Council projects) expected to start in 2014 for which employment and skills' plans had been agreed, and three other proposals where such plans are being negotiated with developers. Public consultation on the proposed change to CS Policy 10 requiring developers of major planning applications to provide site specific employment and skills' plans elicited no objections. I conclude that the change in policy should be deliverable (therefore effective), and consistent with the NPPF's aims to secure economic growth and plan proactively for an economy fit for the 21st century.

Assessment of Legal Compliance

20. My examination of the compliance of the Plan with the legal requirements is summarised in the table below. I conclude that the Plan meets them all.

LEGAL REQUIREMENTS	
Local Development Scheme (LDS)	This Partial Review of Core Strategy Policies is identified within the approved LDS March 2014 which sets out an expected adoption date of May 2014. The content and timing of the Review are compliant with the LDS.
Statement of Community Involvement (SCI) and relevant regulations	The SCI was adopted in September 2006. Consultation has been compliant with the requirements therein, and with the regulations.
Sustainability Appraisal (SA)	SA has been carried out and is adequate.
Appropriate Assessment (AA)	The Habitats Regulations AA Screening Report (September 2009) set out why AA for the Core Strategy was not necessary. Reassessment in consultation with Natural England in February 2014 confirmed that this remains the position following the Partial Review.
National Policy	The Core Strategy as partially reviewed complies with national policy.
Sustainable Community Strategy (SCS)	Satisfactory regard has been paid to the SCS.
2004 Act (as amended) and 2012 Regulations.	The Partial Review of Core Strategy Policies complies with the Act and the Regulations.

Overall Conclusion and Recommendation

21. In accordance with Section 20(7) of the Planning and Compulsory Purchase Act 2004, I recommend that the submitted Review of Core Strategy Policies to enable new office development and employment and training opportunities is adopted, on the basis that the revised plan meets in full the requirements of Section 20(5). My report covers the primary issues that have brought me to this conclusion.

Jill Kingaby

Inspector

CALL-IN OF EXECUTIVE DECISION

6.2 SUPPORTING THE VOLUNTARY AND COMMUNITY SECTOR (VCS) – OUTCOME OF CONSULTATION AND FUTURE OPTIONS

In accordance with Rule 12 of the City Mayor and Executive Procedure Rules, Councillors Osman (Proposer), Dawood, Kitterick, Newcombe and Willmott (seconded) have objected to the decision of the City Mayor of 27 May 2014 with regard to the above.

The submitted grounds for objection are:-

“In view of the cross departmental corporate nature of our relationship with the VCS and the issue of Community Cohesion, that the Overview Select Committee should review and scrutinise this decision by way of a call-in’.”

A copy of the decision is attached along with the Executive report and associated appendices.

Arising from the receipt of an objection the issue had been referred to the meeting of the Overview Select Committee on 12 June 2014. The relevant minute extract from this meeting will be circulated and published as soon as it is available.

The City Council is recommended to formally consider the Executive Decision.

Under the provisions of City Mayor and Executive Procedure Rule 12 (h), the Council may either confirm the decision of the Executive which would take immediate effect or refer the matter back to the Executive with an alternative recommendation for Executive to consider.

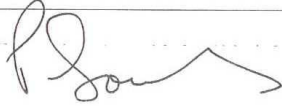
RECORD OF DECISION BY CITY MAYOR OR INDIVIDUAL
EXECUTIVE MEMBER

1.	DECISION TITLE	Supporting the Voluntary and Community Sector (VCS) – Outcome of Consultation and Future Options
2.	DECLARATIONS OF INTEREST	None
3.	DATE OF DECISION	Tuesday 27 May
4.	DECISION MAKER	City Mayor
5.	DECISION TAKEN	<p>(1) To agree the proposed approach to Strand 1 (“Support for the Voluntary and Community Sector”) by commissioning two specific services;</p> <p style="margin-left: 20px;">(i) Supporting collaboration and a collective voice for the VCS</p> <p style="margin-left: 20px;">(ii) Provision of guidance; advice and training to VCS organisations.</p> <p>(2) To agree the proposed approach to Strand 2 (“Engagement to Support a Cohesive Leicester”) by commissioning representative organisations for the purposes of engagement between the City Council and communities. This approach will focus on VCS organisations working in the protected characteristics of race, religion or belief and on the community of identity and/or interest of Lesbian, Gay, Bisexual and Transgender (LGBT). This approach will be based on criteria as specified in the Executive Report, and incorporate actions to support interactions between all protected characteristics and between communities. It will also focus on the needs and vulnerabilities within the communities represented.</p> <p>(3) To agree the proposed approach to Strand 3 (“Support for Volunteering in the City”) by commissioning a service that will specifically take into account the points outlined in section 3.10 of the Executive Report.</p> <p>(4) To agree the indicative funding allocation ranges for the three strands as follows:</p> <p style="margin-left: 20px;">(a) Strand 1a Partnership working and collaboration: £40,000 - £60,000;</p> <p style="margin-left: 20px;">(b) Strand 1b Support for the city’s VCS: £100,000 - £160,000;</p> <p style="margin-left: 20px;">(c) Strand 2 Engagement to support a cohesive Leicester: £150,000 - £200,000;</p> <p style="margin-left: 20px;">(d) Strand 3 Support for volunteering in the city: £60,000 - £100,000.</p> <p>(5) (a) To reflect the anticipated indicative savings in the approved budget and budget strategy, and reduce budgets accordingly by</p>

RECORD OF DECISION BY CITY MAYOR OR INDIVIDUAL
EXECUTIVE MEMBER

		<p>the following amounts: -2014/15 £66,100 -2015/16 £132,200 -2016/17 and thereafter £132,200 per year;</p> <p>(b) To delegate authority to the Director of Finance to determine the specific budget ceilings affected;</p> <p>(c) To note that the indicative budget reductions may need to be reviewed upon conclusion of the procurement exercise.</p> <p>(6) To agree that the contract term will in all strands be for two years with the potential for a further year, making a maximum of three years and ending at the latest on 30 September 2017.</p> <p>(7) To support, in principle, the commissioning of Strands 1 and 3 collaboratively with the Office of the Police and Crime Commissioner (OPCC) and the Leicester City Clinical Commissioning Group (CCG), provided they make a financial commitment until the end of the proposed contract term.</p> <p>(8) To confirm understanding of the implications outlined in section 3.12 and the EIAs at appendices 3 and 4, and agree the mitigating actions that are proposed. This will include the commissioning of a service, in the first instance for two years, to support the development of a sustainable network of support for new arrivals in the city, and particularly for asylum seekers and refugees. This would then be reviewed after two years.</p> <p>(9) To agree the procurement approach as outlined in section 3.14 and the addition of the recommended procurements to the Council's Procurement Plan (as required under Contract Procedure Rules).</p> <p>(10) To agree the formal extension of the seven current contracts until 30 September 2014; and</p> <p>(11) To note the comments of the Neighbourhood Services and Community Involvement Scrutiny Commission meeting held on 8 May 2014.</p>
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**RECORD OF DECISION BY CITY MAYOR OR INDIVIDUAL
EXECUTIVE MEMBER**

6.	REASON FOR DECISION	This review is important to Leicester City Council because the VCS is a key partner and provider of a range of services in the city. A significant number of these services are commissioned by the City Council. Increasingly there have been clear indications of the challenges facing the sector, resulting in the dissolution of some VCS organisations, with others flagging up concerns about financial sustainability. The City Council recognises the need for a flexible and dynamic approach to supporting the sector so that it can adapt and change appropriately in order to maximise future opportunities for funding, thereby contributing to the sustainability of the city's VCS and the services it provides.
7.	a) KEY DECISION Y/N? b) If yes, was it published 5 clear days in advance? y/n	a) Yes b) Yes
8.	OPTIONS CONSIDERED	The proposals have been established following an extensive consultation exercise.
9.	DEADLINE FOR CALL-IN • 5 Members of a Scrutiny Commission or any 5 Councillors can ask for the decision to be called-in. • Notification of Call-In with reasons must be made to the Monitoring Officer	3 June 2014
10.	SIGNATURE OF DECISION MAKER (City Mayor or where delegated by the City Mayor, name of Executive Member)	

Executive Decision Report

**Supporting the Voluntary and Community Sector
(VCS) – outcome of consultation and future options**

Decision to be taken by: City Mayor
Decision to be taken on: 27 May 2014
Lead director: Miranda Cannon

Useful information

- Ward(s) affected: All
- Report authors: Miranda Cannon / George Ballentyne / Tine Juhlert
- Author contact details: Extn 37 0102 / 37 4146
- Report version number: Publication draft vrs0.1 22.04.14

1. Summary

The purpose of this report is to set out the findings from consultation on the future model for:

- support for the Voluntary and Community Sector (VCS);
- working with the VCS to engage with key communities to support a cohesive Leicester; and
- support for volunteering in the city.

The report recommends the future commissioning approach informed by the consultation.

2. Recommendations

The Executive is recommended to:

- Agree the proposed approach to Strand 1 (“Support for the Voluntary and Community Sector”) by commissioning two specific services:
 - **Supporting collaboration and a collective voice for the VCS:** A service that focuses on building and maintaining effective channels of communication and consultation between the VCS, City Council and the wider public sector. The service should promote effective partnership working and collaboration between VCS organisations in order to maximise opportunities for leveraging external funding (thereby helping organisations improve their financial sustainability) and enable the VCS to engage effectively in the planning, delivery, monitoring and improvement of services, particularly in taking forward the City Mayor’s priorities for Leicester.
 - **Provision of guidance, advice and training to VCS organisations:** A service which effectively supports Voluntary and Community Sector organisations in the city, focusing on support in relation to: financial sustainability; business planning; new ways of working; fund raising and bidding for funding; good governance and organisational set up.
- Agree the proposed approach to Strand 2 (“Engagement to Support a Cohesive Leicester”) by commissioning representative organisations for the purposes of engagement between the City Council and communities. This approach will focus on VCS organisations working in the protected characteristics of race, religion or belief and on the community of identity and/or interest of Lesbian, Gay, Bisexual and Transgender (LGBT) people (as most directly relating to community cohesion

and integration in the city and not being supported in other areas of the City Council's delivery, such as Adult Social Care). This approach will be based on amended criteria, and incorporate actions to support interactions between protected characteristics and between communities. It should also focus on the full range of protected characteristics and on needs and vulnerabilities within the communities represented. Under the criteria, successful applicant organisations:

- can demonstrate an understanding and affiliation with communities in Leicester;
 - can demonstrate that they have an established organisational purpose and objectives which relate directly to supporting community cohesion and promoting good relations among Leicester's diverse communities;
 - can evidence that they have sound governance and operational structures and that they are working to clearly defined standards (especially in relation to its financial affairs);
 - are signed up to the Leicester Compact and support and promote its principles;
 - are able to define and demonstrate a robust and evidence based understanding of the community of identity and/or interest which they represent within the city;
 - are able to identify and evidence the needs of the community of identity and/or interest which it represents in the city and can demonstrate that they understand the nature and scale of those needs as shown by relevant data including social and economic indicators, and other appropriate evidence;
 - can prove that they have the capacity, established mechanisms, and proven ability to facilitate effective dialogue across the community they represent, and also to feedback to the community they represent;
 - can demonstrate credibility and buy-in from the community of identity and/or interest which they represent;
 - can demonstrate that their organisational make-up and public mission are proportionate and representative of the community they represent; and
 - can prove that they provide equality of access and equality of opportunities to the people they serve.
- Agree the proposed approach to Strand 3 ("Support for Volunteering in the City") by commissioning a service that will specifically take into account the following points outlined in section 3.10:
 - giving something back to volunteers;
 - making it easier and more efficient for organisations to recruit and manage volunteers;
 - acknowledging the different types of volunteers and more explicitly supporting the recruitment of those with appropriate skills to serve as Board members and Trustees; and
 - recognising the importance of volunteering to meet a range of objectives including as a route into employment and also to support health and wellbeing, helping those who are more vulnerable as a result of mental health conditions.
 - Agree the indicative funding allocation ranges for the three strands as follows:
 - Strand 1a Partnership working and collaboration: £40,000 - £60,000;
 - Strand 1b Support for the city's VCS: £100,000 - £160,000;
 - Strand 2 Engagement to support a cohesive Leicester: £150,000 - £200,000;
 - Strand 3 Support for volunteering in the city: £60,000 - £100,000.

The indicative maximum funding allocation would be £450,000. The procurement stage of the review will inform the final funding allocation for each of these strands. In recognition that further flexibility may be necessary, these are indicative funding allocations; consequently the City Council will not be bound by these minimum or maximum figures.

- Agree the contract term will be for two years with the potential for a further year, making a maximum of three years and ending at the latest on 30 September 2017.
- Support, in principle, the commissioning of Strands 1 and 3 collaboratively with the Office of the Police and Crime Commissioner (OPCC) and the Leicester City Clinical Commissioning Group (CCG), provided they make a financial commitment until the end of the proposed contract term.
- Confirm understanding of the implications outlined in section 3.12 and the EIAs at appendices 3 and 4, and agree the mitigating actions that are proposed. These include the proposal to procure a two-year service to focus on engaging and working with other organisations and volunteers in order to develop a more sustainable network of support for new arrivals in the city (particularly asylum seekers and refugees) and to build up expertise and knowledge within other organisations during a transition period, so that new arrivals are able to access services in a meaningful and effective way in the future.
- Determine any other mitigating actions they feel should be considered in response to equalities and other implications highlighted in the report.
- Subject to approval of the recommendations above, agree the procurement approach as outlined in section 3.14 and the addition of the recommended procurements to the Council's Procurement Plan (as required under Contract Procedure Rules).
- Agree the formal extension of the seven current contracts until 30 September 2014.

3. Supporting information

3.1 Introduction

This review is important to Leicester City Council because the VCS is a key partner and provider of a range of services in the city. A significant number of these services are commissioned by the City Council. Increasingly there have been clear indications of the challenges facing the sector, resulting in the dissolution of some VCS organisations, with others flagging up concerns about financial sustainability. The City Council recognises the need for a flexible and dynamic approach to supporting the sector so that it can adapt and change appropriately in order to maximise future opportunities for funding, thereby contributing to the sustainability of the city's VCS and the services it provides.

This review should be seen in the context of the City Council's total support for the VCS in Leicester. The latest, most reliable figure for total budget support of the VCS as a whole (recently published on the City Council's website) is £17,815,912 per annum. This figure spans all types of support for all sorts of VCS organisations in the city, including those identifying particular groups as primary service users (e.g. asylum seekers; carers; children; disabled people, including people with learning disabilities; drug and alcohol users; families; homeless people; offenders or those at risk of offending; older people; refugees; teenage parents; young people); those delivering services around particular themes and topics (e.g. domestic violence; events and festivals; HIV/AIDS; mental health; supported housing) and those best described as "generic", "universal" or "open to all". The seven organisations in scope of this review – as well as the ones which could be shown to depend on them – are not the only way that the City Council engages with and supports the VCS. These services are, of course, themselves at different stages of undergoing review.

Whilst acknowledging the work of infrastructure organisations, the City Council needs to be clear on what our core offer of support should be to this arm of the VCS and what would be the best model of delivery. This model must be affordable. There is no escaping the fact that this review has to contribute to budget savings for the City Council. The amount in scope of this review is £582,200 per annum, reducing to an indicated maximum figure of £450,000 per annum.

3.2 Current arrangements

The City Council currently contracts with Voluntary Action Leicestershire (VAL) to provide support to the VCS in both generic and specific terms. The specification requires VAL to:

- build and maintain an appropriate infrastructure organisation that represents and supports all voluntary and community organisations in Leicester, based on NAVCA core standards;
- build and maintain an effective volunteer centre based on the six core functions as defined by Volunteering England; and
- build and maintain effective communication and consultation channels between the VCS, the City Council, Leicester City (CCG), Leicestershire Police and other

statutory agencies as appropriate, that ensures the sector is fully engaged in both the planning and delivering of services, and in taking forward the City Mayor's vision for the city.

Both Leicestershire Police and the Leicester City (CCG) make financial contributions to the contract which in itself is a contract specifically between the City Council and VAL. The contract with VAL costs the City Council £295,900 per annum, plus contributions of £10,000 and £85,312 from the Police and CCG respectively. Both partners are at this point committed to carry on this contribution until the end of the current contract at which point Leicestershire Police has indicated that it will continue to contribute £10,000 although the CCG is unsure of future funding contribution commitments (further details are provided in section 3.13).

The City Council also has contracts or agreements with a number of other organisations in scope of this review as follows (see EIA in Appendix 4 for further details of the outcomes currently commissioned from these organisations):

- African Caribbean Citizens Forum (ACCF) £43,100 p.a.
- Federation of Muslim Organisations (FMO) £25,000 p.a.
- Gujurat Hindu Association (GHA) £30,000 p.a.
- Leicester Council of Faiths (LCoF) £25,000 p.a.
- Somali Development Service (SDS) £45,400 p.a.
- The Race Equality Centre (TREC) £117,800 p.a.

The primary focus of these contracts or agreements is to support representation of, and engagement with, specific communities of interest, and to act as a point of contact between those communities and the City Council in order to support cohesion and integration. The focus of these arrangements is either with a specific community of identity or interest (e.g. Somali, Muslim, Gujurat Hindu, African heritage) or across one of the protected characteristics as a whole (i.e. religion or belief; race). The focus of this activity has typically involved the organisation with which the City Council has contracted working collectively with other organisations within those communities or protected characteristics.

The agreements with SDS and TREC include them working directly with individual service users to provide information, advice and guidance. While this element has not been included in the scope of the review, this report recognises the implications of excluding this and considers how these implications may be appropriately managed (see section 3.12 and EIA at Appendix 4).

3.3 Proposals put forward for consultation

Proposals were developed in relation to three specific strands of activity:

- support for the city's VCS;
- engagement to support a cohesive Leicester; and
- support for volunteering in the city.

These proposals formed the basis of the consultation. Appendix 1 sets out the proposals and lists the questions posed in the consultation.

3.4 Consultation approach and responses

The public consultation on the proposals commenced on 28 October 2013 and closed on 17 January 2014 (i.e. 12 weeks in duration). The approach was consistent with that agreed with the Executive at the outset: a public consultation open to everyone. The rationale was that this review could have implications for any resident in the city, not just VCS organisations themselves, inasmuch as the VCS provides a wide range of services to citizens in Leicester and equally citizens themselves may be involved in working for and / or supporting VCS organisations either as volunteers or as paid employees – or that they themselves (or their family and friends) could be past, present or future beneficiaries, employees or volunteers of VCS organisations and their services.

The consultation involved:

- an online survey posted on the City Council's Citizen Space consultation hub;
- hard copy questionnaires, completed versions of which could be handed in at any one of 27 City Council sites across the city (e.g. public libraries);
- nine public briefing sessions scheduled across the city, facilitated by the Project Director and the VCS Engagement Manager, with occasional support from other City Council officers; and
- attendance by the Project Director and/or VCS Engagement Manager at ad hoc meetings held on this matter by other organisations.

A press release was used to advertise the public consultation and the VAL e-bulletin was used to issue weekly updates on progress and to promote the face-to-face briefing sessions. A generic email account was set up to ensure the project team was able to monitor and share emails from all interested parties.

3.4.1 Survey responses (online and hard copy)

A total of 136 survey responses were received, including completed hard copy questionnaires. Content from the hard copy was manually typed into the online template for ease of analysis. This has been transferred directly without corrections to the original spelling or grammar, or any interpretation of what might be meant if the original text is unclear.

Appendix 2 is the report generated from Citizen Space on the quantitative questions. In addition, comments from the survey are captured in an Excel spreadsheet (which is available for the Executive if required although not for wider circulation due to the fact that the content of individual responses can, in some cases, be clearly attributed to an individual or organisation).

Of these 136 responses:

- 64 were on behalf of charities, voluntary organisations, social enterprises, faith-based or community groups. Of these, social enterprises formed the largest number (29) followed by charities (18);
- 10 were from people describing themselves as volunteers;

- 57 were from service users; and
- 5 chose not to classify their answers under any of these categories.

Of the hard copy returns, 21 were received as a bundle from SDS, self-identified as having been completed and submitted “on your own behalf as a service user”. However, it appears that service users were assisted to complete these forms, as the same handwriting was used across many of the forms, all of which contained very similar comments and expressed a consistent view in terms of supporting the proposals and in appealing for continued support for SDS.

The majority of organisations responding to the survey provide services across the city, with only six stating that they operate in a single ward (wards referenced being Evington, Fosse, Freeman and Spinney Hills). Others stated that while their service was primarily based and focused on a defined area of the city, it was of a kind that would be accessible to anyone.

In relation to the size of organisations responding, we asked them to indicate their level of gross income, the number of staff they employ and number of volunteers they work with. The results show a spread across all the specified income ranges (although only one organisation declared its gross income as being over £1 million) and across staffing levels and volunteer numbers.

Finally the survey asked for an indication of the area of work that the responding organisations undertake. “Community development/neighbourhood involvement” formed the largest response (26 out of 36 who completed this section). There were several areas of work which were not covered (e.g. disability, domestic violence, offenders, race and ethnicity, and refugees and asylum seekers). However it should be noted that some of these areas were represented among the organisations attending the public briefing sessions (see Appendix 5).

There is more information in Appendix 2 on the type, size and focus of the organisations completing the questionnaire. Appendix 5 lists all the organisations which responded in some way to the consultation (by completing and returning the questionnaire either online or as hard copy, by attending a public briefing session or by submitting messages with general comments or support for an organisation or service).

Many respondents to the review made meaningful contributions only to that part which they perceived as directly impacting on their own organisation(s) or area(s) of interest, rather than contributing to the questionnaire as a whole.

3.4.2 Public briefing sessions

Nine public briefing sessions were planned, from 6 November 2013 to 13 January 2014.

- 78 people attended;
- 44 VCS organisations were represented (listed in Appendix 5);
- 5 of the VCS organisations in scope of this review were represented at these briefings.

One session (Knighton Library, 12 December 2013) was cancelled due to only one

person having registered to attend (who was offered an alternative date and venue). A relevant public meeting organised by another agency was being held elsewhere in the city at the same time (which the City Council VCS Engagement Manager attended).

At the public briefing sessions there was a short presentation giving an overview of the review aims, objectives and proposals. The sessions were then opened up to participants to discuss specific areas of interest in small groups. Detailed notes were taken at the sessions (which are available for the Executive if required).

3.4.3 Meetings with existing providers

Existing providers within the scope of this review were sent a letter at the outset stating the City Council's intentions, presenting the timescale and acknowledging the implications in terms of current contracts. In this letter, each of the seven organisations was offered the opportunity of a one-to-one meeting with the City Mayor (or a member of the City Mayor's Executive), the Project Director and the City Council VCS Engagement Manager. These meetings took place as follows:

- African Caribbean Citizens Forum, 24 January 2014, Town Hall (with written submission);
- Federation of Muslim Organisations, 27 November 2013, New Walk Centre, B7, City Mayor's office;
- Gujarat Hindu Association, 9 January 2014, New Walk Centre, B7, City Mayor's office;
- Leicester Council of Faiths, 17 January, New Walk Centre, B7, City Mayor's office (with written submission);
- Somali Development Services, 11 November 2013, SDS Centre (with Cllr Sood in place of City Mayor; with written submission);
- The Race Equality Centre (2 meetings)
 - 18 November 2013, TREC offices, Epic House (with Cllr Sood in place of City Mayor);
 - 17 January 2014, New Walk Centre, B7, City Mayor's Office (with written submission);
- Voluntary Action LeicesterShire, 20 January 2014, Town Hall (with written submission).

Detailed notes from each of these meetings, as well as copies of the written submissions from each of the organisations, are available to the Executive if required.

3.4.4 Additional activity and responses

In addition, the Project Director and/or VCS Engagement Manager were present at the following meetings to respond to questions about the review.

- City Infrastructure Review Meeting, VAL, 15 January 2013 (by invitation);
- Leicestershire Against Cuts, Secular Hall, Humberstone Gate, 12 December 2013; and
- Racial Minority Assembly, Highfields Centre, 11 December 2013 (by invitation).

A number of other types of responses have been received, including:

- Letters of support (many sent by email) on behalf of the VCS organisations included in scope of the review, as follows:
 - Leicester Council of Faiths (two letters of support);
 - The Race Equality Centre (seven letters of support);
 - Voluntary Action LeicesterShire (five letters of support and one against);
 - Seven letters with general comments were also received. More than one of these appears to be based on a model circulated among likely respondents, which cannot help but compromise the validity of the correspondence.

The comments within these letters of support have been taken into account and are reflected in the findings of this report.

- One relevant article was published in the *Leicester Mercury* (arising from the City Council's press release):
 - "Leicester City Council set to review voluntary group funds" (13 October 2013)
- In addition the project team kept up to date with relevant posts on social media, for example:
 - Sean Tizzard (Policy & Learning Manager, Big Lottery Fund), Facebook, 28 November 2013;
 - TREC, Facebook, 29 November 2013;
 - TREC, blog posts, 18 November, 23 December 2013; and
 - Socialist Party Leicester, blog post, 13 December 2013.

Comments gleaned from social media have been considered and form part of the evaluation of the consultation findings in this report.

3.5 Strand 1: Support for the city's VCS – consultation findings

This part of the proposals solicited responses on how Leicester City Council can best support VCS organisations in the city. The questionnaire asked respondents to select their top three priorities from a list of twelve options for support. There was also a free text field that allowed respondents to enter their own recommendations if they wanted to do so.

- Financial sustainability, organisational set up and fund-raising received the largest number of responses (17%, 13% and 12.5% respectively of all responses to this question).
- Management of staff and use of ICT scored the least with only 1 response each.
- 86 respondents chose "N/A – only to be used by volunteers/service users", which is 19 more people than classified themselves as such in the "Tell Us About Yourself" part of the survey. No one returned a "Not answered" response.

From the other options offered, 13 respondents indicated an alternative as one of their three priorities. The alternatives suggested were as follows:

- back office support (2 respondents);

- equality and diversity (1 respondent);
- strategic planning (1 respondent);
- policy development (1 respondent);
- mergers / collaborative working / partnership working (4 respondents);
- supporting an effective voice for the VCS (1 respondent);
- staff training (2 respondents);
- community / neighbourhood planning (1 respondent).

The survey also asked for views on any barriers to making the proposed approach work in practice. The main types of barriers identified were:

- the proposal would be administratively costly, consequently not best value for money;
- it could potentially be bureaucratic and burdensome as an approach;
- support would be difficult to access, particularly for smaller volunteer-led groups, with a general concern about having to “jump through hoops” to get access;
- potential for the approach to fragment the VCS rather than support partnership working and collaboration (echoed in the public briefing sessions);
- lack of future support for communication, consultation and engagement, a “collective voice” for the VCS (echoed in the public briefing sessions – and also raised as a potential problem in response to Strand 2);
- resources would be stretched too thinly, raising concern about whether organisations get support outside of the defined packages, and what happens once they have used up their allocation because there would be no means of ongoing advice, support and guidance for the VCS (echoed in the public briefing sessions);
- doubt that robust quality control and feedback could be assured; and
- the ability and capacity of organisations to make best use of – and act on – the support.

Headlines regarding Strand 1 from the public briefing sessions are shown below (detailed notes from each meeting, as well as notes compiled thematically across meetings, are available if required by the Executive):

- concern over loss of collective voice for the VCS in the city as this model does not appear to offer any way of bringing together people, groups and organisations, either in forums or consortia;
- concern over loss of single overarching organisation for VCS; VAL provides best practice, advice, guidance, helpline and ad hoc support virtually on tap – and aspects such as VAL’s e-briefings received positive comments;
- this model would not allow consortia to access support – counter-productive if Leicester City Council and other relevant agencies (such as LLEP) want to encourage groups and organisations to work together more closely in partnership, particularly where this will help to ensure greater financial sustainability and the ability to leverage more funding;
- Worcestershire County Council model¹ inappropriate, even when adapted to local circumstances, with concerns about it being administratively burdensome and that it would stretch limited resources too thinly to have positive impact;
- groups and organisations of different age, experience, purpose and size require different kinds of support – model does not appear to acknowledge or cater for this;

¹ See section 3.6 below.

- concern over diagnostic or triage aspect of model – potential for conflict of interest and for organisations to be reticent to come forward for diagnostic, revealing their weaknesses when they may be hoping to get contracted work from Leicester City Council;
- mixed response to the place of VAL in the review, with as many respondents expressing dissatisfaction with its current service as satisfaction, and many expressing concern about downgrading the level of support that VAL might receive from the City Council, leading in turn to a downgrading in the support that VAL would be able to give the sector;
- some positive responses to City Council proposing to target directly a wider range of VCS organisations at the grass roots;
- some attendees liked the idea that VCS organisations would be able to choose support options more suited to their needs, from providers with whom they could build a meaningful relationship; and
- clear picture of support-needs being focused on financial sustainability, including new ways of working, identification of funding opportunities and fund-raising (including bid-writing), support for good governance, and core support for organisations that are just setting up or are newly established.

Letters and messages received which commented on Strand 1 included the following representative statements:

- “The City Council’s case for change is poor and does not demonstrate either any disadvantages in the current model of support, or demonstrate any advantages in the proposed new model.”
- “The City Council’s proposals represent an individualisation of support service to a sector whose strength is in mutual and collective support, and working in partnership.”
- “Working with consultants is a skill in itself to be able to get the best from limited time and resources. Further, there is a question of choosing the right consultant for our organisation ...”
- “Providers will have no guarantee of work because of the framework so the quality of advice provided and support given would most likely suffer.”
- “Support should be available as and when needed. Often this takes the form of a quick telephone call for advice. A diagnostic process is too heavy handed for such queries and again is likely to discourage take up. It is also not appropriate for urgent issues.”
- “There is nothing in the proposed model around coordinating and helping people/groups make bids for funding – small groups in particular have relied on infrastructure which provides the information about grants and help and support to complete them.”

These statements help illustrate the main concerns and challenges regarding the proposals in Strand 1.

3.6 Strand 1: Support for the city’s VCS – conclusions and future options

The proposals for this first strand were based on the “Changing Futures Fund”, put in place some 18 months ago by Worcestershire County Council as a way of refreshing its relationship with the VCS in its area of jurisdiction. While acknowledging that

Worcestershire is obviously a very different place from Leicester (and their local authority very different from our City Council), the principles appeared sound and adaptable to local circumstances.

However, having tested this out with those who participated in our review, there was virtual unanimity that the proposed model would not suit the needs of Leicester's VCS and that it was not sufficiently workable in terms of an efficient and effective approach. The project team kept a weather eye on how the Worcestershire model had fared in other parts of the country where it had been adopted (to which the answer has to be, that it hasn't fared well). Despite the shortcomings of the proposed model, which became clear early in the consultation, foregrounding that we were considering adopting this approach yielded useful results, in that it helped us identify and understand what it is that the sector needs and values, and to identify local priorities for support, specifically:

- support to enable effective partnership working and collaboration between VCS organisations in the city;
- support to ensure a collective voice for the VCS in the city that enables effective engagement with the City Council and other agencies on policy, service planning, delivery, monitoring and improvement;
- provision of best practice, general advice, guidance and a central point for communication of key messages to the city's VCS;
- provision of direct support with an emphasis on financial sustainability, fund-raising and bid writing, organisational set-up and good governance; and
- some element of choice in relation to how support is delivered.

It is therefore proposed to use the consultation findings to develop more tailored and focused specifications as the basis for tendering. It is proposed that this be packaged as two separate specifications, as follows:

- **Supporting collaboration and a collective voice for the VCS:** A service that focuses on building and maintaining effective channels of communication and consultation between the VCS, City Council and the wider public sector. The service should promote effective partnership working and collaboration between VCS organisations in order to maximise opportunities for leveraging external funding (thereby helping organisations improve their financial sustainability) and enable the VCS to engage effectively in the planning, delivery, monitoring and improvement of services, particularly in taking forward the City Mayor's priorities for Leicester.
- **Provision of guidance, advice and training to VCS organisations:** A service which effectively supports VCS organisations in the city, focusing on support in relation to: financial sustainability; business planning; new ways of working; fund raising and bidding for funding; good governance and organisational set up.

Separating these out as discrete packages of activity (the former related to connected, collective activities; the latter, support to individual VCS organisations) is preferred to a single tender, as it is hoped this would enable a wider range of organisations to bid. Further detail on the proposed procurement approach is set out in section 3.14.

3.7 Strand 2: Engagement to support a cohesive Leicester – consultation findings

This part of the proposal solicited responses on how Leicester City Council can best support a cohesive Leicester. The questions centred on representation and engagement around certain protected characteristics (as defined in the Equality Act 2010). The online survey findings are as follows:

- 80% of respondents agreed that Leicester City Council should support a cohesive Leicester by working with organisations that represent specific communities of interest. All participants answered this question.
- 80% of respondents agreed with the proposed protected characteristics that the approach will cover (i.e. gender reassignment, race, religion or belief, sexual orientation). All participants answered this question.

The survey asked for views on the proposed criteria for successful applicants that would underpin this approach, which respondents answered as shown below:

Criteria	Agree	Disagree	Change / amend	No response
Must be based in the city of Leicester	65%	6%	5%	24%
Activities should be conducted mainly (preferably exclusively) in the city of Leicester	63%	9%	3%	25%
Can demonstrate that its organisational purpose and objectives relate directly to supporting community cohesion and good relations among the communities that make up the city of Leicester	66%	4%	4%	26%
Is an established organisation which has sound governance and operational structures (especially in relation to its financial affairs)	66%	3%	3%	28%
Is signed up to the Leicester Compact and supports and promotes its principles	60%	5%	2%	32%
Is able to define the community of interest which it represents and that community makes up more than 1% of the total population of Leicester based on the 2011 census (i.e. more than 3,298 people)	45%	9%	9%	37%
Can demonstrate the need for this community of interest to be represented. This need should be based on both the	51%	7%	4%	39%

significance of the community in demographic terms and in relation to the issues in which that community is involved, as shown by relevant social and economic indicators				
Can clearly articulate and evidence that it has the support of the majority of the community that it represents	48%	4%	7%	40%
Can demonstrate how the organisational make-up is proportionate and representative of the community of interest to be served.	48%	4%	9%	39%
Can evidence of financial support from any constituent / affiliated organisations that they currently represent (or hoping to represent)	46%	10%	5%	38%
Can prove that the organisation provides equality of access and equality of opportunities to the people it serves	61%	1%	0%	38%
Can prove that it has the capacity and proven ability to facilitate a dialogue across the community they represent and to feedback to the community they represent	57%	2%	2%	39%

This range of responses indicates which criteria need amendment. It is also worth noting that very few respondents actually made their own suggestions for change or amendments even when they selected the change/amend free text field. We take it that they were indicating that they would like some change or amendment to the criterion in question, but were unable or unwilling to recommend specific changes.

From the above results (and from other feedback to the survey) it is clear that the criterion with the least support (in fact, outright opposition in many of the hard copy responses and at the public briefing sessions) is that requiring a community to make up more than 1% of the total population of Leicester based on the 2011 census (i.e. more than 3,298 people) in order to qualify for support in terms of representation and engagement. The rationale behind the lack of support was that this would discriminate against certain groups, which would be clearly counter-productive if the goal is to promote a more cohesive Leicester.

Whilst generally there was strong support for this sort of model, specific comments raised some challenges and concerns, as follows:

- that this approach could cause unnecessary tension and division, fragmenting communities and setting them against each other rather than helping them work

together.

- a number of responses indicated preference for more of an “umbrella group” approach on the protected characteristics rather than this targeted approach, which was often perceived as being unhelpfully narrow in focus;
- the challenge of any single organisation being able to represent a whole community;
- the need to be clear about the sort of evidence expected in relation to the criteria, giving consideration to whether smaller organisations will be able to compete on an equal footing for support;
- identification of other characteristics that respondents would like to see represented – specifically women, mental health, older old (85+) and disability; and
- suggestions to have an area or neighbourhood-based approach in addition to basing it on communities defined by protected characteristics.

Finally, some comments indicated a preference for maintaining the current arrangements, including specific references to work undertaken by TREC.

Headlines regarding Strand 2 from the public briefing sessions are shown below (detailed notes from each meeting, as well as notes compiled thematically across meetings, are available if required):

- concern was expressed over potential for this approach to be divisive in and of itself – why is one group or community funded and supported over another? Leicester City Council has a duty to foster good relations between diverse communities;
- supporting representation and engagement should not be the responsibility of the City Council alone – partners such as the Office of the Police and Crime Commissioner and the Clinical Commissioning Group should also be involved;
- how does the City Council’s relationship with the VCS help fulfil its Public Sector Equality Duty? VCS organisations tend to look to the City Council to do this by itself, rather than seeing themselves as being partners in achieving it;
- concern that only certain protected characteristics are included with particular concern voiced about absence of age (especially the 85+), disability, mental health and women;
- concern that Leicester City Council is switching support from “communities of identity” to “communities of interest” (though it was not clear what the significance of this might be, or whether it would be of positive or negative impact);
- some strong opposition to Leicester City Council funding any kind of faith-based activities, groups or organisations;
- generally positive response that more support might go to previously under-represented groups;
- should Leicester City Council be paying for “representation”? Surely that should arise from within the communities, otherwise danger of it appearing that Leicester City Council is playing favourites – representation and engagement are two different things;
- some preference expressed for area or neighbourhood-based support, rather than concentrating on communities (however they are defined);
- considerable backing for this being a needs-led approach, focusing on the most vulnerable groups and most needy areas in the city;
- umbrella groups were supported by some as being the best means to overcome boundaries between different kinds of groups, for encouraging and enabling such groups to work together and for getting support down to grass roots, smaller

communities who haven't the strength in numbers or influence to obtain support otherwise;

- almost universal rejection of the criterion that organisations applying for support should be able to demonstrate that their community of identity and/or interest constitutes 1% of city population. This was considered divisive and detrimental to the smallest (and by definition most vulnerable) groups or communities – especially so if the City Council would be reducing or withdrawing the kind of support it has to date given to umbrella groups.

Letters and messages received which commented on Strand 2 included the following representative statements:

- “I understand the City Council’s need to review this area of funding as it is unclear the complexity of why some organisations are currently funded; it appears to be on an historical basis rather than community need or outcomes focused. I have listened to colleagues across the sector who have a greater understanding of this area than I. However, I agree with the City Council’s proposals for this area.”
- “It is important that the whole community has access to a voice. Leicester is a rich and diverse cultural city. Often BME groups find it difficult to make their views known and although they sometimes speak out, they are not always listened to. Any local groups need to show they are responsive to the whole of their community and not just those in control or who shout the loudest.”

These statements help illustrate the main concerns and challenges regarding the proposals in Strand 2.

Concerns were also raised in the meetings with SDS and TREC specifically and in other feedback, mainly via letters of support for these organisations, about the potential impact on their individual service users who receive information, advice and guidance from SDS and TREC. In particular, concerns were expressed about the impacts on new arrivals including refugees and asylum seekers.

3.8 Strand 2: Engagement to support a cohesive Leicester – conclusions and future options

In conclusion, the consultation indicated broad support for the overall approach and the focus on the protected characteristics of race, religion or belief and for the community of identity and/or interest of Lesbian, Gay, Bisexual and Transgender (LGBT) people, as these most directly relate to community cohesion and integration in the city (and are not supported in other areas of the City Council’s delivery). There are areas of the proposals which the consultation clearly indicated could be improved on or developed further, including the criteria by which applicant organisations will be considered.

Taking into account the consultation findings, it is recommended that the criteria are amended as follows, requiring that applicant organisations:

- demonstrate an understanding and affiliation with communities in Leicester;
- can demonstrate that they have an established organisational purpose and objectives which relate directly to supporting community cohesion and promoting good relations among Leicester’s diverse communities;
- can evidence that they have sound governance and operational structures and that

they are working to clearly defined standards (especially in relation to their financial affairs);

- are signed up to the Leicester Compact and support and promote its principles;
- are able to define and demonstrate a robust and evidence based understanding of the community of identity and/or interest which they represent within the city;
- are able to identify and evidence the needs of the community of identity and/or interest which they represent in the city and can demonstrate that they understand the nature and scale of those needs as shown by relevant data including social and economic indicators, and other appropriate evidence;
- can prove they have capacity, established mechanisms and proven ability to facilitate effective dialogue across the community they represent, and also to feedback to the community they represent;
- can demonstrate credibility and buy-in from the community of identity and/or interest which they represent;
- can demonstrate that their organisational make-up and public mission are proportionate and representative of the community they represent; and
- can prove that they provide equality of access and equality of opportunities to the people they serve.

In light of the feedback regarding concerns that the approach itself is potentially divisive, that it does not recognise the interaction between protected characteristics, and that it lacks focus on needs and key vulnerabilities, it is proposed that:

- applicants should be required to show that they can address appropriately the range of protected characteristics defined in the Equality Act 2010 (i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) in the context of their own community of identity and/or interest;
- applicants are required to show that they are willing and able to collaborate with other relevant organisations to help support appropriate engagement among different communities of identity and/or interest on matters of common interest (e.g. by helping organise and support inter-faith events and multicultural activities);
- applicants should be clear about how their organisation is able to support the City Mayor's nine-point delivery plan for Leicester within the scope of their contract;
- applicants should be required to support the City Council in engaging with their community of identity and/or interest on relevant key issues and areas of need, particularly those on which the City Council has made specific commitments (e.g. mental health, child poverty, helping new arrivals adapt to living in the city); and
- applicants should be active, collaborative and constructive co-workers with the City Council (and with each other) in helping the City Council meet its Public Sector Equality Duty.

It is also recommended that the two protected characteristics of "gender reassignment" and "sexual orientation" be subsumed into "LGBT" (as a community of interest and/or identity) for the purposes of this proposed strand of support.

In relation to other protected characteristics not included within scope of this review, a number of actions are recommended:

- that the Older People's Forum reviews the extent to which it is representative of the "older old" (85+);

- that the City Council takes into account how it engages with organisations working in the field of mental health including VCS organisations who work with and support individuals with mental health conditions; and
- that the City Council is mindful of stressing how VCS organisations included in other streams of funding and support (e.g. Adult Social Care) can contribute to fulfilment of its Public Sector Equality Duty.

3.9 Strand 3: Support for volunteering in the city – consultation findings

This part of the proposal solicited responses on how Leicester City Council can best support volunteering in the city. The survey asked respondents to select their top two priorities for support in relation to volunteering:

- Only 55 responses were submitted for this section, with 77 respondents not answering this question;
- “Matching volunteers to opportunities” and “Good practice in relation to using volunteers” achieved the highest proportion of responses (27 and 24 respectively) followed by developing and marketing of volunteering opportunities (18 and 17 respectively);
- Policy development in relation to volunteering and strategic development of volunteering received the smallest number of responses; and
- 3 respondents indicated it was irrelevant to them as their organisation did not use volunteers.

In conclusion, no one option stood out very strongly and as less than 45% of the respondents to the survey offered their comments in this part of the survey, it is difficult to reach a consensus conclusion.

The proposal suggested three options for how Leicester City Council might support volunteering in the city:

- 73 of the 136 respondents did not provide a response in this section;
- 22 responses supported a one-stop-shop;
- 34 responses supported a separate brokerage from support services; and
- 7 responses supported an alternative option, but none of these 7 specified in the free text field what that alternative option might be.

Again, given the relatively low response rate to this question it is difficult to reach a strong conclusion.

Common themes arising from other feedback in the survey related to Strand 3 were:

- more recognition for volunteers (e.g. some form of qualification / accreditation, better supervision of volunteers, payment of expenses);
- model policies regarding volunteering available online as templates for organisations to use;
- greater flexibility in delivering a service to support volunteers (e.g. recognising that volunteering is often done in unsociable hours);
- support to involve volunteers with additional needs;
- support for training, skills development and DBS checks of volunteers;
- a free, easy-to-use online approach to registering volunteer opportunities and

matching interested applicants;

- distinguishing between different categories of volunteers (e.g. those interested in joining a trustee board and those interested in service delivery); and
- more localised approach (e.g. localised advertising, localised support) to recruiting volunteers through local housing offices for example.

Headlines regarding Strand 3 from the public briefing sessions are shown below (detailed notes from each meeting, as well as notes compiled thematically across meetings, are available for the Executive if required);

- preference for a one-stop shop option;
- structure that enables transferable skills on core common elements for volunteers (e.g. health and safety, safeguarding, first aid, equal opportunities, boundaries and communications) – volunteers could be given a passport enabling them to step into volunteering roles at other organisations quickly, smoothly and securely;
- certain organisations (e.g. LAMP) provide a very specific, targeted sort of training for their volunteers, which is not available from generic centres such as VAL;
- volunteers' desire for sense of direction needs to be recognised, including offering volunteering as a route into (or back into) employment;
- importance of distinguishing between different types of volunteering and specifically the need for volunteers to serve as Trustees and Board members; and
- mixed response to VAL's performance in relation to advertising for, recruiting, managing and retaining volunteers.

Letters and messages received which commented on this strand included the following representative statements:

- “No arguments or evidence is put forward for why the current service model is not meeting the volunteering needs of those who use it.”
- “It monetises and individualises a service that is much stronger for the fact that it is currently universal, direct access and free at the point of use.”
- “We are convinced that the City Council's model for support to the VCS, and its Option 2 for support for volunteering, would be highly damaging to the ability of the VCS to support the City Council and serve the community of Leicester.”
- “I do not agree with splitting the brokering of volunteering placements with the development of the VCS to provide volunteering opportunities. I feel they go hand in hand. I would also suggest that the current arrangements appear to be meeting everyone's needs. We have a clear central base for potential volunteers to access information and advice on volunteering, the current arrangements also offer online access to volunteering opportunities and provides support for VCS organisations as well as volunteers.”
- “My question is why change what is working very well indeed? It simply doesn't make sense.”
- “I am of the opinion that should the City Council choose to split the current contract and go ahead with the proposed model for support to the VCS, and its option 2 for support for volunteering, this would be highly damaging not only to the VCS but also the Public Sector.”

These statements help illustrate the main concerns and challenges regarding the proposals in Strand 3.

It should also be noted that consideration was given to the “Cities of Service” model for encouraging and managing volunteering. This model, developed in New York City under Mayor Michael Bloomberg, has been taken up in more than 70 cities across the USA and is in the process of being trialled in the UK under Nesta, the Cabinet Office and the Bloomberg Foundation. After due deliberation, it was decided that the Cities of Service model would not fit in Leicester (although useful learning was obtained from having considered it). Details of this model (and reasons why it was rejected) can be provided to the Executive if required.

3.10 Strand 3 - Support for volunteering in the city – future options

In summary, there is no strong consensus from the consultation about the preferred option for supporting volunteering in the city. However common themes have emerged which any future approach to this strand should take into account:

- giving something back to volunteers: a desire to have some form of accreditation for volunteers that helps recognise the skills and development they have gained from volunteering, and that also enables transferrable skills on core common elements to be recognised (e.g. health and safety, safeguarding, first aid, equal opportunities, boundaries and communications) and enables them to step into volunteering roles at other organisations quickly, smoothly and securely;
- making it easier and more efficient for organisations to recruit and manage volunteers through central provision of the common core training (e.g. health and safety, safeguarding), online versions of policies that can be adapted accordingly, and a centralised approach to DBS checks, combined with a simple online approach to brokerage;
- acknowledging the different types of volunteers and more explicitly supporting the recruitment of those with appropriate skills to serve as Board members and Trustees; and
- overall recognition of the importance of volunteering to meet a range of objectives, including specifically as a route into employment and also to support health and wellbeing (e.g. to help those who are more vulnerable as a result of mental health conditions).

It is proposed that the above is reflected in a tendering process for an organisation to deliver a one-stop-shop service, recruiting, developing, retaining and managing volunteers, matching them to appropriate opportunities and supporting the agencies, groups and organisations that use them.

3.11 Future funding allocation

The current budget (excluding partner contributions) is £582,200. During the review it was made clear that savings would need to be made on this budget and it was suggested that these could be in the region of 20–25%. A total future budget of around £450,000 could be disbursed among VCS organisations delivering commissioned services resulting from this review.

In considering the outcome of the consultation it is proposed that the future funding allocations across the three strands will be in the following indicative funding ranges:

- Strand 1a Partnership working and collaboration: £40,000 - £60,000;
- Strand 1b Support for the city's VCS: £100,000 - £160,000;
- Strand 2 Engagement to support a cohesive Leicester: £150,000 - £200,000;
- Strand 3 Support for volunteering in the city: £60,000 - £100,000.

The indicative maximum funding allocation would be £450,000. The procurement stage of the review will inform the final funding allocation for each of these strands. In recognition that further flexibility may be necessary, these are indicative funding allocations; consequently the City Council will not be bound by these minimum or maximum figures.

It is proposed that future contracts will be of two years duration with the option for a further year (i.e. to end of September 2016 with the option of a further year to end of September 2017). This is considered reasonable in providing some stability and continuity whilst maintaining a degree of flexibility, given that there remain major uncertainties about the City Council's revenue funding beyond the next 12 months.

In section 3.13 below the report outlines the position in relation to the OPCC and Leicester City CCG. We need both of them to be prepared to commit funding for the proposed contract period in order to be able to proceed collaboratively.

3.12 Equality (and other) implications of the changes

In considering the future approach it is important to outline the implications of these proposed changes. This section of the report covers implications regarding current providers, equality implications, and implications in terms of the Social Value Act.

3.12.1 Existing providers – financial implications

The providers of the current model (who will soon be decommissioned) will be financially disadvantaged by closure of the contracts. A fiscal review of their reliance on Leicester City Council contracts outlines that three organisations derive more than 50% of their funding from the in-scope budget of this review. The other five organisations appear less dependent on the funding, although the percentage decrease is substantial for all providers:

Organisation	Total funds (restricted and unrestricted)	LEICESTER CITY COUNCIL contribution from budget in scope of review	% of total income which is provided by LEICESTER CITY COUNCIL from in-scope budget
ACCF	£82,897	£43,100	52%
FMO	£98,550	£25,000	25%
GHA	£47,462	£30,000	63%
LCoF	£31,323	£25,000	80%
TREC	£ 338,801	£117,800	35%
SDS	£188,350	£45,400	24%

VAL	£3,291,491	£ 391,212	12%
	total	£677,512	
	Less partner contributions	<u>-£ 95,312</u>	
		<u>£ 582,200</u>	

The figures in the table are taken from the latest set of accounts available at the time of the review eg those reported at the organisation's AGM and / or published on the Charities Commission website. In all cases these relate to the financial year ending 31st March 2013. It should of course be made clear that the total funds available to any of these organisations can vary year on year dependent on the nature of the other income they receive which will often be time limited. This therefore is simply indicative at a specific point in time and may not reflect their current financial position.

3.12.2 Equality implications

Attached to this report as Appendices 3 and 4 are the Equality Impact Assessments (EIAs) in relation to the proposals.

The EIA at Appendix 3 covers Strands 1 and 3 of the review (i.e. support for the VCS and for volunteering in the city). The scope of both these areas currently falls under the existing contract with VAL. The EIA outlines the equality profile of existing service users according to monitoring information provided by VAL under their existing contract. The main equality implications raised during the consultation in relation to the proposals as they were put forward, were:

- lack of engagement and support for BME groups specifically including reference to TREC's hosting of the Racial Minority Assembly for BME VCS organisations; and
- greater representation of organisations which focus on mental health (this despite the fact that none of the organisations in scope of this review expressly address mental health nor do any of them serve client groups directly identified with its issues).

VAL currently identifies 38% of the VCS organisations on its database as BME-led and 3% of the VCS organisations on its database as focusing on mental health. In relation to the profile of groups they supported in 2012/13, BME-led groups made up less than 38%, while mental health focused groups made up more than 3%.

The revised proposals support partnership working and collaboration. If there is a need for it, this could include partnership working and collaboration between groups who have commonalities in terms of the area they work in and/or the beneficiaries of this service including mental health and BME-led VCS organisations.

The EIA proposes that other potential negative impacts can be managed by ensuring that the future specification requires the service to be representative of the profile of VCS groups in the city, and that the City Council continues to monitor the profile of VCS organisations which take up the service, so that appropriate and timely adjustments can be made.

There were no evident equality implications arising in relation to Strand 3 (Support for volunteering in the city). However it is important to note that the current service user profile in relation to volunteering in the EIA shows a high proportion of volunteering

enquiries are from the BME community (higher than the ethnicity profile for the city as a whole). Similarly, a high proportion of enquiries are from the under-25 age group. This finding is not surprising, inasmuch as volunteering is widely considered a route to employment for young people. It will be important to monitor the equalities profile of service users of any future service.

The EIA at Appendix 4 covers Strand 2 of the review (i.e. Engagement to support a cohesive Leicester). Within scope of the review are contracts with the African Caribbean Citizens Forum (ACCF), Federation of Muslim Organisations (FMO), Gujarat Hindu Association (GHA), Leicester Council of Faiths (LCoF), Somali Developments Service (SDS) and The Race Equality Centre (TREC). These six organisations work collaboratively with others representing communities of interest/identity in the protected characteristics of religion or belief and/or race.

The scope of the review excludes proposals relating to future provision of information, advice and guidance services for individual service users. Currently both SDS and TREC in particular have brought our attention to ways in which they undertake this activity as an element of their existing contracts, both claiming that they, as specialists, are providing information, advice and guidance to people whose needs are not being met by generalist services, such as Citizens Advice Bureau (CAB).

The EIA provides information on the profile of service users at SDS and TREC in 2012/13. In summary, that year SDS reported a total of 1,733 visits to their drop-in service, of which the largest single part related to advice about benefits (41%). The majority (85%) of these enquiries were from people identified as members of the Somali community, the rest from Eastern European communities (Slovak, Czech and Roma users of this service being explicitly identified). In that same period, TREC supported 42 individuals in relation to complaints of racial discrimination, and 102 new arrivals who had been granted refugee status.

In the consultation on the proposals for Strand 2, stakeholders identified a number of positive equality implications relating to the proposals, including the following:

- general agreement that this is a fair and transparent approach;
- potential to use the approach positively to celebrate diversity and share achievements of communities; and
- importance of doing the review given that the needs of communities and the profile of communities in the city have changed in recent years.

In the consultation on the proposals for Strand 2, stakeholders also identified a number of negative equality implications including:

- concern that this approach could, despite its stated intention, achieve the opposite of cohesion, causing unnecessary tension and division, fragmenting communities and setting them against each other rather than helping them work together. Leicester City Council has a duty to foster good relations between diverse communities and these proposals may well do the reverse;
- identification of other characteristics that respondents would like to see represented, specifically age (especially the 85+), disability, mental health and women;
- considerable support for this being a needs-led approach, focusing on the most

vulnerable groups and most needy areas; and

- almost universal rejection of the criterion that organisations applying for support should be able to demonstrate that their community of identity and/or interest constitutes 1% of city population. This was considered divisive and detrimental to the smallest (and by definition most vulnerable) groups or communities – especially if the City Council would be reducing or withdrawing the kind of support it has to date given to umbrella groups.

The revised proposals respond to these concerns by:

- removing the criterion requiring the community of identity and/or interest to be represented to be at least 1% of the city's population;
- requiring applicants to show that they can address appropriately the range of protected characteristics defined in the Equality Act 2010 (i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) in context of their own community of identity and/or interest;
- requiring applicants to show that they are willing and able to collaborate with other relevant organisations to help support appropriate engagement among different communities of identity and/or interest on matters of common interest (e.g. by helping organise and support inter-faith events and multicultural activities);
- requiring applicants to give appropriate support for the City Mayor's nine-point delivery plan for Leicester; and
- requiring applicants to support the City Council in engaging with their community of identity and/or interest on relevant key issues and areas of need, particularly those on which the City Council has made specific commitments (e.g. mental health, child poverty, helping new arrivals adapt to living in the city).
- Requiring applicants to be active, collaborative and constructive co-workers with the City Council (and with each other) in helping the City Council meet its Public Sector Equality Duty.

In relation to other protected characteristics not included in these proposals, a number of actions are proposed:

- that the Older People's Forum reviews the extent to which it is representative of the older old (85+);
- that the City Council takes into account how it engages with organisations working in the field of mental health including VCS organisations who work with and support individuals with mental health conditions; and
- that the City Council is mindful of stressing how VCS organisations included in other streams of funding and support (e.g. Adult Social Care) can contribute to fulfilment of its Public Sector Equality Duty.

In the consultation on proposals for Strand 2, stakeholders (and the two organisations themselves) identified specific equality implications in relation to services provided by TREC and SDS, specifically impacts on:

- new arrivals and refugees granted leave to remain in the UK, who receive information, advice and guidance from TREC;
- individuals in the community who receive information, advice and guidance from SDS; and

- individuals receiving support and advice from TREC with regard to discrimination and harassment on the basis of race.

The project team have undertaken further work on these areas of concern and can confirm that comparable alternative provision does exist to support individuals who currently use these services:

- The City Council contracts Citizens Advice Bureau (CAB) to provide free, independent, impartial, confidential support and advice on a variety of topics. This includes welfare matters such as benefits, housing, employment, immigration, community care and family issues on a face-to-face basis, by phone or through their website. CAB also provides outreach sessions in ten priority wards in the city. The service provides three levels of information and advice:
 - Tier 1 (assisted information and signposting);
 - Tier 2 (general advice and general advice with casework);
 - Tier 3 (specialist advice for high level needs).

In Quarter 3 of 2013/14, 2% of CAB's work related to immigration. The service also provides support on issues of discrimination (e.g. in relation to employment, health care, education, housing etc). This is intended to cover all grounds on which unlawful discrimination could occur, including race. Also in quarter 3, CAB supported 246 people of Black African heritage including people of Somali origin (6% of CAB's clients in Q3). CAB can draw on a pool of volunteers proficient in as many as 40 different languages, so is able to deal with access issues relating to interpretation and translation. Currently CAB has capacity to do more and is under-providing against its expected outcomes.

- It should be noted that the City Council also has contracts with a number of organisations to provide welfare support and advice to more specific client groups. This includes:
 - Mosaic, which provides general help services for people with disabilities, on welfare benefits matters and provides information relating to other areas of welfare law. In particular, Mosaic's service focuses on ensuring that disabled people take up their benefit entitlements and provides assistance with completion of claim forms.
 - Age UK, which provides advice on all areas of welfare law with the exception of Immigration Services, for older people (55+) and their carers.
 - Soldiers, Sailors, Airmen and Families Association (SSAFA), which works with service and ex-service personnel and their dependants living in Leicester, in order to relieve the need and suffering of distress by obtaining financial assistance from armed forces and other relevant charities and, where appropriate, providing information on rights and entitlements at the Community Legal Service's "Assisted Information" level. Home visits will be arranged where necessary to provide these services. Signposting to other appropriate agencies is a key feature of the service.
 - VISTA, which provides information, advice and guidance for those with visual/sensory loss.
- In relation to race discrimination, other services exist within the city (in addition to CAB) and nationally, ranging from support for victims of hate crime through to

support for potential discrimination in access to goods and services, for example:

- Equalities and Human Rights Commission;
 - Community Legal Advice;
 - ACAS;
 - Other services have independent, national bodies for dealing with specific complaints, such as the Independent Police Complaints Commission, School Governing Bodies, NHS Complaints Independent Advocacy Service;
 - Victim Support are contracted, via Leicester City Council, to provide emotional support to victims and witnesses of hate incidents;
 - Leicester’s Anti-Social Behaviour Unit (within the City Council itself) investigates hate incidents;
 - Leicestershire Police have a dedicated hate crime officer;
 - Prevent Co-ordinator based at St Philip’s Centre focuses on more extremist issues; and
 - Leicester Centre for Hate Studies has been established at the University of Leicester following an extensive hate crime project run there over recent years.
- Asylum seekers who have not been granted leave to remain can access support from Leicester City of Sanctuary, which is currently working with more than 600 asylum seekers at different stages of the application process and a further 400 destitute asylum seekers. Leicester City of Sanctuary is a relatively small, under-resourced volunteer-run organisation which relies on support from others, such as Leicester Diocese, which hosts the weekly drop-in service and English language class at St Martin’s House. TREC provides Leicester City of Sanctuary with accommodation and office facilities (e.g. PC, printing, photocopying) for its New Evidence Search Team (NEST). This is where NEST meets clients to discuss their cases and pursue discovery of new evidence (which is necessary in making new submissions). Leicester City of Sanctuary is able to access the same facilities (on a smaller scale and evenings only) at the offices of AA Law at Pilgrim House, 10 Bishop Street, Town Hall Square.

The potential effects on asylum seekers and refugees of changes in the City Council’s support for these VCS organisations (particularly SDS and TREC) emerged strongly from the beginning of the public consultation period. With this in mind, special efforts have been made to ensure that these vulnerable groups do not bear an unnecessary burden in the outcome of the review.

Taking all of the above into account, our investigations confirm that alternative provision does exist for those individuals currently obtaining information, advice and guidance from SDS and TREC. The City Council must ensure by such means as closer monitoring and regular engagement that agencies such as CAB are able to deliver their services to an acceptable standard for all potential client groups and service users, no matter the barriers to access that may prevent this at present. However it should be recognised that new arrivals to the city (particularly those who fetch up here as refugees and asylum seekers) can experience barriers to accessing goods and services. In particular they are less likely to trust certain organisations (especially the “institutional” kind) and more likely to seek help other from organisations whose “brand” they recognise (as serving their own community, for example) or whom they have learnt about by word of mouth. Therefore they might find accessing an organisation such as CAB more challenging – at least initially. It is proposed,

therefore, that:

- the City Council procure a service (for a period of not more than two years), which will focus on engaging and working with other organisations and volunteers, to develop a sustainable network of support for new arrivals in the city (particularly asylum seekers and refugees) and to build up expertise and knowledge of other organisations such as Citizens Advice Bureau (CAB) during a transition period, so that new arrivals are better able to access goods and services; and
- funding for this will be tapered over the two years starting in the range of £20-40k and leading to £10-20k in year two. The funding will come from the existing total budget envelope.

3.12.3 Social Value Act

In addition to the equality implications, the review and any pre-procurement considerations need to take into account the Public Services (Social Value) Act 2012. Specifically this relates to how what is proposed to be procured might improve the economic, social and environmental well-being of the city and how, in conducting the process of procurement, the City Council might secure that improvement.

Our original proposals for the review emphasised the City Council's policy position in terms of recognising the importance of the VCS as a key partner and that we want to support and enable the VCS to respond to local needs and aspirations, achieve local priorities and make an effective contribution as the City Council's strategic and service delivery partner. In accordance with the themes set out in the City Mayor's Delivery Plan, we have made clear just where the VCS plays a key role. This emphasises the role that the sector plays in the context of a range of aspects of economic, social and environmental well-being, for example:

- Economic – the VCS contributes, through its inherent value as a sector, to the local economy in terms of provision of employment, development of skills and leveraging of external funding from outside the city. In addition, volunteering plays a key role in the local economy, as a route to supporting people into employment and in developing skills.
- Environmental – VCS organisations actively contribute to protection and enhancement of the natural and built environment (e.g. through community groups and conservation organisations).
- Social – the VCS helps in building and supporting resilient communities through the activities it undertakes; it also supports communities to be involved in decision-making and helps promote community cohesion, thereby reducing inequalities and ensuring fairer treatment.

The proposals contained in this review recognise the value that the sector brings in terms of economic, social and environmental well-being across the city. The proposals seek to ensure that VCS organisations continue to do so in line with the City Council's priorities across these three key areas.

In addition, during the consultation some of the implications recognised and taken into account in the final proposals directly relate to mitigating against negative impact from a social value perspective. For example, concern that the proposals may impact on the ability of the sector to work collaboratively to leverage significant funding into the

city from other sources has been taken into account, putting support for collaborative working among VCS organisations into the revised recommendations. There were also concerns about the ability of smaller VCS organisations accessing support as outlined in the proposals. Once again, the changes directly address these concerns, supporting diversity of supply across the VCS.

As part of the procurement process we will seek in the specification to be as explicit as possible regarding the contribution of the services to be commissioned to economic, social and environmental well-being.

3.12.4 Fairness of the proposals

The survey's final question was about the fairness of the proposals. Within the responses to this question were comments that expressed surprise that the review should be happening at all – or for any other reason than to reduce City Council expenditure, lumping the review in with “the Cuts”. The majority of respondents did not recognise the system or service as being so dysfunctional or unacceptable that it should be subject to this degree of reform. As well as there being a considerable number of responses along the line, “If it ain't broke, don't fix it”, emphasis was also put on the role of Leicester City Council in improving its monitoring regime and communication with the VCS organisations it currently supports.

A few of the comments in relation to this final question – positive and negative – are shown below. It is hoped that these offer a fair reflection of the opinions expressed:

- “I agree that the people with the most urgent and less well-off needs should be given priority over those with lesser or minor needs who do have options of meeting their needs in other ways.”
- “I strongly believe the proposals to be unfair and if implemented will have a detrimental effect on the ongoing viability particularly of smaller, specialist local VCS groups.”
- “Of particular concern is mental health which is supposed to be a strategic priority, and yet there will be no effective means of involving the local VCS in the planning and delivery of services nor of supporting the VCS to provide a much needed service user voice.”
- “I think, these proposals are not fair as some of these proposals are excluding small groups or communities. These proposals are highly ambitious. Some of selection criteria are bit confusing and might be controversial.”
- “I feel that organisations that make the most difference are often most disorganised and shouldn't be overlooked.”
- “It's an interesting model, but by putting choice at the heart of the group support function, and possibly dividing the volunteering service into two, there is a loss of economy of scale and joined-upness which Leicester and Leicestershire have championed for years to create; and that approach much of the rest of the country is still striving for, so from that point of view, to dismantle it seems quite a radical free market approach.”
- “No don't agree from what I understand of proposals – would need to review a more comprehensive grant/tender spec to feel I could properly comment on this.”
- “No, as the levels of support services are likely to be significantly reduced and worse, some communities are likely to end up with no access to any such service!”

- “The proposal must be matched with low cost administration/contract compliance by the Council. It must also overarch all council departments since the VCS delivers across all areas of the Council's work. There is some back office work that will simplify the needs that could be centralised – for example sourcing cheap insurance for the VCSE and the Council to review levels of indemnity required for contracts with different types of liability risks.”
- “The resources should go to those who are able to make the most difference to their community.”
- “These proposals are not inclusive and exclude the most vulnerable in society such as the elderly and women. It is not enough to say that these groups are being represented by other organisations. Unfortunately that is not the way grass root organisations operate, they work with families, which includes the elderly, women, disabled and provide a package of services that impact on family members. You cannot isolate these proposals from other initiatives.”
- “This is a very welcome proposal as all the money to date has been sucked into one large organisation that does not have the support of the wider VCS. In this way you would cut out the hugely expensive and ineffectual organisation that does not at the moment reach the grass roots, or give sound advice or support and spread both the money available and offer really targeted support.”
- “This is ridiculous, these proposals are ill thought out, badly managed with no real thought to the service users who will be affected.”
- “Yes. Equal distribution of funds to all valid organisations – and a capped one too. Let all the Charities/Social Enterprises then compete and prove that they are capable to deliver or live within the means of the fair share of funding.”
- “You have to look at the population of the city broken down into demographics and the work of these organisations to not just cater for their own communities, but also how their work will benefit other communities too.”

3.13 Working with partner organisations

Currently Leicestershire Police and Leicester City CCG contribute £10,000 and £85,312 respectively to the services which are commissioned by Leicester City Council from VAL. During the review the Project Director met with representatives from Leicestershire Police, the Office of the Police and Crime Commissioner (OPCC) and Leicester City CCG to share the proposals and to determine if they wished to collaborate in future.

The OPCC has confirmed that it will continue to allocate £10,000 to any future arrangements provided the following objectives can be met:

- an organisation or governance structure with strong representation from the local VCS to represent the sector at OPCC forums, meetings and commissioning processes such as the Police and Crime Plan Steering Group;
- supporting organisations with applications to the OPCC for funding including support for collaborative funding bids / tenders; and
- ensuring close links between the VCS and PCC's Volunteer Project Team to support the development of volunteering.

Leicester City CCG has confirmed that it will continue to provide support until 31 March 2015 but that they intend to review in 2014/15 how they want to engage with the VCS

and support its development from a Leicester CCG perspective. The actual level of funding it will provide is still to be determined. Leicester City CCG's objectives are as follows:

- supporting voluntary sector organisations effectively in areas such as procurement, fundraising etc; and
- supporting volunteering with a particular focus on encouraging volunteers to work with older people to reduce social isolation and support healthy living.

In conclusion, it is proposed that the requirements of both OPCC and Leicester City CCG can be readily included within the revised future approach. However we need both OPCC and Leicester City CCG to be prepared to commit funding for the proposed contract period in order to be able to proceed collaboratively.

In addition, we met with representatives from Leicestershire County Council during the review so that they understood our proposed direction and whether this had any implications for their current arrangements and future direction of travel.

3.14 Next steps

The following next steps are proposed in relation to the decision making process:

- 29th April - letter emailed to existing providers updating them and including a copy of the report and follow up phone call, and notifying them of the proposed change to the termination of existing contracts (see below)
- 29th April - communication to wider VCS and press release
- 29th April - circulation of papers for NS&CI Scrutiny Commission
- 8th May - meeting of NS&CI Scrutiny Commission
- w/c 12th May – consideration by Executive of comments raised by NS&CI Scrutiny Commission
- w/c 19th May - notice of intent to take a decision
- w/c 26th May - publication of decision

Following the decision the outline timetable is proposed to be:

- 1 June – ITT published
- Mid-July – deadline for tenders
- Mid-July – issue notice to current providers
- Mid-July – end of August – tender evaluation
- September – implementation
- 1 October – new contracts commence

It is proposed that the services under Strand 1 and Strand 3 are run as a single procurement exercise with the services packaged as lots, so that bidders may bid for one or more services within these strands.

The approach under Strand 2 would run as a separate procurement process using the criteria proposed in the report as the basis. Whilst it was initially proposed that this would be a grant-funded approach, further advice from both legal services and procurement are that this should be run as a procurement process. This would ensure

a robust service contract can be put in place with each of the successful bidders and would also safeguard against any concerns regarding potential breaches of the procurement legislation and our Council procedure rules given the totality of the funding allocation which is proposed for this strand. The criteria can continue to form the basis of this procurement approach.

Finally there would be a procurement process for a service to develop a sustainable network of support for new arrivals.

The existing contracts run until 31 March 2014. It was previously agreed, in principle, that there would be an extension until 30 June 2014. In light of the above timeline it is proposed that a full six months extension is needed and that contracts are extended until 30 September 2014. New contracts should be in place to start immediately after that, on 1 October 2014.

4. Details of Scrutiny

The Neighbourhood Services and Community Involvement Scrutiny Commission was provided with a report on the proposals during the consultation period and invited to comment. This was considered at their meeting on 4 December 2013. It was agreed at that meeting that the findings of the consultation would be taken back to the Commission when ready.

5. Financial, legal and other implications

5.1 Financial implications

The current budget is £582,200. This is allocated entirely across contracts with the following organisations which have been extended until 30 June 2014.

The nature of the contracts and scope of the services provided varies with some providing infrastructure (or group) type support to the sector and others focused more on a role relating to representation and engagement.

Contract	Budget p.a.	Contract type
African Caribbean Citizens Forum	£43,100	Funding Agreement
Federation of Muslim Organisations	£25,000	Funding Agreement
Gujarat Hindu Association	£30,000	Funding Agreement
Leicester Council of Faiths	£25,000	Funding Agreement

Somali Development Service	£45,400	Service Agreement
The Race Equality Centre	£117,800	Service Agreement
Voluntary Action Leicestershire Plus £95,312 from partners – Police £10k and PCT £85,312	£295,900	Service Agreement
Total	£582,200	

There are no previously agreed savings required to be delivered from this budget, however the review is included in the Council savings review programme. The report considered by the Neighbourhood Services and Community Involvement Commission on 4th December 2013 gave the estimated savings as £132,200 (23% of the current budget). This is reflected in the proposals in this report, where the indicative maximum funding allocation for the new strands is £450,000, which is £132,200 below the current budget.

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

5.2 Legal implications

The report details the outcome of public consultation in respect of the Council's review of support to the VCS, and recommends various approvals by the Executive as set out in paragraph 2 above.

Officers have been advised during the review and consultation process with regard to the Council's duties under public law, public sector equality, and the Public Services (Social Value) Act 2012, and with regard to contracts and public procurement.

The Executive must have regard to its public sector duty under s149 Equality Act 2010 to have regard to the need to eliminate unlawful discrimination etc. and advance equality of opportunity between different groups. The report author has referred to the impact assessments in the main report.

If the recommendations are approved, legal services will continue to advise in relation to contract and public procurement law. In general terms, any procurement must follow the Council's Contract Procedure Rules and any applicable EU legislation.

Beena Adatia – Principal Solicitor (Commercial, Contracts and Capital). Ext. 37 1417.

5.3 Climate Change and Carbon Reduction implications

There are no significant climate change implications arising from this report.

Duncan Bell, Senior Environmental Consultant, Environment Team. Ext. 37 2249.

5.4 Equality Impact Assessment

The main underlying equality objective of the report is for the council to support the VCS so that it in turn, is able to support local people in participating in community life. This inclusive approach covers all protected characteristics.

The intended positive impact of the proposals is that they seek to facilitate opportunities for the VCS to effectively engage with local people so that their activities benefit their life in the city. The proposals include opportunities for different forms of engagement, from communicating understanding about community needs through to supporting volunteering.

The main negative impact of the proposals is that they represent change to current levels of resources supporting the VCS. Consultation highlighted concern with the potential impact on BME groups (race) and organisations involved in mental health (disability). The report details a range of mitigating impacts proposed to address the negative impacts identified.

Irene Kszyk, Corporate Equalities Lead. Ext. 37 4147.

5.5 Other Implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

6. Background information and other papers:

7. Summary of appendices:

Appendix 1 – Consultation proposals and questions

Appendix 2 – Citizen Space report

Appendix 3 – EIA – support to VCS and support for volunteering

Appendix 4 – EIA – engagement to support a cohesive Leicester

Appendix 5 – List of organisations responding to the consultation

8. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a “key decision”?

Yes

10. If a key decision please explain reason

The decision will impact on communities living in all wards across the city.

In determining whether it is a key decision you will need consider if it is likely:

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

Expenditure or savings will be regarded as significant if:

- (a) In the case of additional recurrent revenue expenditure, it is not included in the approved revenue budget, and would cost in excess of £0.5m p.a.;
- (b) In the case of reductions in recurrent revenue expenditure, the provision is not included in the approved revenue budget, and savings of over £0.5m p.a. would be achieved;
- (c) In the case of one off or capital expenditure, spending of over £1m is to be committed on a scheme that has not been specifically authorised by Council.

In deciding whether a decision is significant you need to take into account:

- Whether the decision may incur a significant social, economic or environmental risk.
- The likely extent of the impact of the decision both within and outside of the city.
- The extent to which the decision is likely to result in substantial public interest.
- The existence of significant communities of interest that cannot be defined spatially.

Leicester City Council's

PROPOSAL; on how to better support the city's Voluntary and Community Sector



In this document you will find;

- [Overview](#) p.1
- [Survey](#) questionnaire p.3
- [Proposal](#) – appendix 1 p.13

Overview

Leicester City Council values its good working relationship with the Voluntary and Community Sector (VCS). The VCS makes significant contributions to many important areas: policy development; service design, delivery and monitoring; community engagement and cohesion. The VCS understands the communities it serves and gives a lot to the economic and social life of the city. The current challenges, demands and expectations facing both the VCS and the public sector make it even more important that Leicester City Council helps the VCS develop and grow in a sustainable way. We want the Voluntary and Community Sector to be well placed to help us achieve positive results together for the people of Leicester.

Why We Are Consulting

The national and local policy context has dramatically changed, not least the challenging national and local economic climate and some of the most significant welfare system changes for decades. These changes are putting significant pressure on individuals and families across the city and consequently increasing demand for VCS and Council services from individuals and communities.

Having reduced the Council's annual spending by £75million, following the most recent government spending review, we now need to make additional cuts of over £70million by 2016. As such we have to consider all savings options.

Currently we spend £582,000 per annum on contracts for support to the VCS and for engagement with certain communities. In the current economic and social context, the City Council must review virtually all the services which we currently provide, even those to which we are genuinely committed, such as support and engagement with the city's VCS.

Our future approach needs to deliver a model of support and engagement which meets the challenges that have arisen locally, and which enables the VCS to carry on its role as a significant partner to the City Council.

What are we consulting on?

This consultation is asking for your views on our proposals for supporting the VCS and how we can work with communities through the VCS to support a cohesive Leicester. You can read our proposal at the end of this document, it is called [Appendix 1 \(can be viewed further into this document on page 13\)](#). After you have read our proposals, we would like you to complete the below [survey](#).

**SURVEY – Leicester City Council –
Consultation period 28th October 2013– 17th January 2014**

1. About you and your organisation;

Your name: (Required)

The name of your organisation: (no need to provide if you are completing this on your own behalf)

Your role in the organisation (no need to provide if you are completing this as an individual, on your own behalf)

Contact phone number: (Required)

Contact email: (Required)

2. Are you completing this survey?

Please note that if you are completing this on your own behalf (as a volunteer or as a service user), please check the appropriate option and for questions 3 - 8 tick n/a. Thank you

	please tick
On behalf of a charity	
On behalf of a voluntary organisation	
On behalf of a social enterprise	
On behalf of a faith-based group	
On behalf of a community group	
On your own behalf as a volunteer	
On your own behalf as a	

service user	
Other - please specify	

3. Does the VCS organisation you represent provide services across Leicester or just in specific wards (please tick all wards or the applicable wards)?

	Please tick
Leicester (all wards)	
N/a - only to be used by volunteers/service users	
Abbey Ward	
Aylestone Ward	
Beaumont Leys Ward	
Belgrave Ward	
Braunstone Park & Rowley Field Ward	
Castle Ward	
Charnwood Ward	
Coleman Ward	
Evington Ward	
Eyres Monsell Ward	
Fosse Ward	
Freemen Ward	
Humberstone & Hamilton Ward	
Knighton Ward	
Latimer Ward	
New Parks Ward	
Rushey Mead Ward	
Spinney Hills Ward	
Stoneygate Ward	
Thurncourt Ward	
Westcotes Ward	
Western Park Ward	
If more than one ward, please specify;	

4. In the previous financial year (2012/13) what was the total gross income of your organisation (from all sources)?

	Please tick
N/a - only to be used by volunteers/service users	
Less than £500	
£501 - £10,000	
£10,001 - £50,000	
£50,001 - £100,000	
£100,0001 -£250,000	
£250,001 - £1,000000	
More than £1 million	

5. How many full time equivalent (FTE) staff does your organisation employ?

	Please tick
N/a - only to be used by volunteers/service users	
0	
1-2	
3-5	
6-10	
11-20	
More than 20	

6. How many volunteers work with your organisation?

	Please tick
N/a - only to be used by volunteers/service users	
0	
1-2	
3-5	
6-10	
11-20	
More than 20	

7. What is your organisation's main area of work?

	Please tick
N/a - only to be used by volunteers/service users	
Arts and culture	
Capacity building (for other VCS organisations)	

Children	
Community development & neighbourhood involvement	
Disability	
Disaster Relief	
Domestic Violence	
Drugs and alcohol (or other addictions)	
Education, literacy, numeracy	
Emergency service and Safety	
Employment	
Environment & conservation	
Ex-forces	
Families	
Gay, lesbian, bisexual people	
Health & social care	
Heritage	
Homelessness & housing	
Human rights, civil rights	
Legal Support	
Mental health	
Offenders and ex-offenders	
Older people	
Race & ethnicity	
Refugees & asylum seekers	
Religion or belief	
Sport & recreation	
Transgender issues	
Women	
Young people	
Other – please specify	

SUPPORT FOR THE CITY'S VCS

8. If Leicester City Council could offer support in three areas, which three would you consider most important (please tick your top three)

	Please tick
N/a - only to be used by volunteers/service users	
Financial management support	
Management of staff	
Use of information technology (ICT)	
Financial sustainability	
Organisational set-up	
Marketing	
Fund-raising	
Procurement processes	
Identifying and measuring outcomes and values	

New ways of working	
Recruiting and managing volunteers	
Others: Please specify	

8.1. Are there any barriers that you can identify to making this proposed approach work in practice?

ENGAGEMENT TO SUPPORT A COHESIVE LEICESTER

9. Do you agree with the overall proposed approach to supporting a cohesive Leicester by ensuring the Council works with organisations that represent specific communities of interest? Yes / No

9.1 If no, do you have any suggested alternative approaches?

9.2 Do you agree with the type of communities (known as “protected characteristics”) it is proposed that this approach will cover?

Yes	No

9.3 If no, what would you propose?

10. Please indicate if you agree or disagree with each of the criteria and where appropriate suggest any changes or additions

Criteria	Agree	Disagree	Possible change / amendment
Must be based in the city of Leicester			

Criteria	Agree	Disagree	Possible change / amendment
Activities should be conducted mainly (preferably exclusively) in the city of Leicester			
Can demonstrate that its organisational purpose and objectives relate directly to supporting community cohesion and good relations among the communities that make up the city of Leicester			
Is an established organisation which has sound governance and operational structures (especially in relation to its financial affairs)			
Is signed up to the Leicester Compact and supports and promotes its principles			
Is able to define the community of interest which it represents and that community makes up more than 1% of the total population of Leicester based			

Criteria	Agree	Disagree	Possible change / amendment
on the 2011 census (i.e. more than 3,298 people)			
Can demonstrate the need for this community of interest to be represented. This need should be based on both the significance of the community in demographic terms and in relation to the issues in which that community is involved, as shown by relevant social and economic indicators			
Can clearly articulate and evidence that it has the support of the majority of the community that it represents			
Can demonstrate how the organisational make-up is proportionate and representative of the community of interest to be served. This should include evidence of financial support from any constituent / affiliated organisations that			

Criteria	Agree	Disagree	Possible change / amendment
they currently represent (or hoping to represent)			
Can prove that the organisation provides equality of access and equality of opportunities to the people it serves			
Can prove that it has the capacity and proven ability to facilitate a dialogue across the community they represent and to feedback to the community they represent			
Additional criteria – please specify			

10.1 Are there any barriers that you can identify to making this proposed approach work in practice?

SUPPORT FOR VOLUNTEERING IN THE CITY

11. If you use or would like to use volunteers, what as an organisation would enable you to be better at attracting, recruiting and retaining volunteers?

12. Can you identify what you see as the top 2 priorities for support in relation to volunteering (please tick 2):

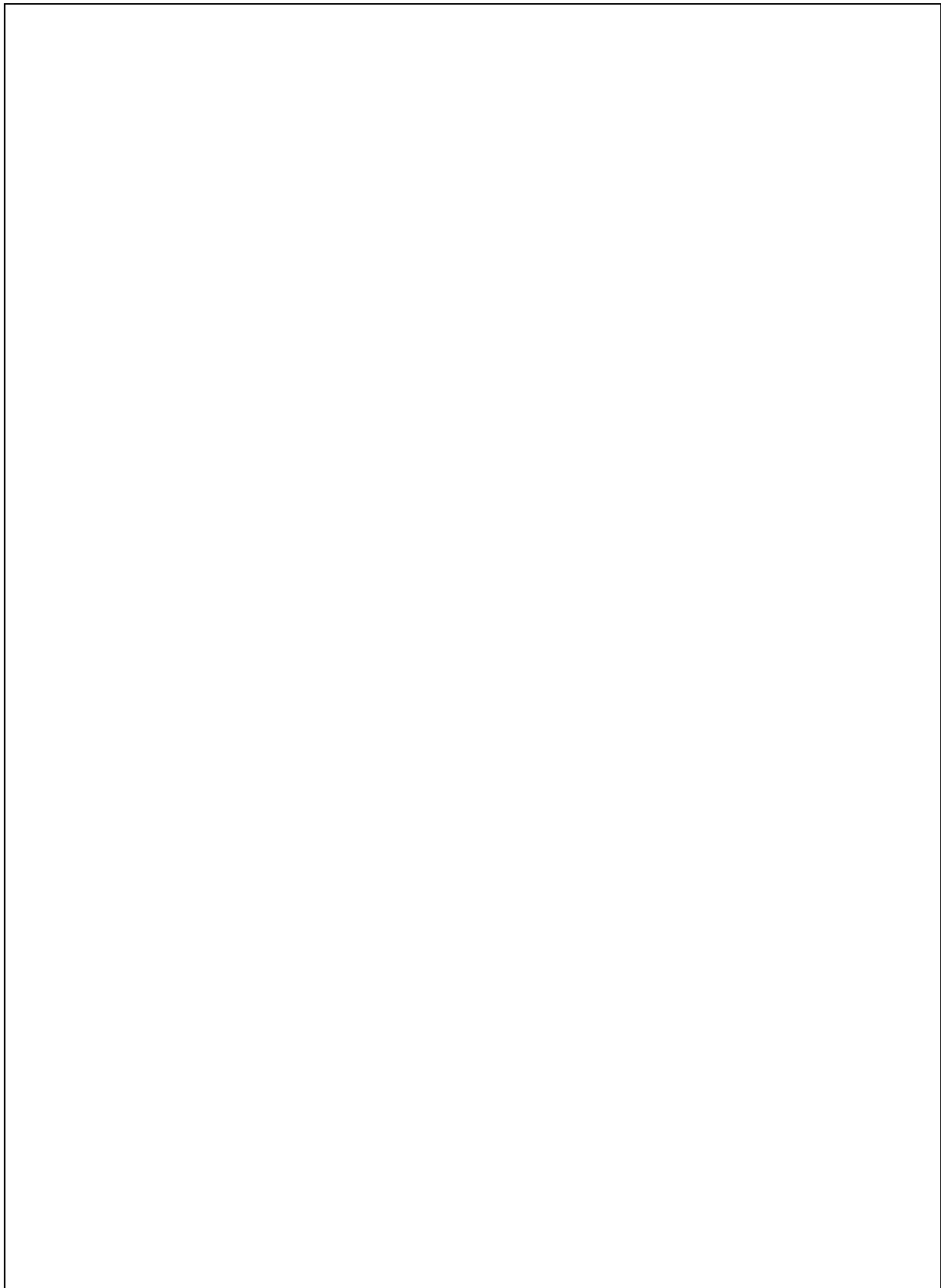
Developing volunteering opportunities	
Marketing volunteering opportunities	
Matching volunteers to opportunities	
Good practice in relation to using volunteers	
Policy development in relation to volunteering	
Strategic development of volunteering	
Not applicable to my organisation – don't use volunteers	

13. Which of these options for volunteering support would be your preferred option?

Option	Tick one preferred option
A one-stop shop	
A service which matches volunteers to opportunities and support for individual organisations offered as a support package	
Alternative option – please specify	

14. The City Council believes that these proposals are fair for everyone and help make sure resources go to those most in need and least able to meet their needs in other ways. Do you have any comments about this?

15. Please use this space for other comments – additional pages are welcomed



Appendix 1- Support Model Proposal

Leicester City Council's proposals for supporting the Voluntary and Community Sector (VCS) and engaging with key communities to support a cohesive Leicester

1. Introduction

Leicester City Council values its good working relationship with the Voluntary and Community Sector (VCS). The VCS makes significant contributions to many important areas: policy development; service design, delivery and monitoring; community engagement and cohesion. The VCS understands the communities it serves and gives a lot to the economic and social life of the city. The current challenges, demands and expectations facing both the VCS and the public sector make it even more important that Leicester City Council helps the VCS develop and grow in a sustainable way. We want the Voluntary and Community Sector to be well placed to help us achieve positive results together for the people of Leicester.

This document sets out OUR proposals for 2014/15 onwards for supporting the VCS and engaging with key communities to support a cohesive Leicester.

To respond to the survey please complete the enclosed survey and email this form to us at vcs@leicester.gov.uk or hand it in at your local library

2. Case for change

The national and local policy context has dramatically changed, not least the challenging national and local economic climate and some of the most significant welfare system changes for decades. These changes are putting significant pressure on individuals and families across the city and consequently increasing demand for VCS and Council services from individuals and communities.

Having reduced the Council's annual spending by £75million, following the most recent government spending review, we now need to make additional cuts of over £70million by 2016. As such we have to consider all savings options.

Currently we spend £582,000 per annum on contracts for support to the VCS and for engagement with certain communities. In the current economic and social context, the City Council must review virtually all the services which we currently provide, even those to which we are genuinely committed, such as support and engagement with the city's VCS.

Our future approach needs to deliver a model of support and engagement which meets the challenges that have arisen locally, and which enables the VCS to carry on its role as a significant partner to the City Council.

3. Council priorities for working with the VCS

We want to create an environment where Leicester City Council does all it can to support and enable the VCS to respond to local needs and aspirations, achieve local priorities and make an effective contribution as the Council's strategic and service delivery partner. In relation to the priority themes set out in the City Mayor's Delivery Plan 2013/14, the VCS play a key role as follows:

- **A place to do business:**
 - Value of VCS itself to the local economy
 - As a service provider delivering public sector objectives in relation to education, skills and employment
 - Role of volunteering in supporting people into employment
 - In supporting and delivering a range of cultural and community activities which supports the city's cultural ambitions

- **The built and natural environment:**
 - Supporting the protection and enhancement of the natural and built environment through community groups and conservation organisations.
 - Ensuring accessibility of public buildings and spaces, and of managed natural environments (e.g. parks, waterfronts).

- **A healthy and active city:**
 - As a service provider supporting delivery of objectives relating to preventative care and encouraging healthy and active lifestyles.

- **Providing care and support:**
 - As a service provider delivering objectives relating to independent living, care and safeguarding of vulnerable adults, and support for carers. In doing so, being able to respond to the changing models for provision of care and support
 - As a service provider supporting delivery of objectives relating to the prevention of homelessness and supporting people who are vulnerably housed and/or at risk of harm and/or abuse

- **Our children and young people**
 - As a service provider for disabled children and their families or carers
 - As a service provider supporting delivery of objectives relating to raising educational and personal achievements
 - Supporting skills development and access to work for young people through volunteering
 - Supporting work to reduce and mitigate the effects of family poverty on children's chances in Leicester

- **Our neighbours and communities**

- In supporting communities to help manage the impact of welfare reforms
- Community engagement to support the involvement of communities in decision making
- Community engagement to support, mitigate and manage community tensions, and in relation to those communities who are more likely to be socially excluded and/or subject to possible discrimination
- Community resilience within the context of reducing resources and delivery of services for local communities
- Reducing inequalities and ensuring fair treatment including working with communities where there are distinct inequalities in terms of outcomes.

4. Aims and objectives for this review

The review aims to put in place arrangements to:

- Support a strong, vibrant, responsive and forward-looking VCS in Leicester which is able to make an effective contribution to the priorities outlined above; and
- Work closely with the VCS to ensure a cohesive city where there are good relations between communities and which actively and creatively celebrates its diversity.

The review's objectives are:

- To explore new, alternative ways of working with the VCS
- To maximise the opportunities for Leicester City Council to support local VCS providers and to help them, in turn, support and work with others within their sector
- To provide a model for supporting VCS groups which reflects the nature of the needs and challenges facing the sector and is also aligned to the Council's own priorities
- To ensure the City Council has appropriate arrangements in place to help support and enhance understanding between communities, and ensure a cohesive city through effective representation of and engagement with key communities
- To ensure the City Council appropriately supports volunteering in the city to help ensure a thriving VCS and to support wider priorities such as the development of the local economy
- To ensure value for money is achieved and to contribute to the additional financial savings that the City Council is required to make.

It is intended that new arrangements will be in place from 1st July 2014.

5. Change proposal

To consult the VCS (both in terms of those providing services and those receiving them) on proposals for support and engagement, in order to inform what approach the City Council takes in future. The proposals cover:

- Support for the city's VCS
- Engagement to support a cohesive Leicester
- Support for volunteering in the city

Details of our proposals are set out below.

The maximum budget available in total for the proposals outlined below will be £450,000 per annum. The minimum total budget that will be allocated to any one of the individual areas set out below is £50,000. Within these parameters, the actual amounts will be determined following consultation

A. Support for the city's VCS

The City Council proposes a new approach to the provision of support for VCS organisations in the city. This proposed approach would enable individual organisations to access good quality support in line with their specific needs, and provide a degree of choice about who provides that support. The aim of this is to provide the flexibility to support individual organisations to contribute effectively to the City Mayor's priorities.

To be eligible for this support, organisations would need to meet eligibility criteria (e.g demonstrate that they deliver services which benefit local communities and that they practise equality of opportunity).

The City Council would then work with each organisation to help determine their support needs through a simple diagnostic process. From a menu of support packages, the appropriate package(s) would then be agreed. VCS organisations would then be able to choose a provider for each of the support packages they need, from a range of providers approved by the City Council. It is anticipated that providers would include local VCS organisations as well as individuals and/or organisations from the private and public sectors.

A good model to illustrate how this might operate is Worcestershire County Council's ['Changing Futures Funds'](#).

The proposed framework of support packages could include for example;

- **Professional Support;** financial, human resources and ICT support

- **Financial Sustainability;** to help VCS organisations to produce business plans, to price their services, to forecast their cash flow and to match income against expenditure in order to ensure full cost recovery.
- **Organisational Set-Up;** help to decide what sort of organisation they want to be and the steps they need to take to become established
- **Marketing Support;** support to reach the relevant target markets and customers
- **Fund Raising;** support to identify sources of funding and to successfully bid for them. This includes bidding for the various funding streams associated with the European Union
- **Procurement;** this package provides Fund Users with the support they need to successfully bid to win contracts to provide public services
- **Outcomes and Values;** this package will help them to identify and measure added value they are generating and commissioners and funders in recognising the quality of their work.
- **New Ways of Working;** this package can provide them with the expert support they need in regards to making decisions on how to make their services appropriate and reflective of their service user group
- **Volunteering;** this package would support organisations in developing volunteering opportunities, and in recruiting and managing volunteers.

We believe providing support and training in this way will be more effective in meeting the needs of individual VCS organisations and in turn help them to meet community needs and the City Mayor's priorities.

There would be a limit on the number of support packages any individual organisation can access in a single year and over a 3 year period, for example a maximum of 2 in any single year, and no more than 4 in any 3 year period.

B. Engagement to support a cohesive Leicester

The City Council recognises the importance of ensuring it has appropriate ways of engaging effectively with key communities in Leicester. The primary purpose of this engagement is achieving a cohesive city which continues to celebrate our cultural diversity by supporting and enhancing trust, understanding and co-operation among communities.

The City Council wants to support community groups and voluntary organisations to work together to influence local policies and plans for the benefit of the city's communities. We recognise they are best placed to do this because of the following strengths:

- Closeness to local communities
- Ability to identify where policies and service provision best support community needs
- Ability to engage with communities that are harder to reach or are less frequently heard

- A successful track record in encouraging the active participation of communities and individuals in local decision making.
- Ability and experience in working collaboratively and in partnership with others.
- All of the above ensure an effective and on-going communication link back to the council as and when we need community knowledge and awareness.

In determining which communities of interest are in this review we have considered this in relation to what are called the “protected characteristics” in the Equality Act 2010:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

From the above we propose that the following protected characteristics are most relevant to community social interactions and therefore exert the greatest influence on community cohesion:

- age
- disability
- gender reassignment
- race
- religion or belief
- sexual orientation

Where the City Council already has established mechanisms for engaging with the above specific communities of interest these have been excluded from the scope of this review. In particular the Council has a number of mechanisms for engaging in relation to age and disability such as the Young People’s Council , Youth Advisers, Children in Care Council, Big Mouth Forum (Disabled Young People), Older People’s Forum, Carers Forum and Carers Survey, Learning Disability Partnership, 50+ network, as well as engagement with VCS providers contractually and otherwise for adult social care provision.

This leaves the following protected characteristics:

- gender reassignment
- race
- religion or belief
- sexual orientation

It is proposed that these will be the focus for this approach.

To become a successfully commissioned representative organisation working with the council on behalf of a particular community, it is essential that:

- Those being represented have a choice over who represents them
- Representatives are able to clearly set out and evidence how they intend to make representation on behalf of the community,
- Representatives are able to demonstrate how their organisational make-up (staff and board composition) is proportionate and representative of their whole community of interest.
- Representatives demonstrate how they will go about gathering knowledge and information so they can understand the issues that are important to those they are representing
- Representatives are clear on the scope of their representation activities and have the capacity and commitment to undertake their role.
- Representatives clearly set out the communication channels they will use to feedback to those whom they represent.
- That there is a structured process in place for appeal if representees feel misrepresented.

Meeting the above requirements will provide representative organisations with their mandate, with an appropriate degree of transparency. It will also make sure those whom they represent can hold their representatives to account. We will need to see evidence that an organisation can meet these requirements.

We propose that the City Council should deal with organisations that represent a specific community of interest within the overarching protected characteristic. This would mean, for example, organisations represent a specific faith community rather than an umbrella organisation representing a variety of faiths. We believe that this is the level of representation at which communities of interest are best served.

We propose to procure the appropriate representative organisations via a competitive grant process. Organisations would apply to be the lead for a specific community of interest within those in scope, and would be assessed against clear criteria which will help ensure they are best placed to be representative of that particular community.

We propose that organisations who apply to act as the representative organisation for a particular community of interest would need to meet the following criteria:

- Must be based in the city of Leicester
- Activities should be conducted mainly (preferably exclusively) in the city of Leicester

- Can demonstrate that its organisational purpose and objectives relate directly to supporting community cohesion and good relations among the communities that make up the city of Leicester
- Is an established organisation which has sound governance and operational structures (especially in relation to its financial affairs)
- Is signed up to the Leicester Compact and supports and promotes its principles.
- Is able to define the community of interest which it represents and that community makes up more than 1% of the total population of Leicester based on the 2011 census (i.e. more than 3,298 people).
- Can demonstrate the need for this community of interest to be represented. This need should be based on both the significance of the community in demographic terms and in relation to the issues in which that community is involved, as shown by relevant social and economic indicators.
- Can clearly articulate and evidence that it has the support of the majority of the community that it represents,
- Can demonstrate how the organisational make-up is proportionate and representative of the community of interest to be served. This should include evidence of financial support from any constituent / affiliated organisations that they currently represent (or hoping to represent).
- Can prove that the organisation provides equality of access and equality of opportunities to the people it serves.
- Can prove that it has the capacity and proven ability to facilitate a dialogue across the community they represent and to feedback to the community they represent.

Organisations would be assessed against these criteria. Where more than one organisation has applied to represent a particular community of interest; the organisation which best meets the criteria will be selected, although applications from consortia will be considered (though still operating within a specific community of interest within an overarching protected characteristic).

Alongside this, the City Council will be looking to facilitate appropriate ways of working with organisations who are awarded the grant funding to look at collective issues which cut across different communities of interest (e.g. related to race, religion or belief, sexual orientation).

C. Support for volunteering in the city

The City Council wants to support the voluntary and community sector to have an effective approach to volunteering. It proposes to do so by facilitating a support model which enables groups to be effective and confident in their ability to recruit, retain and manage volunteers. We would like to see the support we provide enable organisations to manage and develop new volunteering opportunities, particularly to tackle priority themes

and city objectives. And we want to ensure that volunteer managers have access to training and support, including networking opportunities.

As such we will be asking the sector how this support can best be provided in terms of the following options:

- Option 1 - A one-stop shop. One provider undertakes the full range of support activities – brokerage (matching of volunteers to opportunities), supporting organisations with advice and guidance in relation to developing volunteering opportunities, recruiting and managing volunteers, and providing advice and guidance to those who want to volunteer.
- Option 2 - We split volunteering support into two component parts.
 - a) Brokerage – an organisation focuses on this specific activity
 - b) Support for organisations to develop volunteering opportunities and to recruit and manage volunteers effectively is offered as one of the support packages
- Option 3 - Alternative option suggested by the sector consistent with the Council's priorities

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Question 12: Leicester City Council believes that these proposals are fair for everyone and help make sure resources go to those most in need and least able to meet their needs in other ways. Do you have any comments about this?

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Overview

This report was created on Wednesday 22 January 2014 at 10:30.

From **28/10/2013** to **17/01/2014**, Leicester City Council ran a consultation entitled '*VCS Support Review*'. This report covers the online element of the consultation process, which was run from <http://consultations.leicester.gov.uk/corporate-resources-and-support/vcs>

Introduction

Question 1: About you and your organisation;

There are **80** responses to this part of the question.

There are **39** responses to this part of the question.

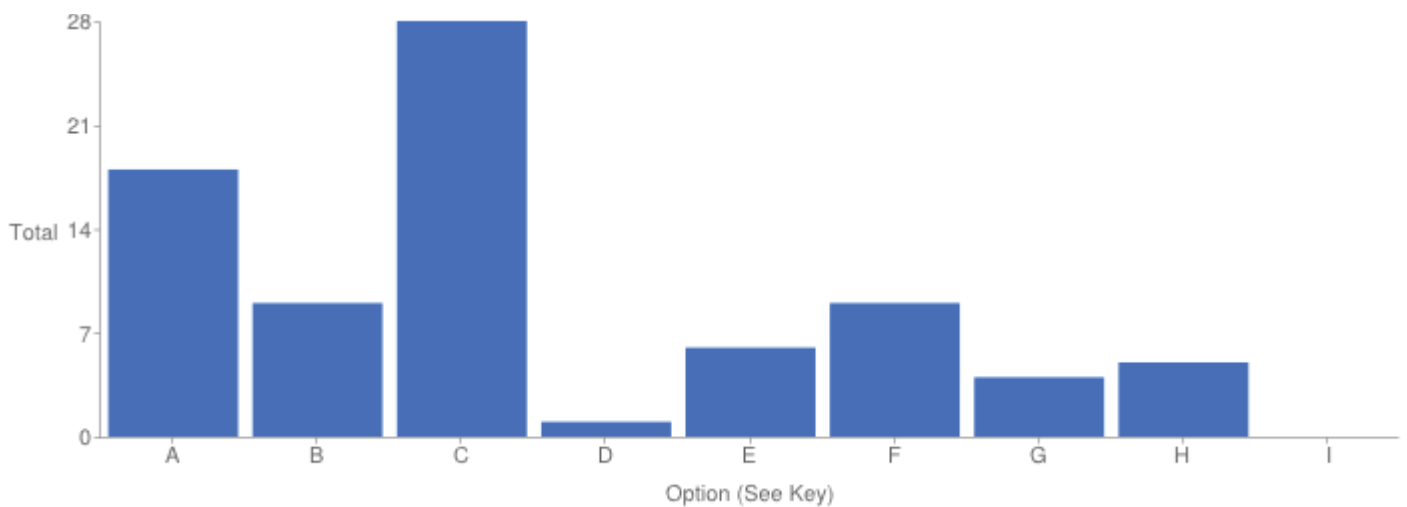
There are **39** responses to this part of the question.

There are **80** responses to this part of the question.

There are **80** responses to this part of the question.

Question 2: Are you completing this survey;

Table of "Options:"

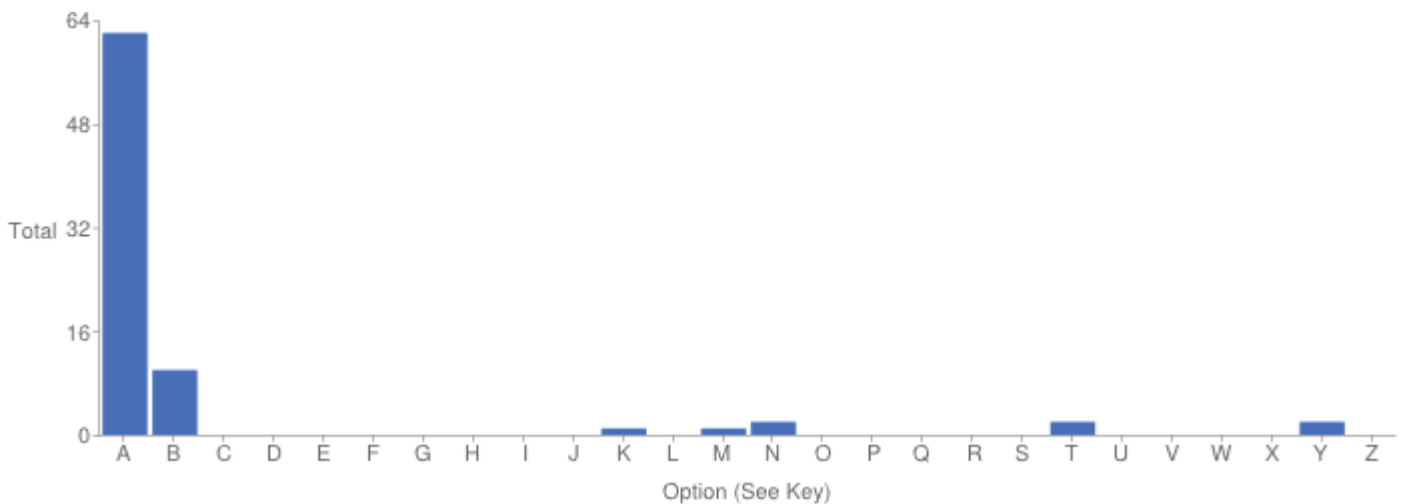


Key	Option	Total	Percent of All
A	On behalf of a charity	18	22.50%
B	On behalf of a voluntary organisation	9	11.25%
C	On behalf of a social enterprise	28	35.00%
D	On behalf of a faith-based group	1	1.250%
E	On behalf of a community group	6	7.500%
F	On your own behalf as a volunteer	9	11.25%
G	On your own behalf as a service user	4	5.00%
H	Other - please specify below	5	6.250%
I	Not Answered	0	0%

There are 9 responses to this part of the question.

Question 3: Does the VCS organisation you represent provide services across Leicester or just in specific wards (please tick all wards or the applicable wards)?

Table of "Wards covers"



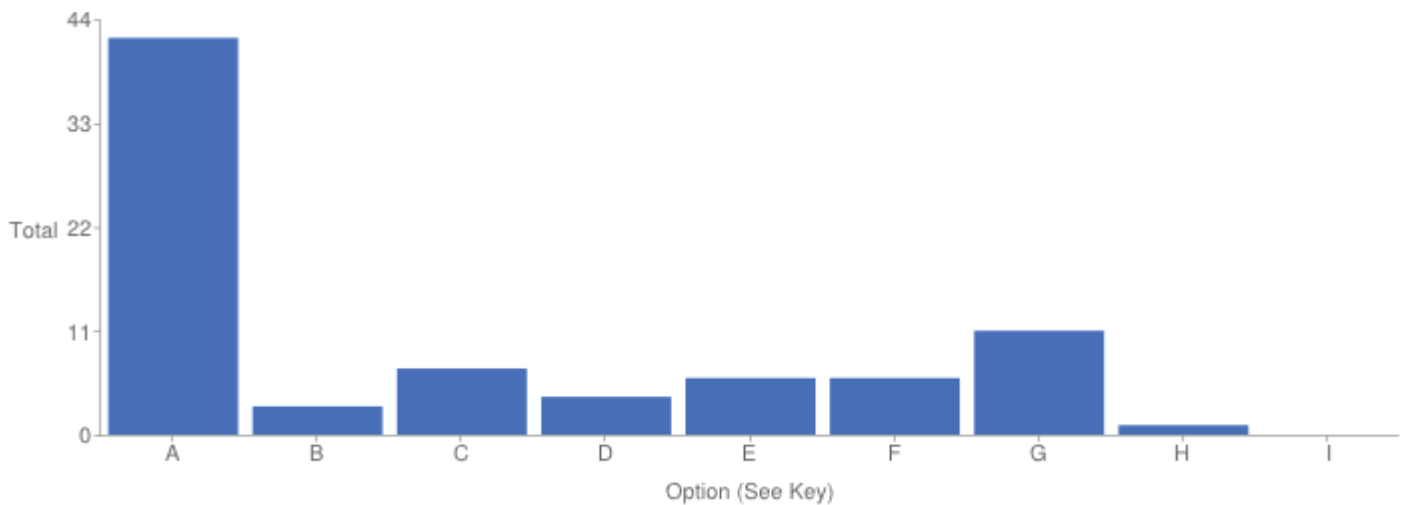
Key	Option	Total	Percent of All
A	Leicester (all wards)	62	77.50%
B	N/a - only to be used by volunteers/service users	10	12.50%
C	Abbey Ward	0	0%
D	Aylestone Ward	0	0%
E	Beaumont Leys Ward	0	0%
F	Belgrave Ward	0	0%
G	Braunstone Park & Rowley Field Ward	0	0%
H	Castle Ward	0	0%
I	Charnwood Ward	0	0%
J	Coleman Ward	0	0%
K	Evington Ward	1	1.250%
L	Eyres Monsell Ward	0	0%
M	Fosse Ward	1	1.250%
N	Freemen Ward	2	2.500%
O	Humberstone & Hamilton Ward	0	0%
P	Knighton Ward	0	0%
Q	Latimer Ward	0	0%
R	New Parks Ward	0	0%
S	Rushey Mead Ward	0	0%
T	Spinney Hills Ward	2	2.500%
U	Stoneygate Ward	0	0%
V	Thurncourt Ward	0	0%
W	Westcotes Ward	0	0%

Key	Option	Total	Percent of All
X	Western Park Ward	0	0%
Y	If more than one ward, please specify below;	2	2.500%
Z	Not Answered	0	0%

There are **10** responses to this part of the question.

Question 4: In the previous financial year (2012/13) what was the total gross income of your organisation (from all sources)?

Table of "Organisational income 2012/13"

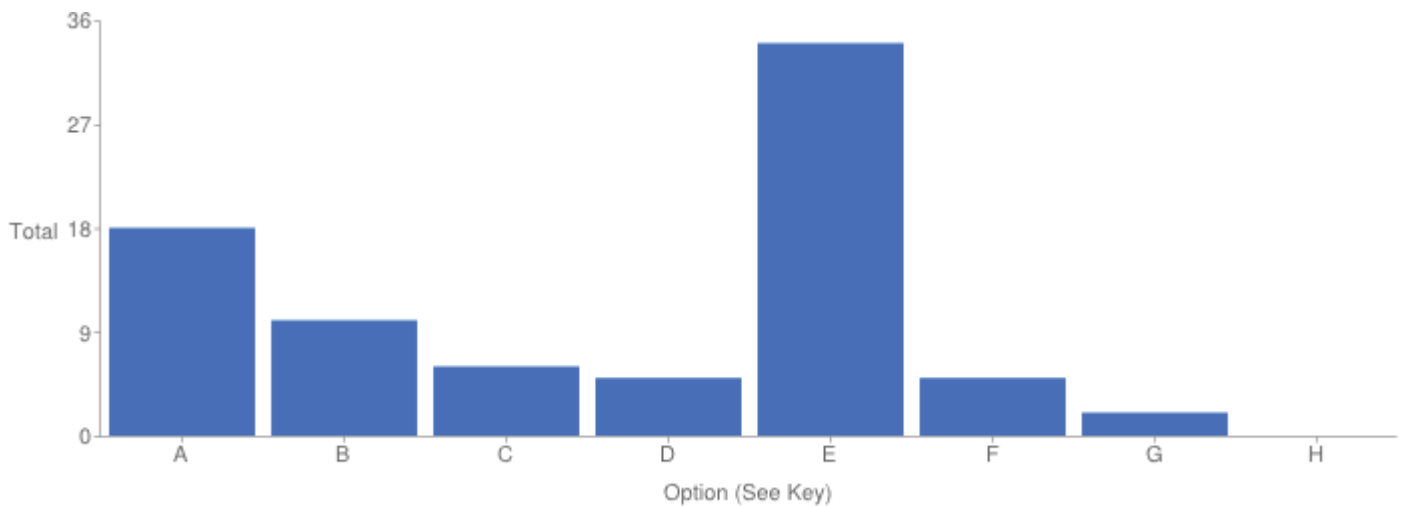


Key	Option	Total	Percent of All
A	N/a - only to be used by volunteers/service users	42	52.50%
B	Less than £500	3	3.750%
C	£501 - £10,000	7	8.750%
D	£10,001 - £50,000	4	5.00%
E	£50,001 - £100,000	6	7.500%
F	£100,0001 -£250,000	6	7.500%

Key	Option	Total	Percent of All
G	£250,001 - £1,000000	11	13.75%
H	More than £1 million	1	1.250%
I	Not Answered	0	0%

Question 5: How many full time equivalent (FTE) staff does your organisation employ?

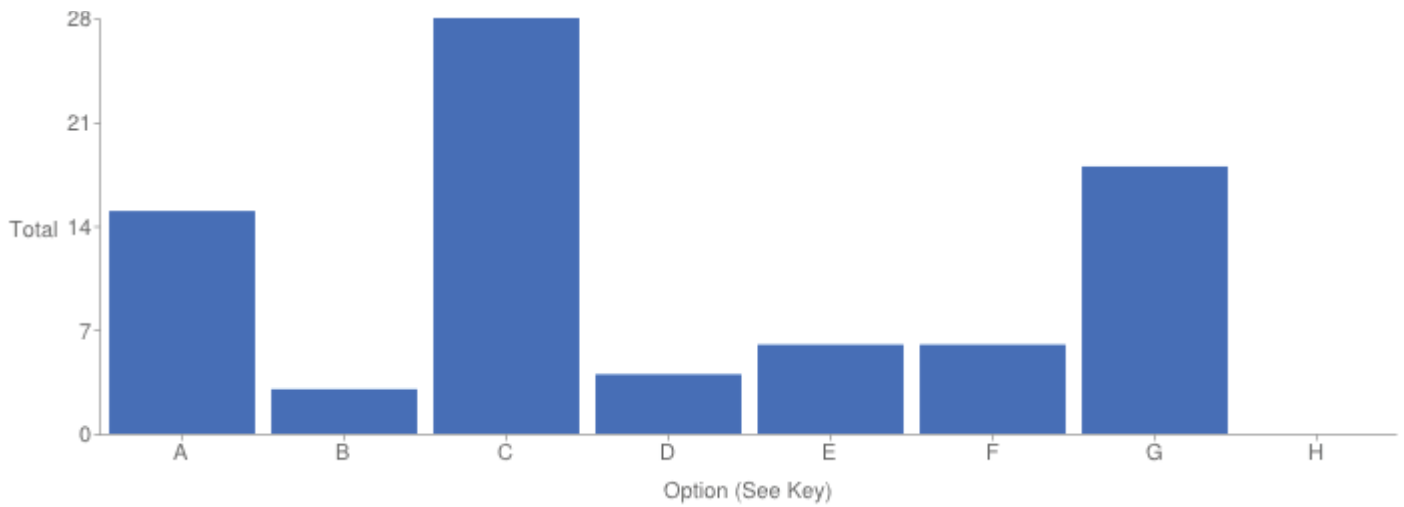
Table of "FTE"



Key	Option	Total	Percent of All
A	N/a - only to be used by volunteers/service users	18	22.50%
B	0	10	12.50%
C	1-2	6	7.500%
D	3-5	5	6.250%
E	6-10	34	42.50%
F	11-20	5	6.250%
G	More than 20	2	2.500%
H	Not Answered	0	0%

Question 6: How many volunteers work with your organisation?

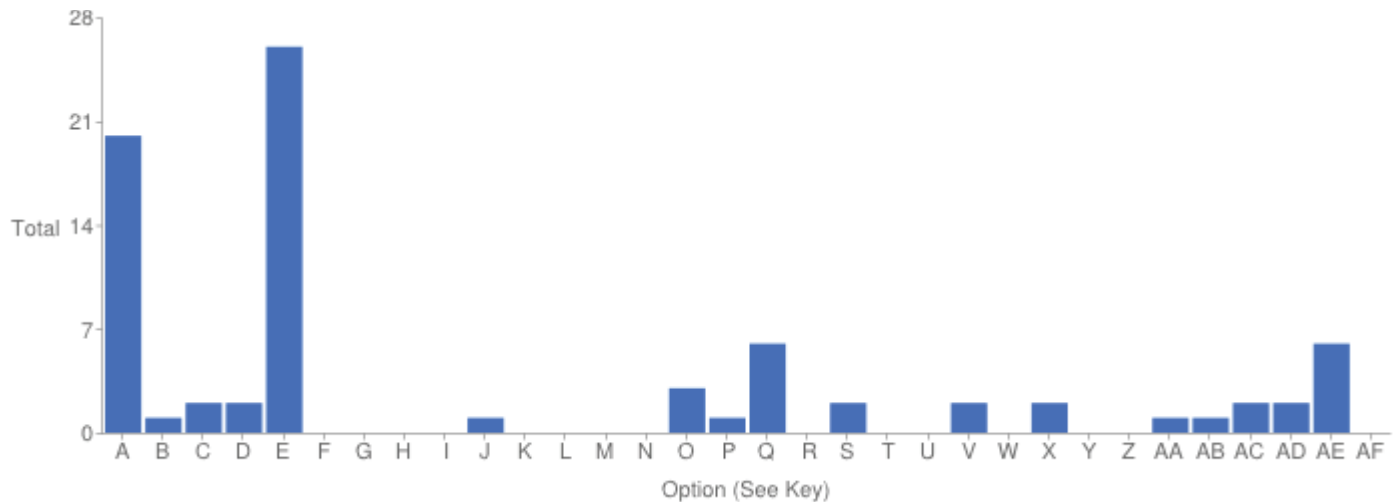
Table of "Volunteers"



Key	Option	Total	Percent of All
A	N/a - only to be used by volunteers/service users	15	18.75%
B	0	3	3.750%
C	1-2	28	35.00%
D	3-5	4	5.00%
E	6-10	6	7.500%
F	11-20	6	7.500%
G	More than 20	18	22.50%
H	Not Answered	0	0%

Question 7: What is your organisation's main area of work?

Table of "Area of work"



Key	Option	Total	Percent of All
A	N/a - only to be used by volunteers/service users	20	25.00%
B	Arts and culture	1	1.250%
C	Capacity building (for other VCS organisations)	2	2.500%
D	Children	2	2.500%
E	Community development & neighbourhood involvement	26	32.50%
F	Disability	0	0%
G	Disaster Relief	0	0%
H	Domestic Violence	0	0%
I	Drugs and alcohol (or other addictions)	0	0%
J	Education, literacy, numeracy	1	1.250%
K	Emergency service and Safety	0	0%
L	Employment	0	0%
M	Environment & conservation	0	0%

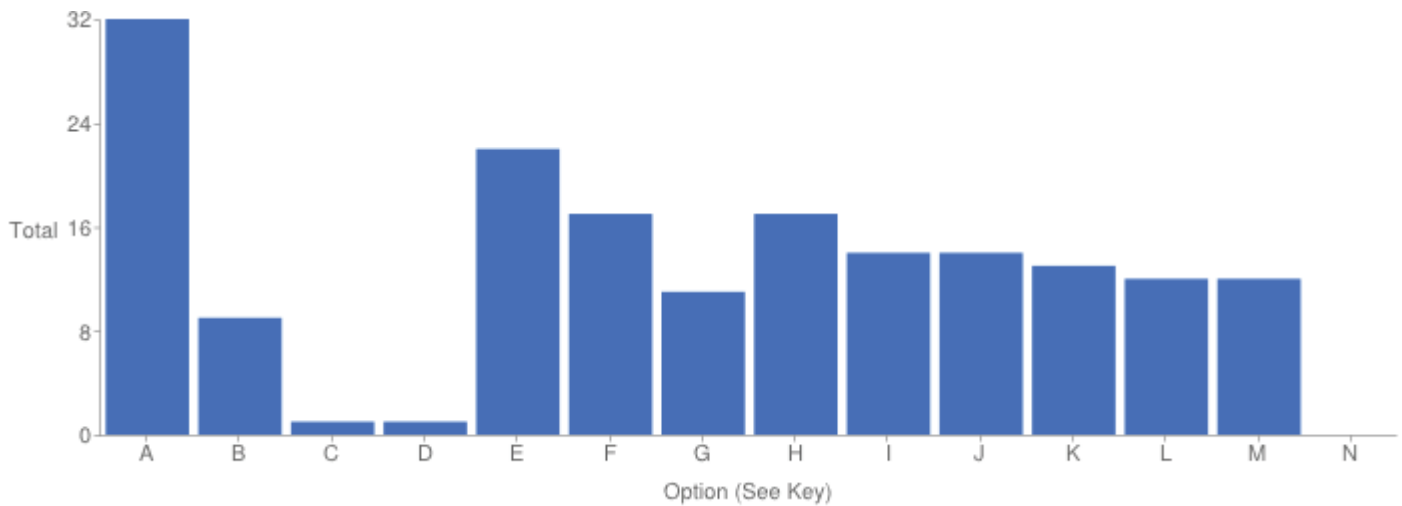
Key	Option	Total	Percent of All
N	Ex-forces	0	0%
O	Families	3	3.750%
P	Gay, lesbian, bisexual and transgender people	1	1.250%
Q	Health & social care	6	7.500%
R	Heritage	0	0%
S	Homelessness & housing	2	2.500%
T	Human rights, civil rights	0	0%
U	Legal Support	0	0%
V	Mental health	2	2.500%
W	Offenders and ex-offenders	0	0%
X	Older people	2	2.500%
Y	Race & ethnicity	0	0%
Z	Refugees & asylum seekers	0	0%
AA	Religion or belief	1	1.250%
AB	Sport & recreation	1	1.250%
AC	Women	2	2.500%
AD	Young people	2	2.500%
AE	Other – please specify below	6	7.500%
AF	Not Answered	0	0%

There are **16** responses to this part of the question.

Consultation questionnaire

Question 8: SUPPORT FOR THE CITY'S VCS

Table of "Option"



Key	Option	Total	Percent of All
A	N/a - only to be used by volunteers/service users	32	40.0%
B	Financial management support	9	11.25%
C	Management of staff	1	1.250%
D	Use of information technology (ICT)	1	1.250%
E	Financial sustainability	22	27.50%
F	Organisational set-up	17	21.25%
G	Marketing	11	13.75%
H	Fund-raising	17	21.25%
I	Procurement processes	14	17.50%
J	Identifying and measuring outcomes and values	14	17.50%
K	New ways of working	13	16.25%

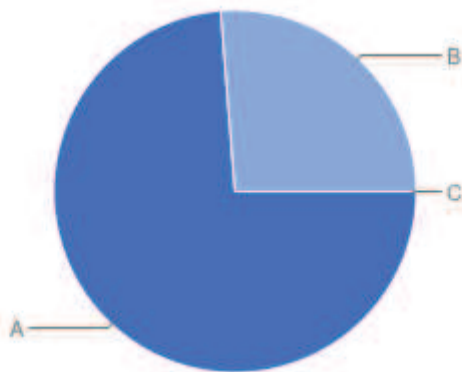
Key	Option	Total	Percent of All
L	Recruiting and managing volunteers	12	15.00%
M	Others: Please specify	12	15.00%
N	Not Answered	0	0%

There are **16** responses to this part of the question.

There are **80** responses to this part of the question.

Question 9: ENGAGEMENT TO SUPPORT A COHESIVE LEICESTER

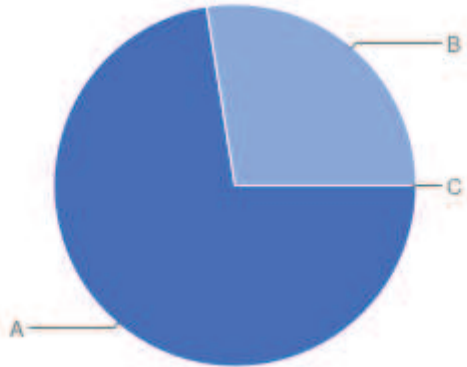
Table of "Do you agree with the overall proposed approach to supporting a cohesive Leicester by ensuring the Council works with organisations who represent specific communities of interest? "



Key	Option	Total	Percent of All
A	Yes	59	73.75%
B	No	21	26.25%
C	Not Answered	0	0%

There are **27** responses to this part of the question.

Table of "Do you agree with the type of communities (known as “protected characteristics”) it is proposed that this approach will cover? "

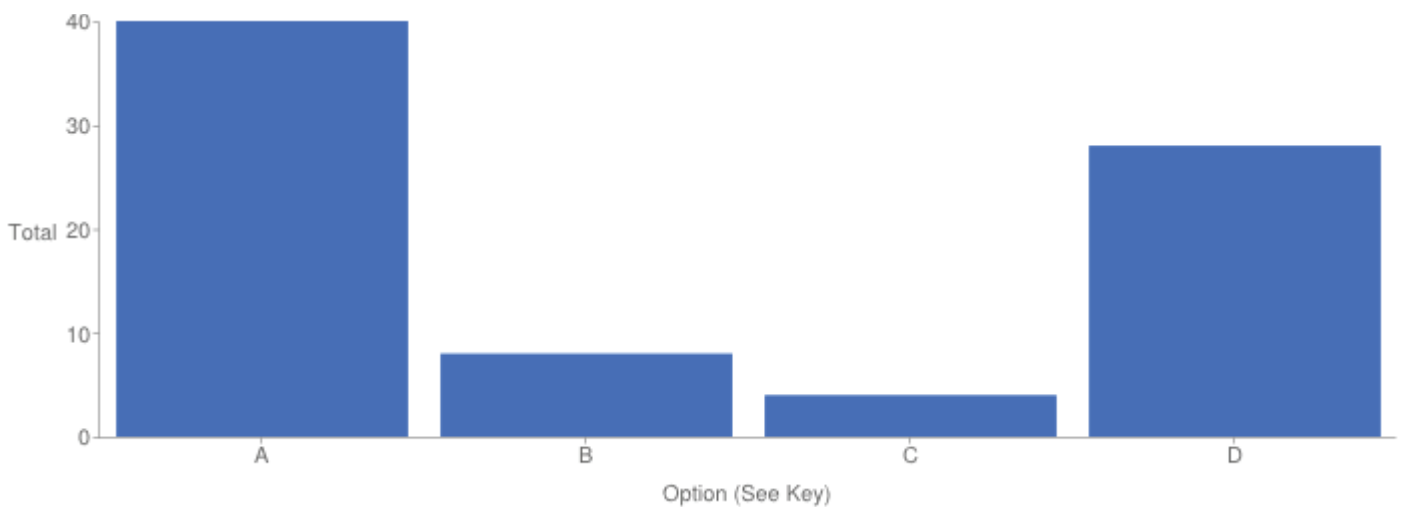


Key	Option	Total	Percent of All
A	Yes	58	72.50%
B	No	22	27.50%
C	Not Answered	0	0%

There are **24** responses to this part of the question.

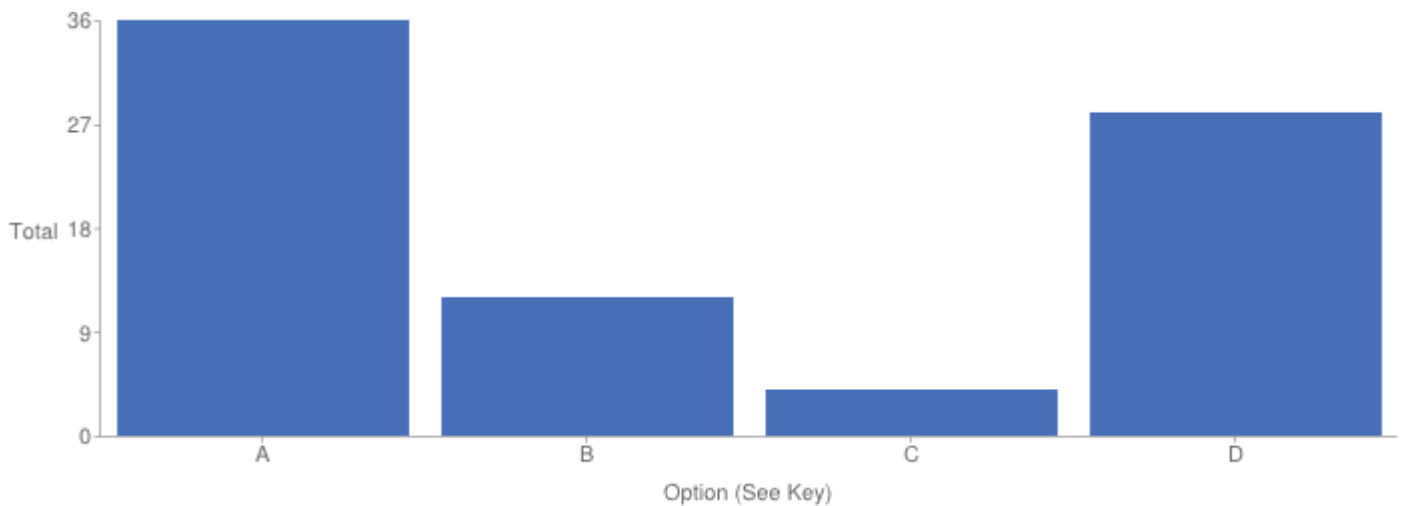
Question 10: Please indicate if you agree or disagree with each of the selection criteria for becoming a commissioned representative organisation, and where appropriate suggest any changes or additions in the text box below this section

Table of "Must be based in Leicester city"



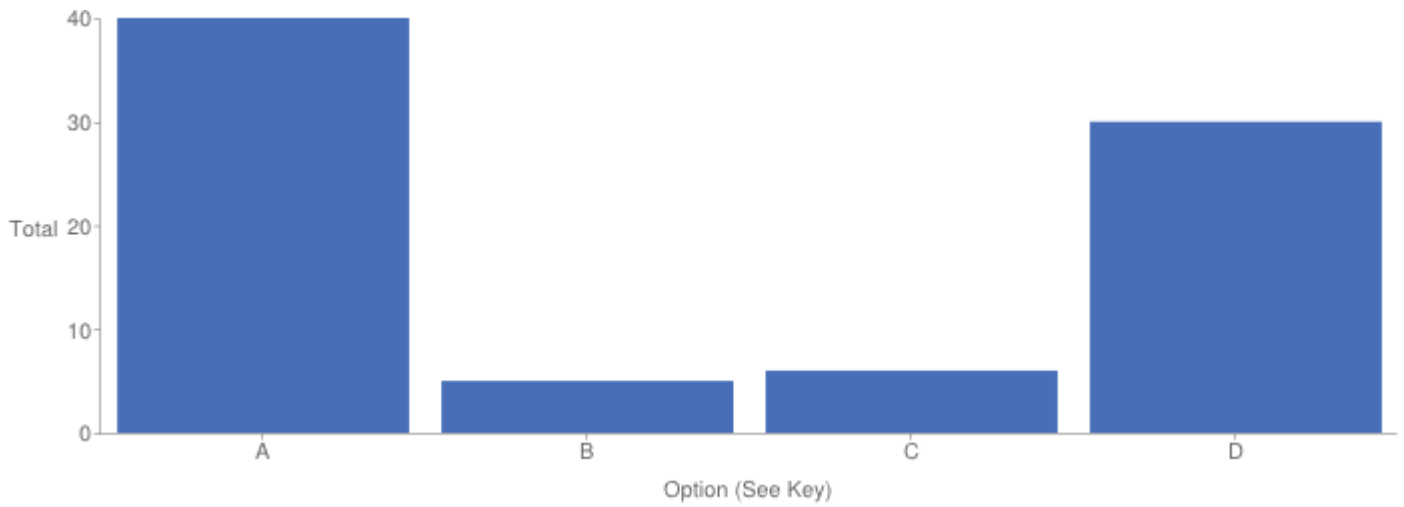
Key	Option	Total	Percent of All
A	Agree	40	50.0%
B	Disagree	8	10.0%
C	Possible change / amendment	4	5.00%
D	Not Answered	28	35.00%

Table of "Activities should be conducted mainly (preferably exclusively in the city of Leicester)"



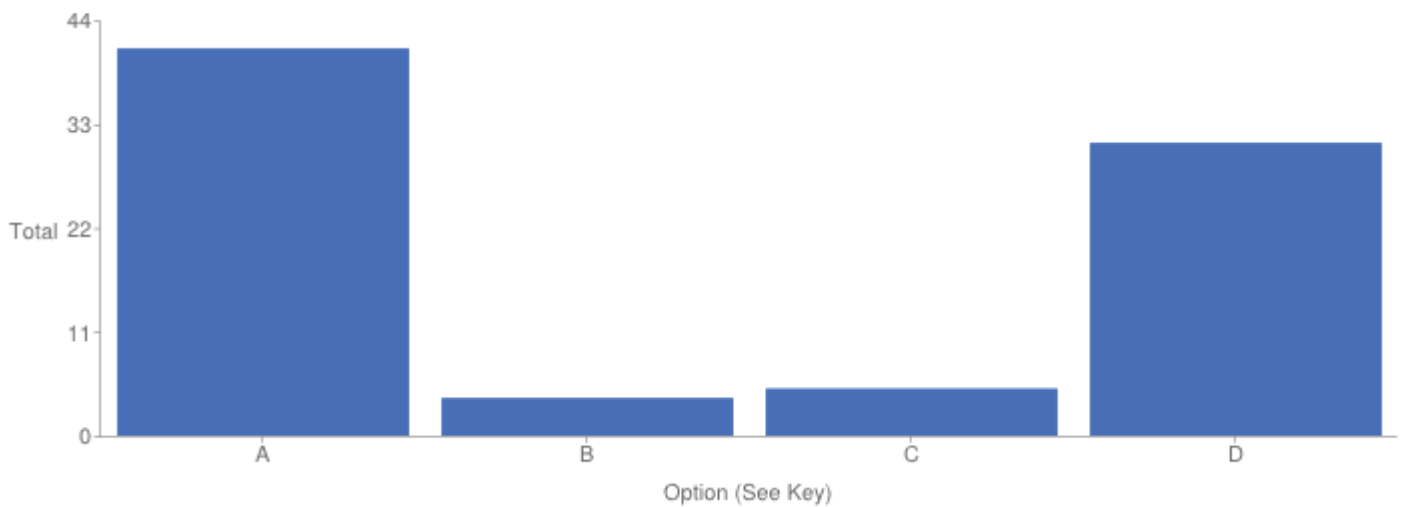
Key	Option	Total	Percent of All
A	Agree	36	45.00%
B	Disagree	12	15.00%
C	Possible change / amendment	4	5.00%
D	Not Answered	28	35.00%

Table of "Can demonstrate that its organisational purpose and objectives relate directly to supporting community cohesion and good relations among the communities that make up the city of Leicester"



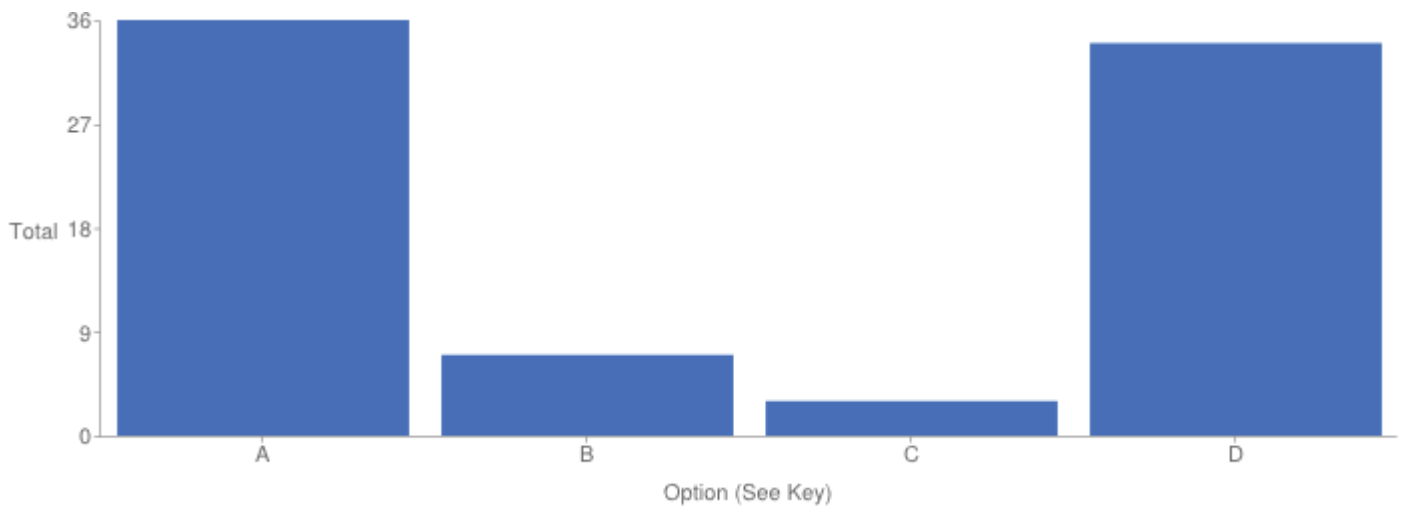
Key	Option	Total	Percent of All
A	Agree	40	50.0%
B	Disagree	5	6.250%
C	Possible change / amendment	6	7.500%
D	Not Answered	30	37.50%

Table of "Is an established organisation which has sound governance and operational structures (especially in relation to its financial affairs)"



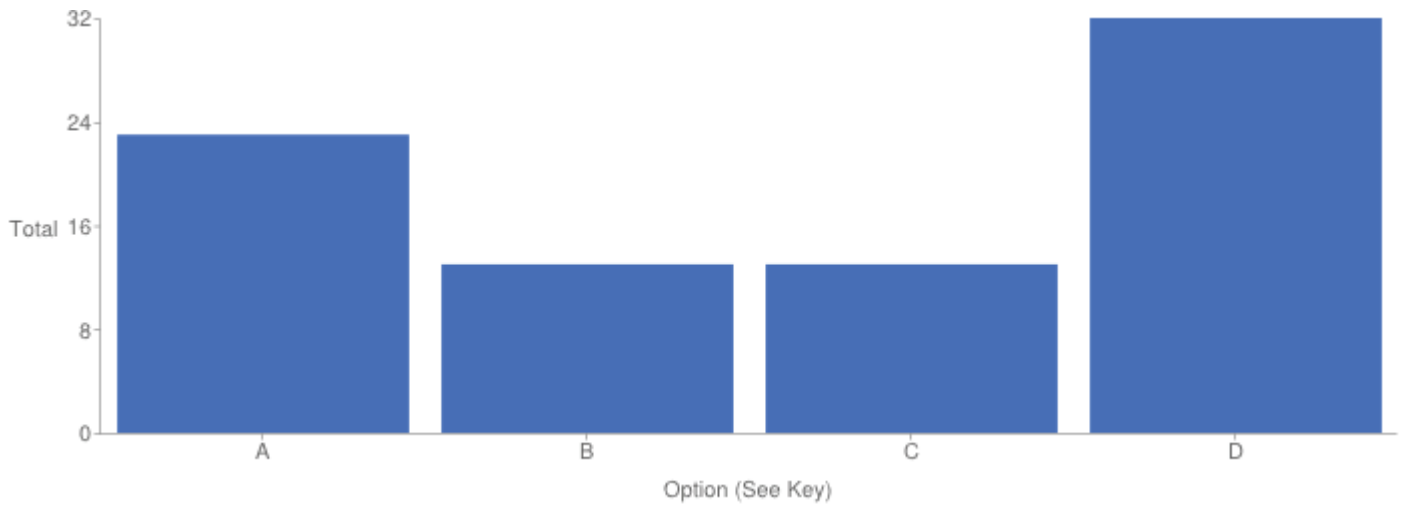
Key	Option	Total	Percent of All
A	Agree	41	51.25%
B	Disagree	4	5.00%
C	Possible change / amendment	5	6.250%
D	Not Answered	31	38.75%

Table of "Is signed up to the Leicester Compact and supports and promotes its principles."



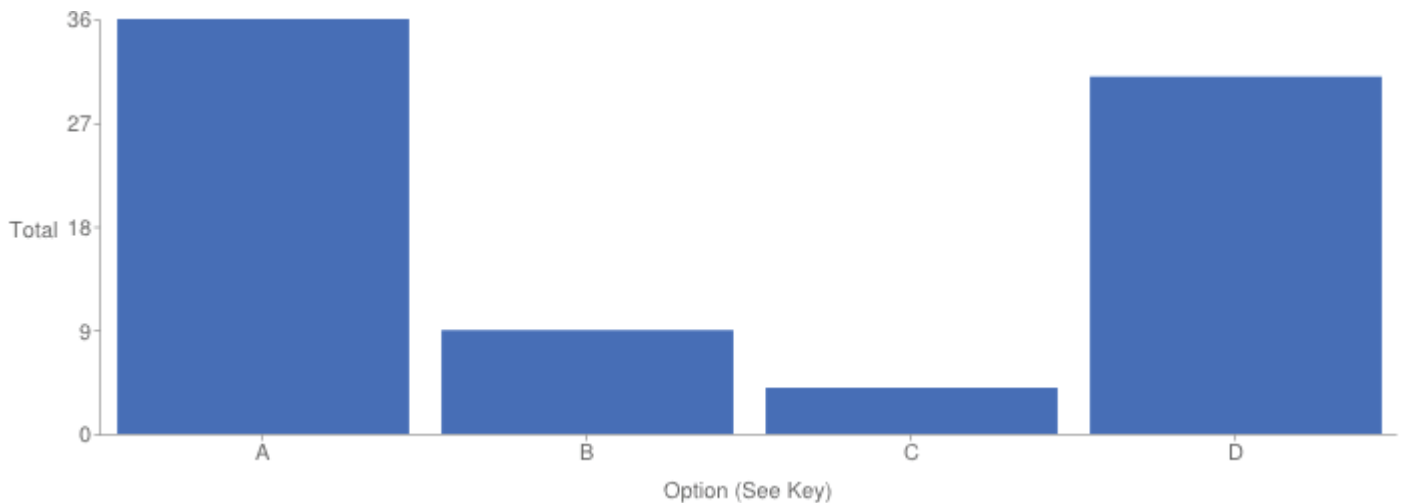
Key	Option	Total	Percent of All
A	Agree	36	45.00%
B	Disagree	7	8.750%
C	Possible change / amendment	3	3.750%
D	Not Answered	34	42.50%

Table of "Is able to define the community of interest which it represents and that community makes up more than 1% of the total population of Leicester based on the 2011 census (i.e. more than 3,298 people)"



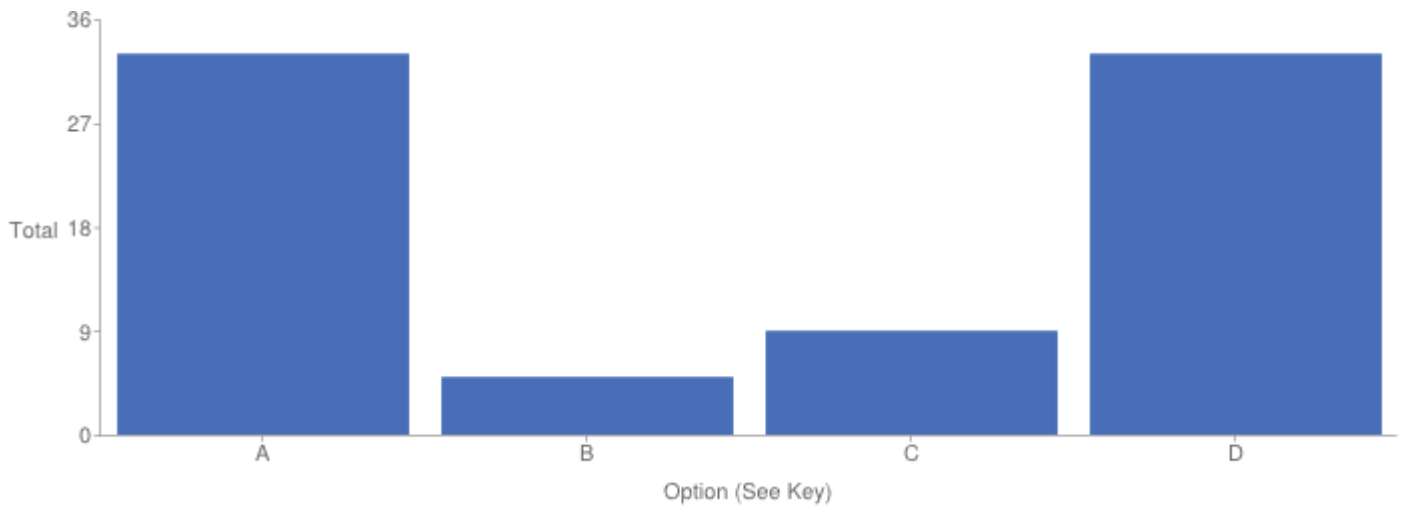
Key	Option	Total	Percent of All
A	Agree	23	28.75%
B	Disagree	13	16.25%
C	Possible change / amendment	13	16.25%
D	Not Answered	32	40.0%

Table of "Can demonstrate the need for this community of interest to be represented. This need should be based on both the significance of the community in demographic terms and in relation to the issues in which that community is involved, as shown by relevant social and economic indicators"



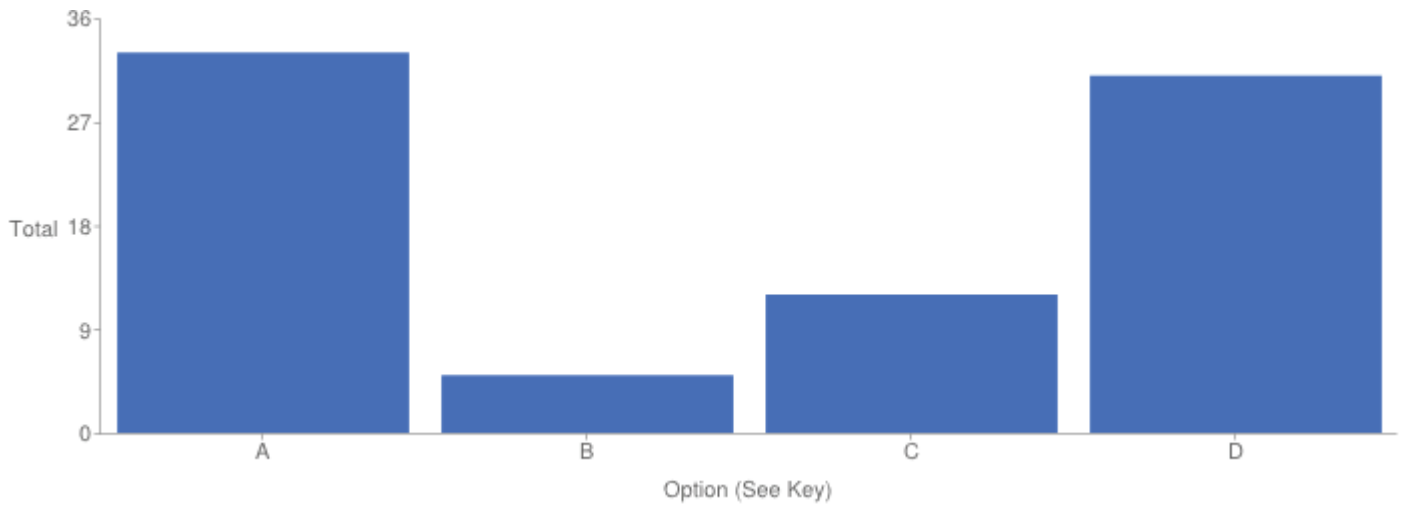
Key	Option	Total	Percent of All
A	Agree	36	45.00%
B	Disagree	9	11.25%
C	Possible change / amendment	4	5.00%
D	Not Answered	31	38.75%

Table of "Can clearly articulate and evidence that it has the support of the majority of the community that it claims to represent"



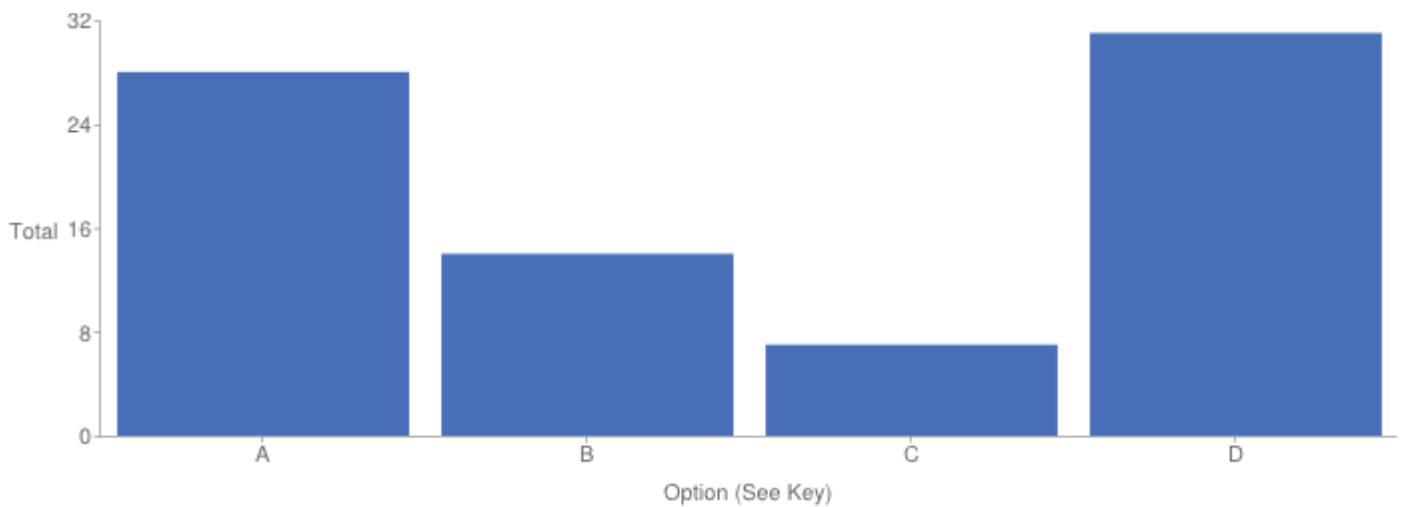
Key	Option	Total	Percent of All
A	Agree	33	41.25%
B	Disagree	5	6.250%
C	Possible change / amendment	9	11.25%
D	Not Answered	33	41.25%

Table of "Can demonstrate how the organisational make-up is proportionate and representative of the community of interest to be served. "



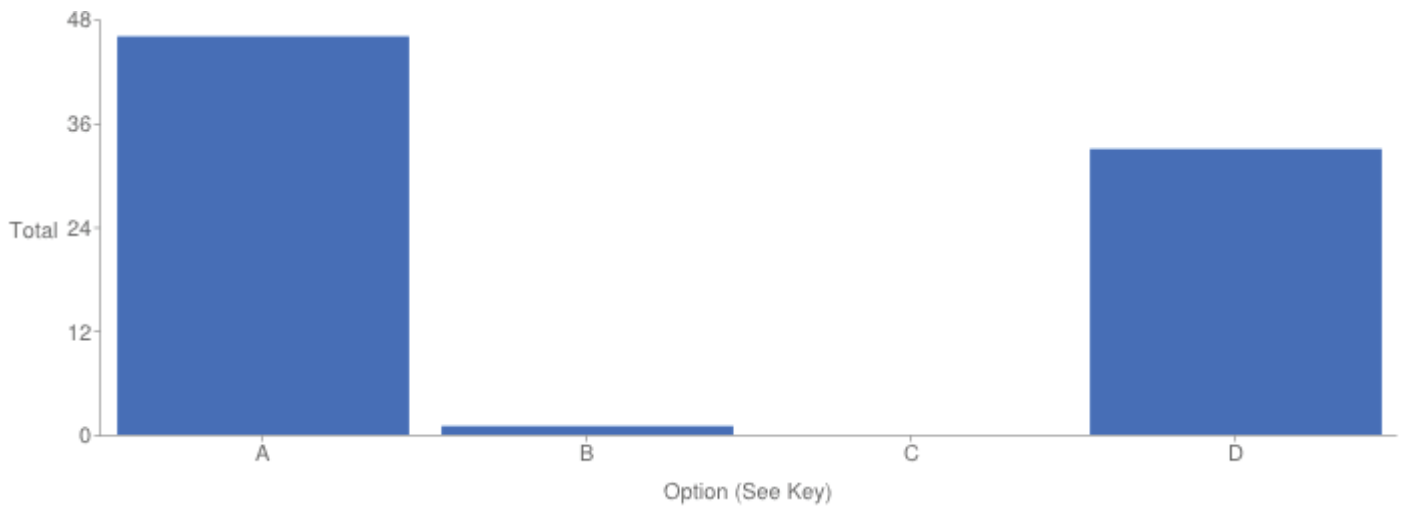
Key	Option	Total	Percent of All
A	Agree	33	41.25%
B	Disagree	5	6.250%
C	Possible change / amendment	12	15.00%
D	Not Answered	31	38.75%

Table of "Can evidence financial support from any constituent / affiliated organisations that they currently represent (or hoping to represent) "



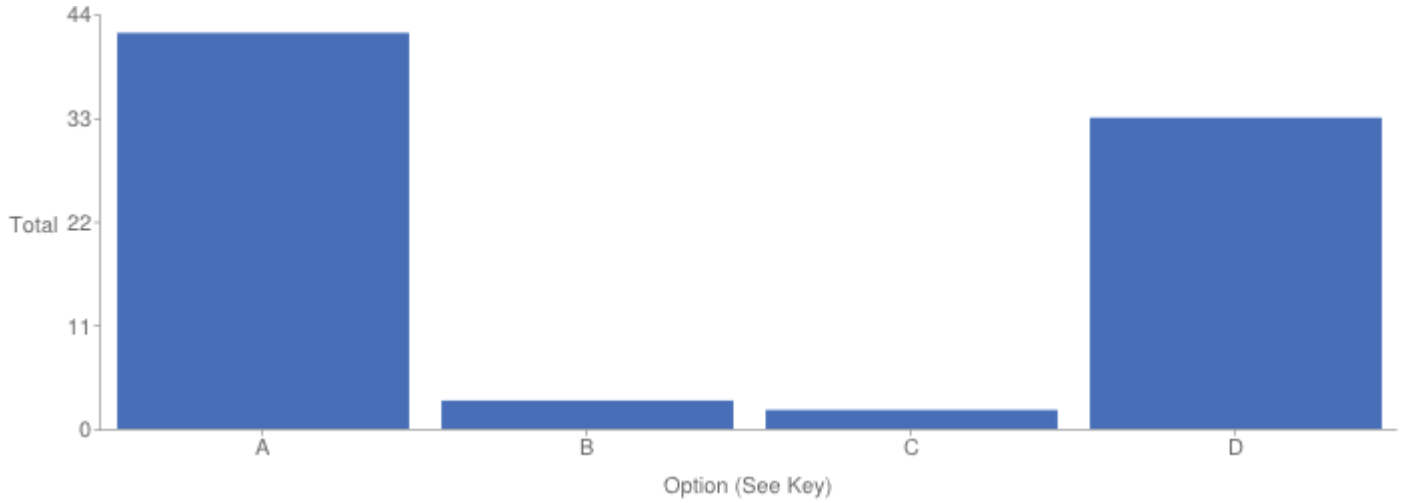
Key	Option	Total	Percent of All
A	Agree	28	35.00%
B	Disagree	14	17.50%
C	Possible change / amendment	7	8.750%
D	Not Answered	31	38.75%

Table of "Can prove that the organisation provides equality of access and equality of opportunities to the people it serves"



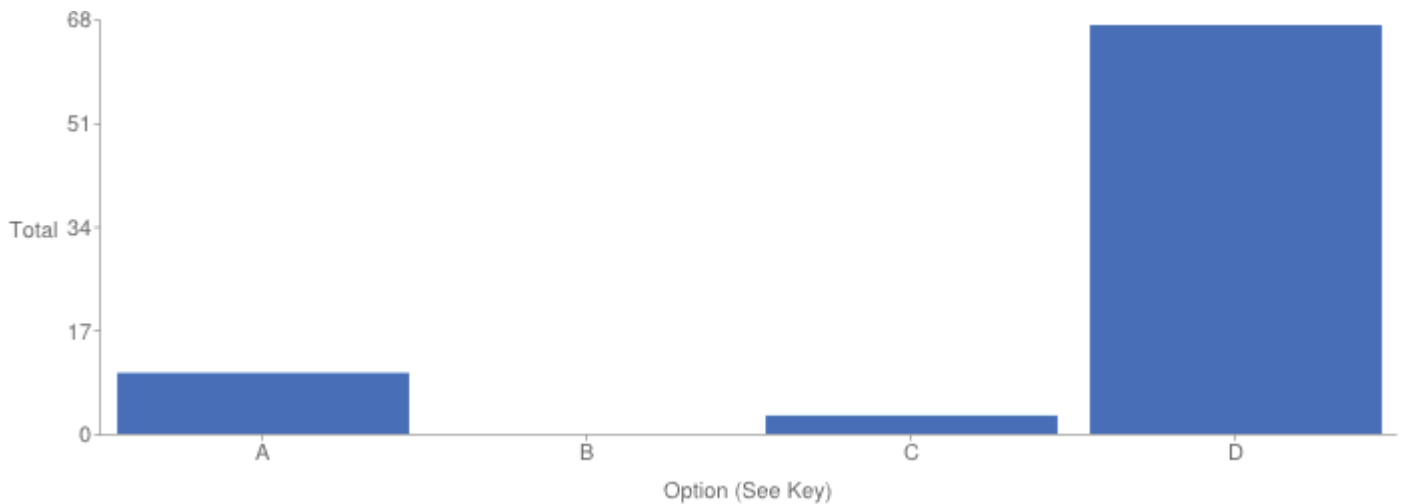
Key	Option	Total	Percent of All
A	Agree	46	57.50%
B	Disagree	1	1.250%
C	Possible change / amendment	0	0%
D	Not Answered	33	41.25%

Table of "Can prove that it has the capacity and proven ability to facilitate a dialogue across the community they represent and to feedback to the community they represent"



Key	Option	Total	Percent of All
A	Agree	42	52.50%
B	Disagree	3	3.750%
C	Possible change / amendment	2	2.500%
D	Not Answered	33	41.25%

Table of "Additional criteria – please specify below"



Key	Option	Total	Percent of All
A	Agree	10	12.50%
B	Disagree	0	0%
C	Possible change / amendment	3	3.750%
D	Not Answered	67	83.75%

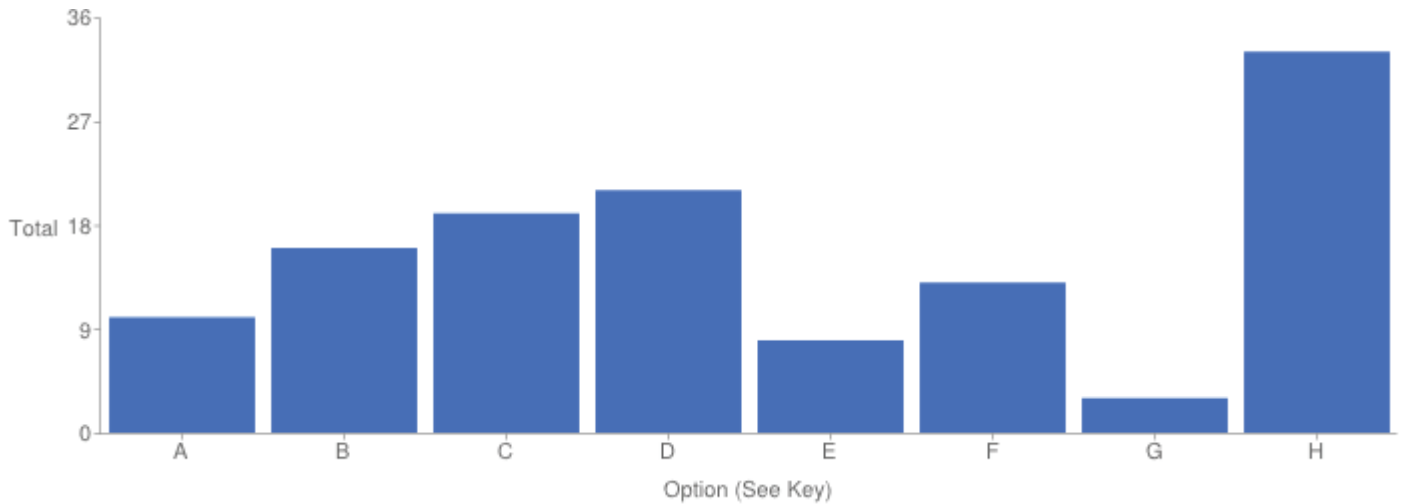
There are **18** responses to this part of the question.

There are **26** responses to this part of the question.

Question 11: SUPPORT FOR VOLUNTEERING IN THE CITY

There are **40** responses to this part of the question.

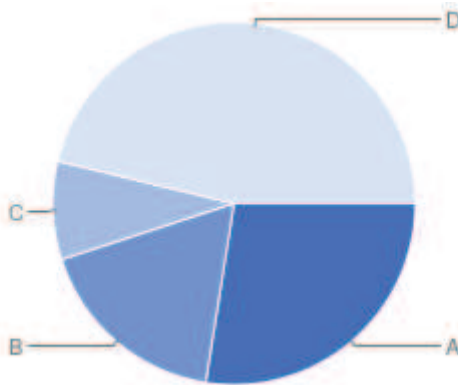
Table of "prioritising support needs"



Key	Option	Total	Percent of All
A	Developing volunteering opportunities	10	12.50%
B	Marketing volunteering opportunities	16	20.0%

Key	Option	Total	Percent of All
C	Matching volunteers to opportunities	19	23.75%
D	Good practice in relation to using volunteers	21	26.25%
E	Policy development in relation to volunteering	8	10.0%
F	Strategic development of volunteering	13	16.25%
G	Not applicable to my organisation – don't use volunteers	3	3.750%
H	Not Answered	33	41.25%

Table of "Which of these options for volunteering support would be your preferred option?"



Key	Option	Total	Percent of All
A	"One stop shop"	22	27.50%
B	Seperate brokerage from support services	14	17.50%
C	Alternative option – please specify below	7	8.750%

Key	Option	Total	Percent of All
D	Not Answered	37	46.25%

There are **13** responses to this part of the question.

Question 12: Leicester City Council believes that these proposals are fair for everyone and help make sure resources go to those most in need and least able to meet their needs in other ways. Do you have any comments about this?

There are **80** responses to this part of the question.

There are **18** responses to this part of the question.

Equality Impact Assessment for Service changes / Budget proposals



WHAT IS AN EIA?

An EIA is a tool which will help you assess whether there are any positive or negative equality impacts on people affected by proposed changes. This EIA form is for use in two circumstances (service changes and budget proposals):-

- (a) Service change involves redesigning or reshaping, (and in some cases the removal of) current service provision – whether directly provided by Council officers or commissioned by the Council for provision by an external provider.
- (b) Budget proposals should arise from service changes that you are considering throughout the year in light of the current financial climate. The EIA for budget proposals should cover the same issues as considered for service changes.

Our public sector equality duty requires us to ensure that we do not discriminate against any protected group or person with protected characteristics (see below) covered by the Equality Act 2010 when taking decisions that affect them. Potential negative impacts that we disregard or ignore could mean discrimination. We also have a duty to actively promote positive impacts that advance equality of opportunity. The protected characteristics covered by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

The EIA template has a series of questions that you need to answer in order to identify any positive or negative equality impacts arising from the work you are doing. If there are negative impacts, this does not mean we cannot go ahead. Decision makers must have “due regard” to the findings and consider (if they do decide to go ahead) whether any mitigating actions can be taken to address negative impacts.

WHY IS AN EIA REQUIRED?

An EIA helps us assess whether we are meeting our public sector equality duty: eliminating discrimination and promoting equality of opportunity.

For example: Providing equality of access to services or other opportunities (such as employment related issues) because of barriers some groups may experience which may not be in place for others (language, information, or location).

The action plan identifies what steps we can reasonably take as a consequence of the EIA findings.

An EIA also enables us to identify where we do not have the data or information necessary to equality impact a decision. The EIA action plan enables us to map out how and when this data gap will be addressed.

WHEN DO WE NEED AN EIA?

The first thing to do is to assess whether there is any equality impact. This can be done by filling in a **screening questionnaire** as soon as you start your project/report. Answer the screening questions in order to determine whether an EIA is needed.

HOW IS AN EIA CARRIED OUT?

Before you start: If you are not sure whether you need to do an EIA, fill in the screening questionnaire to determine whether you need to complete one. The screening questionnaire is not obligatory, but will help.

What to do: When an EIA is required:

Step 1 The proposal

This part is at the start of the planning process. It sets out the service user profile, the proposed change to the service, and potential equality impacts arising as a result of the proposal.

Step 2 Consultation

This part highlights the outcome of consultation with service stakeholders about the service change proposal and likely equality impacts.

Step 3 The recommendation

The final part of the EIA identifies any changes made to the original proposal in Step 2 as a result of consultation and further consideration.

Completing the form requires you to consider the impact on **service users**, with the exception of a single question about staff. In order to assess the equality impact of staffing changes, complete the separate **EIA template for organisational reviews** which presents the 'before' and 'after' staff profiles of services affected.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Equality Impact Assessment for service changes / budget proposals

Name of service	Support for the voluntary and community sector (commonly referred to as “infrastructure support”) and support for volunteering
Lead officer and Contact details	Miranda Cannon, Director of Delivery, Communications and Political Governance
List of other(s) involved	Equality officer: Irene Kszyk Finance officer: Colin Sharpe

What is this EIA about?

(Please tick✓)

Budget proposal for existing service or service contract to achieve savings	
Budget proposal for new or additional service expenditure	
Commissioning a new service or service contract	✓
Changing or removing an existing service or service contract	✓

Step 1: The proposal (how you propose to change the service)

Question 1:

<p>What is the proposal/proposed change?</p> <p>Current situation:</p> <p>The City Council currently commissions Voluntary Action Leicestershire (VAL) to deliver the following (ref: Specification of requirements for service agreement 2013 – 14):</p> <ul style="list-style-type: none"> • Build and maintain an appropriate infrastructure organisation that represents and supports all voluntary and community organisations in Leicester, based on NAVCA core standards; • To build and maintain an effective volunteer centre based on the six core functions as defined by Volunteering England; and • To build and maintain effective communication and consultation channels between the voluntary and community sector, the City Council, Leicester City CCG, and Leicestershire Constabulary and other statutory agencies as appropriate, that ensures the sector is fully engaged in both the planning and delivering of services, and in taking forward the City Mayor’s vision for the city. <p>Consultation proposals:</p> <p>The proposals set out a departure from this current approach which involves a model of direct “consultancy” type support to individual voluntary and community sector organisations.</p>
--

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

To be eligible for this support, organisations would need to meet eligibility criteria (e.g demonstrate that they deliver services which benefit local communities and that they practise equality of opportunity). The City Council would then work with each organisation to help determine their support needs through a simple diagnostic process. From a menu of support packages, the appropriate package(s) would then be agreed. VCS organisations would then be able to choose a provider for each of the support packages they need, from a range of providers approved by the City Council.

In relation to volunteering the consultation proposals seek views on the best way support could be delivered which would enable groups to be effective and confident in their ability to recruit, retain and manage volunteers, enable organisations to manage and develop new volunteering opportunities, particularly to tackle priority themes and city objectives, and ensure that volunteer managers have access to training and support, including networking opportunities. The options proposed are a one stop shop with one provider undertaking the full range of support activities, splitting out the two main components (brokerage and support) or for alternatives.

It is not proposed that the City Council would continue to fund activity relating to building and maintaining effective communication and consultation channels between the voluntary and community sector, the City Council and other statutory agencies as appropriate.

Further details on the proposals can be found <http://consultations.leicester.gov.uk/corporate-resources-and-support/vcs>

Who will it affect and how will they likely be affected?

The proposals directly impact on voluntary and community organisations in the city and therefore indirectly on the beneficiaries of their services who may be individuals and / or organisations and groups. The aim of the review is to determine how the current needs of the VCS in the city can best be supported with a potentially more limited funding envelope.

Different services collect different types of data and service user information to capture the service they deliver and the outcome service users receive. The aim of the profile below is to capture what you already collect, not to make your information fit a standard template. List the equality profile of your service users. Where you find you do not address a particular characteristic, ask yourself why. You may need to follow up any information gaps as an action point. If this is the case, add it to the action plan at the end of the template.

Question 2:

What is the equality profile of current service users?

For 2012/13 the break-down of the groups that attended VAL networking events (43 events with a total of 200 local VCS groups attending) is as follows:

- White – 74% (152)
- BME – 26% (52)

Groups linked to other protected characteristics:

- Religion or belief – 7% (13)
- Sexual orientation – 4% (8)
- Age – 62% (123)
- Disability – 24% (48)
- Sex – 22% (43)

No groups were reported as being linked to gender reassignment, marriage and civil partnership and pregnancy and maternity.

The above is based on VAL distinguishing groups as being managed and run by those with the protected characteristic as identified by the group itself.

The following table sets out the profile of organisations VAL has supported in 2012/13 compared to the make-up of organisations on their database.

Diversity of VCS organisations supported based on data VAL hold for the 282 groups we have supported this quarter

Diversity Characteristic	Of City groups on VAL database		Quarter 1 groups supported		Quarter 2 groups supported		Quarter 3 groups supported		Quarter 4 groups supported	
	No.	Propn	No.	Propn	No.	Propn	No.	Propn	No.	Propn
BME led organisations	344	38%	102	32%	73	31%	73	33%	76	27%
LGBT led organisations	5	1%	3	1%	1	1%	1	1%	2	1%
Older people led organisations	5	1%	5	2%	2	1%	3	1%	3	1%
Faith led organisations	41	4%	9	3%	10	4%	10	5%	12	4%
Mental Health led organisations	25	3%	14	4%	11	5%	13	6%	12	4%
Learning Disabilities	14	2%	5	2%	5	2%	5	2%	4	1%
Physical Disabilities	28	3%	14	4%	10	4%	9	4%	7	2%
Self Help group	38	4%	12	4%	9	4%	8	4%	10	4%
Women's group	55	6%	18	6%	14	5%	19	9%	11	4%
Young People's group	22	2%	12	4%	11	5%	11	5%	10	4%
No specific diversity characteristic	340	37%	125	39%	86	37%	124	56%	135	48%
Total City Groups	917		319		232		220		282	

Finally in relation to volunteering in 2012/13, VAL dealt with 6045 enquiries from 3044 individuals. In terms of the profile of those providing details at the point of accessing information about volunteering, 64% were from Leicester's BME communities which are higher than the BME demographic in the city as a whole. The table below provides further information on the profile as taken from VAL's quarter 4 report in 2012/13.

	City		Q1 VAL	Q2 VAL	Q3 VAL	Q4 VAL
Ethnicity						
BME People	42%		68%	70%	70%	64%
Not BME people	58%		32%	30%	30%	36%
Age						
Under 25	37.50%		59%	59%	58%	54%
Gender						
Men	48%		35%	32%	27%	32%
Women	52%		65%	68%	73%	68%

Do you anticipate any changes to your service user profile as a result of your proposal/proposed change? If yes, how will it change?

It is expected that the profile would continue to be broadly reflective of the overall profile of VCS organisations in the city.

Think about the diversity of your service users and the specific needs they may have that you need to address, depending on the service context and user group. An example of service need is school aged children having differing school meal requirements due to their ethnic or religious background; a potential issue could be poverty/low income having adverse impacts on children, women (lone parents), pensioners.

What are the main service needs and/or issues for those receiving the service because of their protected characteristic?

	Service needs and/or issues by protected characteristic
Age	No information available
Disability	No information available
Gender reassignment	No information available
Pregnancy and maternity	No information available
Race	No information available
Religion or belief	No information available
Sex (gender)	No information available
Sexual orientation	No information available

Consultation did not raise the issue of different protected characteristics needing different types of support. Consideration of how to meet the diverse range of needs across different protected characteristics will be included in contract specifications.

Question 3:

Will the proposal have an impact on people because of their protected characteristic? Tick the anticipated impact for those likely to be affected and describe that impact in the questions 4 & 5 below.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

	No impact ¹	Positive impact ²	Negative impact ³	Impact not known ⁴
Age				√
Disability				√
Gender reassignment				√
Pregnancy and maternity				√
Race				√
Religion or belief				√
Sex (gender)				√
Sexual orientation				√

Question 4:

Where there is a positive impact, describe the impact for each group sharing a protected characteristic. How many people are likely to be affected?

Question 5:

Where there is a negative impact, describe the adverse impact for each group sharing a protected characteristic. How many people are likely to be affected?

How can the negative impact for each group sharing a protected characteristic be reduced or removed?

Question 6:

Which relevant stakeholders were involved in proposing the actions recommended for reducing or removing adverse impacts arising from the proposal?

Consultation with stakeholders will take place and inform the review and its proposals and potential impacts.

What data/information/analysis have you used to inform your equality impact findings?
--

VAL 2012/13 quarterly reports and annual report

Supplementary information

Question 7:

Is there other alternative or comparable provision available in the city? Who provides it and where is it provided?
--

As part of the review a soft market testing was undertaken in relation to the proposals around supporting the city's voluntary and community sector. There were 6 respondents to

¹ The proposal has no impact (positive or negative) on the group sharing a protected characteristic.

² The proposal addresses an existing inequality experienced by the group sharing a protected characteristic (related to provision of services or facilities).

³ The proposal disadvantages one or more of the group sharing a protected characteristic.

⁴ There is insufficient information available to identify if the group sharing a protected characteristic will be affected by the proposal.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

this including VAL. The responses illustrated that there are a range of organisations out there who are working with groups and individuals to deliver a wide range of support and development activities with voluntary and community sector organisations. The SMT was advertised in Source Leicestershire from 25 November 2013 to 3 January 2014.

Examples of alternative forms of provision in the city in addition to the services provided by VAL, as identified by the Soft Market Testing carried out by Leicester City Council's Contracts & Assurance Section:

- CASE delivers capacity building, advice, training and support to people wanting to set up co-operatives and social enterprises in Leicester
- Leicestershire Cares provides volunteering opportunities for companies looking to get involved with communities in Leicestershire
- Leicestershire & Rutland ProHelp is a group of professional firms offering advice and guidance, free of charge, to not-for-profit groups in need of assistance.
- Supportive Aid Training Ltd take initial assessments by conducting a needs analysis exercise with the key stakeholders (service users and staff) to establish goals and aspirations.
- LASS Social Enterprise Ltd develops new social enterprise programmes in the health and social care sector, which enables a network of support linking organisations with others with similar issues, ways of working, delivery sites or on a geographical basis.

The SMT was representative and on a par with the responses we usually get from such an exercise. The main findings were that there are organisations who can provide bespoke and specific tailored training, they can do so on an ad hoc basis and they are prepared to enter into contractual negotiation on day rates.

Can this alternative or comparable provision help reduce or remove the negative impacts identified in Question 5? If not, why not?

N/A (no negative impact identified in Question 5)

Would service users negatively affected by the proposal be eligible to use this alternative or comparable provision? Would it meet their identified needs?

N/A (no service users identified as being negatively affected by the proposal)

Question 8:

Will any particular area of the city be more affected by the proposal than other parts of the city? What area and why?

72% of VCS groups in the city serve residents across all 22 wards. 37% of groups are located in Castle Ward and Spinney Hills with the remainder relatively evenly located across the remaining 20 wards. It is not expected that the proposals will have any impact on this distribution particularly as it will continue to be a city-wide approach working with all VCS groups who serve residents of the city.

For example, Government policies or proposed changes to current provision by public agencies (such as new benefit arrangements) that have an adverse impact on residents; external economic impacts such as the recession/economic downturn; socio-economic factors such as deprivation/low income.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Question 9:

Is it likely that there may be other sources of negative impacts affecting service users over the next three years that need to be considered? What might compound the negative effects of this proposal? Describe any additional negative impacts over time that could realistically occur.

Continued pressure on public finances will be the main impact. The VCS as a whole has a significant dependency on public money which is often time limited in nature. This will continue to generate significant demand for support from the VCS, and is likely to continue to generate demand in relation to volunteering particularly as a route to employment, and from organisations who need volunteers to support Board level governance.

Question 10:

Will staff providing the service be affected by the proposal/proposed changes? If yes, which posts and in what way?

We are unaware of any City Council staff being affected by the review and its potential outcome

Date completed 23/10/13

Step 2: Consultation on the proposal

Consulting potential service users on the proposal will provide you with an opportunity to collect information from them on the equality impacts they think may occur as a result of the proposed change, positive as well as negative. For negative impacts, this is an opportunity for them to identify how best to mitigate any negative impacts on them that they think may occur.

Question1:

**What consultation on the final proposal has taken place?
When, where and who with?**

The public consultation on the proposals commenced on 28 October 2013 and closed on 17 January 2014 (i.e. 12 weeks in duration). The approach was consistent with that agreed with the Executive at the outset: a public consultation open to everyone. The rationale was that this review could have implications for any resident in the city, not just VCS organisations themselves, inasmuch as the VCS provides a wide range of services to citizens in Leicester and equally citizens themselves may be involved in working for and / or supporting VCS organisations either as volunteers or as paid employees – or that they themselves (or their family and friends) could be past, present or future beneficiaries, employees or volunteers of VCS organisations and their services.

The consultation involved:

- an online survey posted on the City Council's Citizen Space consultation hub;
- hard copy questionnaires, completed versions of which which could be handed in at any one of 27 City Council sites across the city (e.g. public libraries);
- nine public briefing sessions scheduled across the city, facilitated by the Project Director

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

and the VCS Engagement Manager, with occasional support from other City Council officers; and

- attendance by the Project Director and/or VCS Engagement Manager at ad hoc meetings held on this matter by other organisations.

A press release was used to advertise the public consultation and the VAL e-bulletin was used to issue weekly updates on progress and to promote the face-to-face briefing sessions. A generic email account was set up to ensure the project team was able to monitor and share emails from all interested parties.

A total of 136 survey responses were received, including completed hard copy questionnaires. Content from the hard copy was manually typed into the online template for ease of analysis. This has been transferred directly without corrections to the original spelling or grammar, or any interpretation of what might be meant if the original text is unclear.

Appendix 2 of the Executive Decision Report is the report generated from Citizen Space on the quantitative questions. In addition, comments from the survey are captured in an Excel spreadsheet (which is available if required).

Of these 136 responses:

- 64 were on behalf of charities, voluntary organisations, social enterprises, faith-based or community groups. Of these, social enterprises formed the largest number (29) followed by charities (18);
- 10 were from people describing themselves as volunteers;
- 57 were from service users; and
- 5 chose not to classify their answers under any of these categories.

Of the hard copy returns, 21 were received as a bundle from SDS, self-identified as having been completed and submitted "on your own behalf as a service user". However, it appears that service users were assisted to complete these forms, as the same handwriting was used across many of the forms, all of which contained very similar comments and expressed a consistent view in terms of supporting the proposals and in appealing for continued support for SDS.

The majority of organisations responding to the survey provide services across the city, with only six stating that they operate in a single ward (wards referenced being Evington, Fosse, Freeman and Spinney Hills). Others stated that while their service was primarily based and focused on a defined area of the city, it was of a kind that would be accessible to anyone.

In relation to the size of organisations responding, we asked them to indicate their level of gross income, the number of staff they employ and number of volunteers they work with. The results show a spread across all the specified income ranges (although only one organisation declared its gross income as being over £1 million) and across staffing levels and volunteer numbers.

Finally the survey asked for an indication of the area of work that the responding organisations undertake. "Community development/neighbourhood involvement" formed the largest response (26 out of 36 who completed this section). There were several areas of

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

work which were not covered (e.g. disability, domestic violence, offenders, race and ethnicity, and refugees and asylum seekers). However it should be noted that some of these areas were represented among the organisations attending the public briefing sessions (see Appendix 5 of the Executive Decision Report).

There is more information in Appendix 2 of the Report on the type, size and focus of the organisations completing the questionnaire. Appendix 5 of the Report lists all the organisations which responded in some way to the consultation (by completing and returning the questionnaire either online or as hard copy, by attending a public briefing session or by submitting messages with general comments or support for an organisation or service).

Many respondents to the review made meaningful contributions only to that part which they perceived as directly impacting on their own organisation(s) or area(s) of interest, rather than contributing to the questionnaire as a whole.

Nine public briefing sessions were planned, from 6 November to 13 January 2014.

- 78 people attended;
- 44 VCS organisations were represented (listed in Appendix 5 of the Report);
- 5 of the VCS organisations in scope of this review were represented at these briefings.

One session (Knighton Library, 12 December 2013) was cancelled due to only one person having registered to attend (who was offered an alternative date and venue). A relevant public meeting organised by another agency was being held elsewhere in the city at the same time (which the City Council VCS Engagement Manager attended).

At the public briefing sessions there was a short presentation giving an overview of the review aims, objectives and proposals. The sessions were then opened up to participants to discuss specific areas of interest in small groups. Detailed notes were taken at the sessions (which are available if required).

In addition there were:

- Face-to-face meetings with the current provider – VAL;
- Emails/letters of support for the current provider;
- Other feedback via email/letter;
- Attendance at 3 other meetings at the invitation of groups / organisations, one of which was held at VAL; and
- The Project Team monitored comments posted on social media sites.

Question 2:

What potential impacts did consultation stakeholders identify?

In relation to support for the VCS stakeholders were concerned about:

- The proposal would be administratively costly, consequently not best value for money;
- It could potentially be bureaucratic and burdensome as an approach;
- Support would be difficult to access, particularly for smaller volunteer-led groups, with a general concern about having to “jump through hoops” to get access;
- Potential for the approach to fragment the VCS rather than support partnership working

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and collaboration (echoed in the public briefing sessions);

- Lack of future support for communication, consultation and engagement, a “collective voice” for the VCS (echoed in the public briefing sessions);
- Resources would be stretched too thinly, raising concern about whether organisations get support outside of the defined packages, and what happens once they have used up their allocation because there would be no means of ongoing advice, support and guidance for the VCS (echoed in the public briefing sessions);
- Doubt that robust quality control and feedback could be assured; and
- The ability and capacity of organisations to make best use of and act on the support.

Headlines regarding strand 1 from the public briefing sessions – positive and negative – are shown below (more detailed notes, from each individual meeting, as well as compiled thematically, are available on request):

- concern over loss of collective voice for the VCS in the city as this model does not appear to offer any way of bringing together people, groups and organisations, either in forums or consortia;
- concern over loss of single overarching organisation for VCS; VAL provides best practice, advice, guidance, helpline and ad hoc support virtually on tap – and aspects such as VAL’s e-briefings received positive comments;
- this model would not allow consortia to access support – counter-productive if Leicester City Council and other relevant agencies (such as LLEP) want to encourage groups and organisations to work together more closely in partnership, particularly where this will help to ensure greater financial sustainability and the ability to leverage more funding;
- Worcestershire County Council model⁵ inappropriate, even when adapted to local circumstances, with concerns about it being administratively burdensome and that it would stretch limited resources too thinly to have positive impact;
- groups and organisations of different age, experience, purpose and size require different kinds of support – model does not appear to acknowledge or cater for this;
- concern over diagnostic or triage aspect of model – potential for conflict of interest and for organisations to be reticent to come forward for diagnostic, revealing their weaknesses when they may be hoping to get contracted work from Leicester City Council;
- mixed response to the place of VAL in the review, with as many respondents expressing dissatisfaction with its current service as satisfaction, and many expressing concern about downgrading the level of support that VAL might receive from the City Council, leading in turn to a downgrading in the support that VAL would be able to give the sector;
- some positive responses to City Council proposing to target directly a wider range of VCS organisations at the grass roots;
- some attendees liked the idea that VCS organisations would be able to choose support options more suited to their needs, from providers with whom they could build a meaningful relationship; and
- clear picture of support-needs being focused on financial sustainability, including new

⁵ The proposals for this first strand were based on the “Changing Futures Fund”, put in place some 18 months ago by Worcestershire County Council as a way of refreshing its relationship with the VCS in its area of jurisdiction. While acknowledging that Worcestershire is obviously a very different place from Leicester (and their local authority very different from our City Council), the principles appeared sound and adaptable to local circumstances. However, having tested this out with those who participated in our review, there was virtual unanimity that the proposed model would not suit the needs of Leicester’s VCS and that it was not sufficiently workable in terms of an efficient and effective approach. The project team kept a weather eye on how the Worcestershire model had fared in other parts of the country where it had been adopted (to which the answer has to be, that it hasn’t fared well). Despite the shortcomings of the proposed model, which became clear early in the consultation, foregrounding that we were considering adopting this approach yielded useful results, in that it helped us identify and understand what it is that the sector needs and values, and to identify local priorities for support.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

ways of working, identification of funding opportunities and fund-raising (including bid-writing), support for good governance, and core support for organisations that are just setting up or are newly established.

In relation to support for volunteering there were no specific equality impacts identified, the consultation helped to highlight the sort of focus and emphasis organisations wanted in a service which supports volunteering, for example making it easier to recruit volunteers and more recognition for volunteers themselves.

What positive equality impacts were identified? For people with which protected characteristics?

None identified

What negative equality impacts were identified? For people with which protected characteristics?

There were concerns about the lack of future engagement / support for BME groups specifically including reference to the work done by TREC in hosting the Racial Minority Assembly for BME VCS organisations.

Greater representation of organisations which focus on mental health.

VAL currently identifies 38% of the VCS organisations on its database as BME led and 3% of the VCS organisations on its database as focusing on mental health. In relation to the profile of groups they supported during 2012/13, BME-led groups made up less than 38%, while mental health focused groups made up more than 3%.

Question 3:

Did stakeholders indicate how positive impacts could be further promoted? How?

As above – no specific issues relating to positive equality impacts were identified

Did stakeholders indicate how negative impacts could be reduced or removed? How?

Retain current provision including continuing support for TREC to host the Racial Minority Assembly

Ensure support takes account of groups working in the area of mental health

Date completed 07/02/14

Step 3: The recommendation (the recommended decision on how to change the service)

Question 1:

Has your recommended proposal changed from the proposal in Step 1 as a result of consultation and further consideration?

Yes

If yes, describe the revised proposal and how it will affect current service users?

As a result of the consultation the proposals have changed and it is proposed to use the consultation findings to develop more tailored and focused specifications as the basis for tendering. It is proposed that this be packaged as two separate specifications, as follows:

- **Supporting collaboration and a collective voice for the VCS:** A service that focuses on building and maintaining effective channels of communication and consultation between the VCS, City Council and the wider public sector. The service should promote effective partnership working and collaboration between VCS organisations in order to maximise opportunities for leveraging external funding (thereby helping organisations improve their financial sustainability) and enable the VCS to engage effectively in the planning, delivery, monitoring and improvement of services, particularly in taking forward the City Mayor's priorities for Leicester.
- **Provision of guidance, advice and training to VCS organisations:** A service which effectively supports Voluntary and Community Sector organisations in the city, focusing on support in relation to: financial sustainability; business planning; new ways of working; fund raising and bidding for funding; good governance and organisational set up.

Separating these out as discrete packages of activity (the former related to connected, collective activities; the latter to individual VCS organisations) is preferred to a single tender, as it is hoped this would enable a wider range of organisations to bid.

In relation to volunteering there will be a tendering process for an organisation to deliver a one-stop-shop service, recruiting, developing, retaining and managing volunteers, matching them to appropriate opportunities and supporting the agencies, groups and organisations that use them, which specifically takes the following into account:

- Giving something back to volunteers: a desire to have some form of accreditation for volunteers that helps recognise the skills and development they have gained from volunteering, and that also enables transferrable skills on core common elements to be recognised (e.g. health and safety, safeguarding, first aid, equal opportunities, boundaries and communications) and enables them to step into volunteering roles at other organisations quickly, smoothly and securely;
- Making it easier and more efficient for organisations to recruit and manage volunteers through central provision of the common core training (e.g. health and safety and safeguarding), on-line versions of policies that can be taken and adapted accordingly, and a centralised approach to DBS checks, combined with a simple on-line approach to brokerage;
- Acknowledging the different types of volunteers and more explicitly supporting the recruitment of volunteers with appropriate skills to serve as Board members and Trustees; and
- Overall recognition of the importance of volunteering to meet a range of objectives, including specifically as a route into employment and also to support health and wellbeing (e.g. to help those who are more vulnerable as a result of mental health conditions).

What are the equality implications of these changes? Identify the likely positive and negative impacts of the final proposal and the protected characteristic affected.

Go back to the initial exercise you carried out at the beginning, on understanding your equality profile. Re-visit each characteristic and what has changed as a result of amending your recommendation. Revise potential positive and negative equality impacts accordingly.

The proposals retain the key elements of the support service which is currently commissioned but use the consultation findings to refine and focus this to respond to the views of the voluntary and community sector that will receive this support. The impact should be a service which is more focused and aligned to the sector's needs and the City Mayor's priorities.

In relation to volunteering, again this will retain the core service but with a refined focus and emphasis.

The anticipated positive impacts of these proposals are that they will ensure continued support for VCS organisations and volunteers to enable them to continue their activities in the city, but in closer alignment with the sector's specific needs as identified in the consultation.

How can any negative impacts be reduced or removed?

Future specifications to refer to the need for the service to be representative of the profile of VCS groups in the city, and the City Council to then monitor the profile of VCS organisations which take up the services proposed.

The revised proposals that are being recommended will provide for support for partnership working and collaboration. If there is a need for it, this could include partnership working and collaboration between groups who have commonalities in terms of the area they work in and / or the beneficiaries of this service including mental health and BME-led VCS organisations.

There were no evident equality implications arising in relation to volunteering. However it is important to note that the current service user profile in relation to volunteering shows a high proportion of volunteering enquiries are from the BME community (higher than the ethnicity profile for the city as a whole). Similarly, a high proportion of enquiries are from the under-25 age group. This finding is not unsurprising, inasmuch as volunteering is widely considered a route to employment for young people. It will be important to monitor the equalities profile of service users of any future service.

Question 2:

Are there any actions⁶ required as a result of this EIA?

Yes

If yes, complete the action plan on the next page.

⁶ Actions could include improving equality information collected or identifying the actions required to mitigate adverse impacts identified in the EIA.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Date completed 28/02/14

Step 4: Sign-off

This EIA completed by	Name	Signature	Date
Lead officer	George Ballentyne		
Countersigned by Equalities Officer	Irene Kszyk		
Signed off by Divisional Director	Miranda Cannon		

Completion - Keep a copy for your records, and **send an electronic copy** of the completed and signed form to the [Corporate Equalities Lead](#) for audit purposes

EIA Action Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment. These should be included in the relevant service plan for performance management purposes.

Equality Objective	Action required	Target	Officer responsible	By when?
Example: To know equality profile of all service users.	Example: collect monitoring data on disabled users (currently not being provided)	Example: To have data for first performance review	Example: Joe Smith	Example: Start collection of data in April 2013
Specifications to make clear the need to ensure the service seeks to meet the needs of the range of VCS groups in the city.	Ensure appropriate wording is included in the specifications	To ensure that that service responds to the needs of the VCS in the city	George Ballentyne	1 July 2014
City Council to monitor the profile of VCS organisations which take up the services proposed.	Monitor the profile of service users of the newly commissioned services	To ensure the profile of service users is suitably representative of the VCS in the city	George Ballentyne	Quarterly monitoring
Tracking the profile of volunteers receiving support.	Monitoring information collected from volunteers.	To annually present an equality profile of volunteers active in the VCS.	George Ballentyne	Annual report

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

What to do next?

If this EIA has identified any issues that need to be addressed (such as plugging a data gap, or carrying out a specific action that reduces or removes any negative impacts identified), complete the attached EIA Action Plan to set out what action is required, who will carry it out, and when it will be carried out/completed.

Once your EIA has been completed, (countersigned by the equalities officer/finance officer **and signed off by your Director**) the equality officer will work with you to monitor this action plan.

Officers to contact:

Corporate Equalities Lead/Corporate Resources and Support: Irene Kszyk 296303

Adult Social Care, Health & Housing: Gurjit Minhas 298706

Children's Services: Sonya King 297738

City Development & Neighbourhoods: Daxa Patel 296674

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.



Equality Impact Assessment for Service changes / Budget proposals

WHAT IS AN EIA?

An EIA is a tool which will help you assess whether there are any positive or negative equality impacts on people affected by proposed changes. This EIA form is for use in two circumstances (service changes and budget proposals):-

- (a) Service change involves redesigning or reshaping, (and in some cases the removal of) current service provision – whether directly provided by Council officers or commissioned by the Council for provision by an external provider.
- (b) Budget proposals should arise from service changes that you are considering throughout the year in light of the current financial climate. The EIA for budget proposals should cover the same issues as considered for service changes.

Our public sector equality duty requires us to ensure that we do not discriminate against any protected group or person with protected characteristics (see below) covered by the Equality Act 2010 when taking decisions that affect them. Potential negative impacts that we disregard or ignore could mean discrimination. We also have a duty to actively promote positive impacts that advance equality of opportunity. The protected characteristics covered by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

The EIA template has a series of questions that you need to answer in order to identify any positive or negative equality impacts arising from the work you are doing. If there are negative impacts, this does not mean we cannot go ahead. Decision makers must have “due regard” to the findings and consider (if they do decide to go ahead) whether any mitigating actions can be taken to address negative impacts.

WHY IS AN EIA REQUIRED?

An EIA helps us assess whether we are meeting our public sector equality duty: eliminating discrimination and promoting equality of opportunity.

For example: Providing equality of access to services or other opportunities (such as employment related issues) because of barriers some groups may experience which may not be in place for others (language, information, or location).

The action plan identifies what steps we can reasonably take as a consequence of the EIA findings.

An EIA also enables us to identify where we do not have the data or information necessary to equality impact a decision. The EIA action plan enables us to map out how and when this data gap will be addressed.

WHEN DO WE NEED AN EIA?

The first thing to do is to assess whether there is any equality impact. This can be done by filling in a **screening questionnaire** as soon as you start your project/report. Answer the screening questions in order to determine whether an EIA is needed.

HOW IS AN EIA CARRIED OUT?

Before you start: If you are not sure whether you need to do an EIA, fill in the screening questionnaire to determine whether you need to complete one. The screening questionnaire is not obligatory, but will help.

What to do: When an EIA is required:

Step 1 The proposal

This part is at the start of the planning process. It sets out the service user profile, the proposed change to the service, and potential equality impacts arising as a result of the proposal.

Step 2 Consultation

This part highlights the outcome of consultation with service stakeholders about the service change proposal and likely equality impacts.

Step 3 The recommendation

The final part of the EIA identifies any changes made to the original proposal in Step 2 as a result of consultation and further consideration.

Completing the form requires you to consider the impact on **service users**, with the exception of a single question about staff. In order to assess the equality impact of staffing changes, complete the separate **EIA template for organisational reviews** which presents the 'before' and 'after' staff profiles of services affected.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Equality Impact Assessment for service changes / budget proposals

Name of service	VCS engagement to support a cohesive Leicester
Lead officer and Contact details	Miranda Cannon, Director of Delivery, Communications and Political Governance
List of other(s) involved	Equality officer: Irene Kszyk Finance officer: Colin Sharpe

What is this EIA about?

(Please tick✓)

Budget proposal for existing service or service contract to achieve savings	
Budget proposal for new or additional service expenditure	
Commissioning a new service or service contract	✓
Changing or removing an existing service or service contract	✓

Step 1: The proposal (how you propose to change the service)

Question 1:

<p>What is the proposal/proposed change?</p> <p>Current position:</p> <p>The City Council has contracts or funding agreements with the following organisations to deliver the outcomes as set out below:</p> <p>African Caribbean Citizens Forum (ACCF)</p> <ul style="list-style-type: none"> African and African Caribbean organisations in Leicester have a collective voice which ensures that issues affecting the community are given appropriate consideration within the policies and operations of the City Council, leading to appropriate and targeted services. There is a clear point of contact for engagement with the City Council on behalf of the African and African Caribbean organisations and the communities they serve that enables issues to be effectively and sensitively addressed when they arise. African and African Caribbean communities in the city are integrated into life in Leicester. <p>Federation of Muslim Organisations (FMO)</p> <ul style="list-style-type: none"> Muslim organisations in Leicester have a collective voice which ensures that issues affecting that community are given appropriate consideration within the policies and operations of the City Council, leading to appropriate and targeted services.
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NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

- There is a clear point of contact for engagement with the City Council and its partners, on behalf of groups that support people from the Muslim community, and the communities they serve, so that when issues do arise they can be effectively and sensitively addressed.
- The Muslim community, its community organisations and its institutions are integrated into life in Leicester.

Gujarat Hindu Association (GHA)

- Gujarat Hindu organisations in Leicester have a collective voice which ensures that issues affecting that community are given appropriate consideration within the policies and operations of the City Council, leading to appropriate and targeted services.
- There is a clear point of contact for engagement with the City Council and its partners, on behalf of groups that support people from the Gujarat Hindu community, and the communities they serve, so that when issues do arise they can be effectively and sensitively addressed..
- The Gujarat Hindu community, its community organisations and its institutions are integrated into life in Leicester.

Leicester Council of Faiths (LCoF)

- Offer a collective voice for the city's faith organisations and the communities they serve, ensuring that issues of religion or belief are given appropriate consideration within the policies and operations of the City Council (and other strategic groups and partnerships), leading to improved design, delivery and monitoring of services.
- Provide a central point of contact for the City Council (and other strategic groups and partnerships) on behalf of the city's faith organisations and the communities they serve, ensuring that issues of religion or belief can be addressed in an effective, sensitive and timely manner.
- Assist faith communities and organisations in Leicester more fully to engage in the life of the city in general.
- Ensure dissemination of accurate knowledge of the beliefs and practices of the city's diverse faith communities and organisations, in order to increase trust, understanding and cooperation among them (and between the city's diverse faith communities and the general public in Leicester).

Somali Development Service (SDS)

- Leicester Somali community are better able to access mainstream services in the city.
- Key agencies in the city have a good understanding of the needs of the Somali community generally, and in terms of requirements relating to the services they provide to this community.
- The Somali community and its organisations are integrated into life in Leicester.

The Race Equality Centre (TREC)

- The City Council and its partners are better equipped to manage ongoing demographic change and its impact on community cohesion, and the integration of new communities in

the city.

- The city is better able to manage any adverse situations that are likely to impact negatively on community cohesion.
- Ethnic minority voluntary and community organisations have a collective voice which ensures the issues relating to the communities they serve are given appropriate consideration within the policies and operations of the City Council, leading to appropriate and targeted services.
- There is a clear point of contact for engagement with the City Council on issues relating to race equality and race relations in the city, so that when issues do arise they can be effectively and sensitively addressed.
- New arrivals to the city granted refugee status are integrated into life in Leicester through the provision of appropriate support (this outcome also includes support for individuals seeking assistance regarding complaints of racial discrimination or harassment)

The primary focus of these contracts or agreements is to support representation of, and engagement with, specific communities of interest, and to act as a point of contact between those communities and the City Council in order to support cohesion and integration. The focus of these arrangements is either with a specific community of identity or interest (e.g. Somali, Muslim, Gujurat Hindu, African heritage) or across one of the protected characteristics as a whole (i.e. religion or belief; race). The focus of this activity has typically involved the organisation with which the City Council has contracted working collectively with other organisations within those communities or protected characteristics.

The agreements with SDS and TREC include them working directly with individual service users to provide information, advice and guidance.

Proposals

The City Council recognises the importance of ensuring it has appropriate ways of engaging effectively with key communities in Leicester. The primary purpose of this engagement is achieving a cohesive city which continues to celebrate our cultural diversity by supporting and enhancing trust, understanding and co-operation among communities.

In determining which communities of interest are in this review we have considered this in relation to what are called “protected characteristics” in the Equality Act 2010:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

From the above we propose that the following protected characteristics are most relevant to community social interactions and therefore exert the greatest influence on community cohesion:

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

- age
- disability
- gender reassignment
- race
- religion or belief
- sexual orientation

Where the City Council already has established mechanisms for engaging with the above specific communities of interest these have been excluded from the scope of this review. In particular the City Council has a number of mechanisms for engaging in relation to age and disability such as the Young People's Council, Youth Advisers, Children in Care Council, Big Mouth Forum (Disabled Young People), Older People's Forum, Carers Forum and Carers Survey, Learning Disability Partnership, 50+ network, as well as engagement with VCS providers contractually and otherwise for adult social care provision.

This leaves the following protected characteristics:

- gender reassignment
- race
- religion or belief
- sexual orientation

It is proposed that these will be the focus for this approach.

To become a successfully commissioned representative organisation working with the council on behalf of a particular community, it is essential that:

- Those being represented have a choice over who represents them.
- Representatives are able to clearly set out and evidence how they intend to make representation on behalf of the community.
- Representatives are able to demonstrate how their organisational make-up (staff and board composition) is proportionate and representative of their whole community of interest.
- Representatives are able to demonstrate how they will go about gathering knowledge and information so they can understand the issues that are important to those whom they are representing.
- Representatives are clear on the scope of their representation activities and have the capacity and commitment to undertake their role.
- Representatives clearly set out the communication channels they will use to feedback to those whom they represent.
- That there is a structured process in place for appeal if representees feel misrepresented.

Meeting the above requirements will provide representative organisations with their mandate, with an appropriate degree of transparency. It will also make sure those whom they represent can hold their representatives to account. We will need to see evidence that an organisation can meet these requirements.

We propose that the City Council should deal with organisations that represent a specific community of interest within the overarching protected characteristic. This would mean, for example, organisations represent a specific faith community rather than an umbrella

organisation representing a variety of faiths. We believe that this is the level of representation at which communities of interest are best served.

We propose to procure the appropriate representative organisations via a competitive process. Organisations would apply to be the lead for a specific community of interest within those in scope, and would be assessed against clear criteria which will help ensure they are best placed to be representative of that particular community.

We propose that organisations who apply to act as the representative organisation for a particular community of interest would need to meet defined criteria – these are proposed as:

- Must be based in the city of Leicester.
- Activities should be conducted mainly (preferably exclusively) in the city of Leicester.
- Can demonstrate that its organisational purpose and objectives relate directly to supporting community cohesion and good relations among the communities that make up the city of Leicester.
- Is an established organisation which has sound governance and operational structures (especially in relation to its financial affairs).
- Is signed up to the Leicester Compact and supports and promotes its principles.
- Is able to define the community of interest which it represents and that community makes up more than 1% of the total population of Leicester based on the 2011 census (i.e. more than 3,298 people).
- Can demonstrate the need for this community of interest to be represented. This need should be based on both the significance of the community in demographic terms and in relation to the issues in which that community is involved, as shown by relevant social and economic indicators.
- Can clearly articulate and evidence that it has the support of the majority of the community that it represents.
- Can demonstrate how the organisational make-up is proportionate and representative of the community of interest to be served. This should include evidence of financial support from any constituent / affiliated organisations that they currently represent (or hoping to represent).
- Can prove that the organisation provides equality of access and equality of opportunities to the people it serves.
- Can prove that it has the capacity and proven ability to facilitate a dialogue across the community they represent and to feedback to the community they represent.

Organisations would be assessed against these criteria. Where more than one organisation has applied to represent a particular community of interest, the organisation which best meets the criteria will be selected, although applications from consortia will be considered (though still operating within a specific community of interest within an overarching protected characteristic).

Alongside this, the City Council will be looking to facilitate appropriate ways of working with organisations who are awarded the grant funding to look at collective issues which cut across different communities of interest (e.g. related to race, religion or belief, sexual orientation).

Who will it affect and how will they likely be affected?

The review could affect the current contracted organisations (see previous section), and their

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

ability to provide a service to their current service users / beneficiaries.

The review scope excludes any proposals relating to future provision of information, advice and guidance services to individual service users. Currently both SDS and TREC undertake this activity as an element of their existing contracts. There may therefore be an impact on those individuals who they support through these activities.

The review will determine whether current provision will change and in what manner.

Different services collect different types of data and service user information to capture the service they deliver and the outcome service users receive. The aim of the profile below is to capture what you already collect, not to make your information fit a standard template. List the equality profile of your service users. Where you find you do not address a particular characteristic, ask yourself why. You may need to follow up any information gaps as an action point. If this is the case, add it to the action plan at the end of the template.

Question 2:

What is the equality profile of current service users?

The primary focus of these contracts or agreements is to support representation of, and engagement with, specific communities of interest, and to act as a point of contact between those communities and the City Council in order to support cohesion and integration. The focus of these arrangements is either with a specific community of identity or interest (e.g. Somali, Muslim, Gujurat Hindu, African heritage) or across one of the protected characteristics as a whole (i.e. religion or belief; race). The focus of this activity has typically involved the organisation with which the City Council has contracted working collectively with other organisations within those communities or protected characteristics.

The agreements with SDS and TREC include them working directly with individual service users to provide information, advice and guidance. Based on the 2012/13 end of year reports from SDS and TREC the profile of their service users is as follows:

SDS

SDS reported 1,733 visits to their drop-in service. Of this number, 41% of these related to advice about benefits with the next largest areas of defined support relating to help with form filling and managing bills.

Focus of support	Percentage in 2013/13
Benefit advice	41%
Form filling	18%
Explanation of letters	3%
GP registration	0%
Bills	16%
Referrals to other agencies	1%
Other	21%

The faith, ethnicity and age breakdown of these clients is shown below. Female Somali clients are the largest group supported but it should also be noted that 15% (260) clients

were from Eastern Europe.

Faith	Ethnicity	Age
71% - Muslim female	71% -Somali female	1% - 17-20
14% - Muslim male	14% -Somali male	6% - 21 -25
5% - Christian female	3% - Slovak female	12% - 26-35
10% - Christian male	6% - Slovak male	68% - 36-49
	1% - Czech female	11% - 50-65
	4% - Czech female	2% - 65+
	1% - Roma female	
	0% - Roma male	

SDS also provide awareness raising workshops on issues such as UK law, safeguarding and rights of community members.

TREC

In 2012/13, TREC supported 42 individuals in relation to complaints of racial discrimination or harassment (in 2011/12 it was 37). Of these, 60% were male and 40% female.

TREC supported 102 new arrivals who had been granted refugee status (in 2011/12 it was 99)

Background	Age
38% - Single	10% - 17-24
1% -Single pensioners	46% - 25-34
16%- Single parents	38% - 35-49
23% - Couple with children	6% - 50-64
4% - Couple	
10% - Ex client	
8% - Family reunion	

The support provided includes:

- Referrals to other agencies/provision (e.g. Routeway, CLAC, CALS, Open Hands, GP, Action Homeless, social services, solicitor).
- Securing temporary and permanent accommodation.
- Accessing benefits.
- Securing school places.
- Accessing health services.
- Accessing further education particularly ESOL provision.
- Applying for ID.

Do you anticipate any changes to your service user profile as a result of your proposal/proposed change? If yes, how will it change?

Not known at present. Will be dependent on the outcome of the review.

Think about the diversity of your service users and the specific needs they may have that you need to address, depending on the service context and user group. An example of service need is school aged children having differing school meal requirements due to their ethnic or religious background; a potential issue could be poverty/low income having adverse impacts on children, women (lone parents), pensioners.

What are the main service needs and/or issues for those receiving the service because of their protected characteristic?	
	Service needs and/or issues by protected characteristic
Age	No specific provision within current contracts.
Disability	No specific provision within current contracts.
Gender reassignment	No specific provision within current contracts.
Pregnancy and maternity	No specific provision within current contracts.
Race	Tackling racial discrimination within the city; promoting good race relations within and between different racial groups; providing equality of opportunity (i.e. to service access) across different racial groups.
Religion or belief	Promoting understanding and good relations between groups from different faith and beliefs, and the wider community as a whole.
Sex (gender)	No specific provision within current contracts.
Sexual orientation	No specific provision within current contracts.

Question 3:

Will the proposal have an impact on people because of their protected characteristic? Tick the anticipated impact for those likely to be affected and describe that impact in the questions 4 & 5 below.

The impact is not known until the review has been undertaken and options have been developed for consideration. The equality impacts for these options will be identified for consideration within this part of the review process.

	No impact ¹	Positive impact ²	Negative impact ³	Impact not known ⁴
Age				✓
Disability				✓
Gender reassignment				✓
Pregnancy and maternity				✓
Race				✓
Religion or belief				✓
Sex (gender)				✓

¹ The proposal has no impact (positive or negative) on the group sharing a protected characteristic.

² The proposal addresses an existing inequality experienced by the group sharing a protected characteristic (related to provision of services or facilities).

³ The proposal disadvantages one or more of the group sharing a protected characteristic.

⁴ There is insufficient information available to identify if the group sharing a protected characteristic will be affected by the proposal.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

	No impact ¹	Positive impact ²	Negative impact ³	Impact not known ⁴
Sexual orientation				✓

Question 4:

Where there is a positive impact, describe the impact for each group sharing a protected characteristic. How many people are likely to be affected?
N/A (no negative impact identified in Question 3)

Question 5:

Where there is a negative impact, describe the adverse impact for each group sharing a protected characteristic. How many people are likely to be affected?
N/A (no service users identified as being negatively affected by the proposal)
How can the negative impact for each group sharing a protected characteristic be reduced or removed?

Question 6:

Which relevant stakeholders were involved in proposing the actions recommended for reducing or removing adverse impacts arising from the proposal?
Consultation with stakeholders will take place and inform the review and its proposals and potential impacts.
What data/information/analysis have you used to inform your equality impact findings?
The existing service specifications with the organisations impacted by the review and the 2012/13 annual reports from these organisations. The consultation will give us information on the equality implications of our proposal. In addition to the use of a questionnaire we will hold face to face briefing sessions and have one to one meetings with the current providers.

Supplementary information

Question 7:

Is there other alternative or comparable provision available in the city? Who provides it and where is it provided?
There are a range of other organisations representing specific communities of religion or belief, and race including those communities currently represented by the organisations within the scope of this review. For example St Philip's Centre for Study and Engagement in a Multi-Faith Society provides support in relation to promoting trust, understanding and cooperation among faith communities. In relation to the signposting, information and advice services provided by SDS and TREC:

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

- The City Council contracts Citizens Advice Bureau (CAB) to provide free, independent, impartial, confidential support and advice on a variety of topics. This includes welfare matters such as benefits, housing, employment, immigration, community care and family issues on a face-to-face basis, by phone or through their website. CAB also provides outreach sessions in ten priority wards in the city. The service provides three levels of information and advice:
 - Tier 1 (assisted information and signposting);
 - Tier 2 (general advice and general advice with casework);
 - Tier 3 (specialist advice for high level needs).

In quarter 3 of 2013/14, 2% of CAB's work related to immigration. The service also provides support on issues of discrimination (e.g. in relation to employment, health care, education, housing etc). This is intended to cover all grounds on which unlawful discrimination could occur, including race. Also in quarter 3, CAB supported 246 people of Black African heritage including people of Somali origin (6% of CAB's clients in Q3). CAB can draw on a pool of volunteers proficient in as many as 40 different languages, so is able to deal with access issues relating to interpretation and translation. Currently CAB has capacity to do more and is under-providing against its expected outcomes.

It should be noted that the City Council also has contracts with a number of organisations to provide welfare support and advice to more specific client groups. This includes:

Mosaic, which provides general help services for people with disabilities, on welfare benefits matters and provides information relating to other areas of welfare law. In particular, Mosaic's service focuses on ensuring that disabled people take up their benefit entitlements and provides assistance with completion of claim forms.

Age UK, which provides advice on all areas of welfare law with the exception of immigration services, for older people (55+) and their carers.

Soldiers, Sailors, Airmen and Families Association (SSAFA), which works with service and ex-service personnel and their dependants living in Leicester, in order to relieve the need and suffering of distress by obtaining financial assistance from armed forces and other relevant charities and, where appropriate, providing information on rights and entitlements at the Community Legal Service's "Assisted Information" level. Home visits will be arranged where necessary to provide these services. Signposting to other appropriate agencies is a key feature of the service.

VISTA, which provides information, advice and guidance for those with visual / sensory loss.

In relation to race discrimination, other services exist within the city (in addition to CAB) and nationally, ranging from support for victims of hate crime through to support for potential discrimination in access to goods and services, for example:

- Equalities and Human Rights Commission runs a helpline which gives information and guidance on discrimination and human rights issues, as well as providing information on its website. In limited circumstances, they will help people to take discrimination claims to court or tribunal.
- Community Legal Advice has a free, confidential advice line service to help people deal with their legal problems.

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

- ACAS provides free and impartial advice to employees and employers on a range of employment relations, employment rights, HR and management issues.
- Other services have independent, national bodies for dealing with specific complaints, such as the Independent Police Complaints Commission, School Governing Bodies, NHS Complaints Independent Advocacy Service.
- Victim Support are contracted, via Leicester City Council, to provide emotional support to victims and witnesses of hate incidents.
- Leicester's Anti-Social Behaviour Unit (within the City Council itself) investigates hate incidents.
- Leicestershire Police have a dedicated hate crime officer.
- Prevent Co-ordinator based at the St Philips Centre focuses on more extremist issues.
- Leicester Centre for Hate Studies has been established at the University of Leicester following an extensive hate crime project run there over recent years.

For new arrivals and refugees there are also the following organisations providing support in the city:

- Leicester City of Sanctuary has been established in the city since 2007 and has been offering a variety of services, including a weekly drop-in centre at St Martins House, Peacock Lane. It supports those whose cases for leave to remain have been rejected and helps campaign for those faced with deportation. It is currently working with more than 600 asylum seekers and a further 400 destitute asylum seekers. Leicester City of Sanctuary uses TREC to help in providing accommodation and facilities (e.g. PC, printing, photocopying) for NEST (New Evidence Search Team). This is where NEST is able to meet clients, discuss their cases with them and pursue the discovery of new evidence (which is necessary in making a new submission). Leicester City of Sanctuary can access the same facilities (on a smaller scale and evenings only) at the offices of AA Law at Pilgrim House, 10 Bishop Street, Town Hall Square.
- Refugee Action's Leicester office serves the East Midlands, offering a one stop shop for advice, guidance and other services, mainly to its client group in the three main "cities of dispersal" in the region: Derby, Leicester and Nottingham. This work has been delivered on a rolling grant agreement for the past 14 years. It comes to a close at the end of March 2014. From 1 April 2014, new services going under the name of Consolidated Advice and Guidance (CAGS) and Consolidated Asylum Support Application Service (CASAS) will be delivered nationwide by Migrant Help, an organisation based in Dover. This will provide people with parcels of information at key points in their application (mainly at the beginning and end of the process). Migrant Help will offer this service nationally, from locations in cities of "initial accommodation". The nearest of these to Leicester is Birmingham. There will be no premises or site in Leicester at which these services can be accessed in person. While Migrant Help's model of delivery is not known for certain at this time, it has been stated that this will consist mainly of telephone support with a much smaller component of "reactive outreach" for the most vulnerable members of the client group (e.g. women in last stages of pregnancy, asylum seekers with mental illness) for both elements of the service. It is important to note that the new CAGS/CASAS services are different from the one stop service currently run by Refugee Action. CAGS/CASAS will replace but not replicate that. After 1 April 2014, Refugee Action will maintain a presence in the East Midlands (still based in Leicester) working with asylum seekers and other migrants who are considering voluntary return to their home country. This programme is called Choices (Assisted Voluntary Return). While this means that Refugee Action will still be found in Leicester, it will be much smaller

than is currently the case and concentrating on a reduced offer of service. Refugee Action will be keeping an eye on the delivery of CAGS/CASAS to the region to identify any gaps in the new provision (additional Independent funding would be required to do this). Such gaps may appear in ways that will impact on the city as follows: If someone loses support, how will they become re-engaged? Potential increase in homelessness. Destitute asylum seekers become invisible. They don't even turn up where other homeless people do. Once they drop out of the system, it may be difficult for people to access support. Refugee Action appreciates the work that TREC has been doing with people who are granted leave to remain, guiding them through the benefits system and assisting them toward appropriate employment or training

Can this alternative or comparable provision help reduce or remove the negative impacts identified in Question 5? If not, why not?

No negative impacts identified at this point, to be determined following consultation

Would service users negatively affected by the proposal be eligible to use this alternative or comparable provision? Would it meet their identified needs?

No negative impacts identified at this point, to be determined following consultation

Question 8:

Will any particular area of the city be more affected by the proposal than other parts of the city? What area and why?

The review and its proposals will cover the entire city.

For example, Government policies or proposed changes to current provision by public agencies (such as new benefit arrangements) that have an adverse impact on residents; external economic impacts such as the recession/economic downturn; socio-economic factors such as deprivation/low income.

Question 9:

Is it likely that there may be other sources of negative impacts affecting service users over the next three years that need to be considered? What might compound the negative effects of this proposal? Describe any additional negative impacts over time that could realistically occur.

To be determined once the review is complete and the proposals are being considered.

Question 10:

Will staff providing the service be affected by the proposal/proposed changes? If yes, which posts and in what way?

We are unaware of any City Council staff being affected by the review and its potential outcome

Date completed 23/10/13 and updated again on 07/02/14 following meetings with City of Sanctuary and Refugee Action

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Step 2: Consultation on the proposal

Consulting potential service users on the proposal will provide you with an opportunity to collect information from them on the equality impacts they think may occur as a result of the proposed change, positive as well as negative. For negative impacts, this is an opportunity for them to identify how best to mitigate any negative impacts on them that they think may occur.

Question1:

What consultation on the final proposal has taken place?

When, where and who with?

The public consultation on the proposals commenced on 28 October 2013 and closed on 17 January 2014 (i.e. 12 weeks in duration). The approach was consistent with that agreed with the Executive at the outset: a public consultation open to everyone. The rationale was that this review could have implications for any resident in the city, not just VCS organisations themselves, inasmuch as the VCS provides a wide range of services to citizens in Leicester and equally citizens themselves may be involved in working for and / or supporting VCS organisations either as volunteers or as paid employees – or that they themselves (or their family and friends) could be past, present or future beneficiaries, employees or volunteers of VCS organisations and their services. The consultation involved:

- an online survey posted on the City Council's Citizen Space consultation hub;
- hard copy questionnaires, completed versions of which which could be handed in at any one of 27 City Council sites across the city (e.g. public libraries);
- nine public briefing sessions scheduled across the city, facilitated by the Project Director and the VCS Engagement Manager, with occasional support from other City Council officers; and
- attendance by the Project Director and/or VCS Engagement Manager at ad hoc meetings held on this matter by other organisations.

A press release was used to advertise the public consultation and the VAL e-bulletin was used to issue weekly updates on progress and to promote the face-to-face briefing sessions. A generic email account was set up to ensure the project team was able to monitor and share emails from all interested parties.

A total of 136 survey responses were received, including completed hard copy questionnaires. Content from the hard copy was manually typed into the online template for ease of analysis. This has been transferred directly without corrections to the original spelling or grammar, or any interpretation of what might be meant if the original text is unclear.

Appendix 2 of the Executive Decision Report is the report generated from Citizen Space on the quantitative questions. In addition, comments from the survey are captured in an Excel spreadsheet (which is available if required).

Of these 136 responses:

- 64 were on behalf of charities, voluntary organisations, social enterprises, faith-based or community groups. Of these, social enterprises formed the largest number (29) followed by charities (18);

[NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.](#)

- 10 were from people describing themselves as volunteers;
- 57 were from service users; and
- 5 chose not to classify their answers under any of these categories.

Of the hard copy returns, 21 were received as a bundle from SDS, self-identified as having been completed and submitted “on your own behalf as a service user”. However, it appears that service users were assisted to complete these forms, as the same handwriting was used across many of the forms, all of which contained very similar comments and expressed a consistent view in terms of supporting the proposals and in appealing for continued support for SDS.

The majority of organisations responding to the survey provide services across the city, with only six stating that they operate in a single ward (wards referenced being Evington, Fosse, Freeman and Spinney Hills). Others stated that while their service was primarily based and focused on a defined area of the city, it was of a kind that would be accessible to anyone.

In relation to the size of organisations responding, we asked them to indicate their level of gross income, the number of staff they employ and number of volunteers they work with. The results show a spread across all the specified income ranges (although only one organisation declared its gross income as being over £1 million) and across staffing levels and volunteer numbers.

Finally the survey asked for an indication of the area of work that the responding organisations undertake. “Community development/neighbourhood involvement” formed the largest response (26 out of 36 who completed this section). There were several areas of work which were not covered (e.g. disability, domestic violence, offenders, race and ethnicity, and refugees and asylum seekers). However it should be noted that some of these areas were represented among the organisations attending the public briefing sessions (see Appendix 5 of the Executive Decision Report).

There is more information in Appendix 2 on the type, size and focus of the organisations completing the questionnaire. Appendix 5 lists all the organisations which responded in some way to the consultation (by completing and returning the questionnaire either online or as hard copy, by attending a public briefing session or by submitting messages with general comments or support for an organisation or service).

Many respondents to the review made meaningful contributions only to that part which they perceived as directly impacting on their own organisation(s) or area(s) of interest, rather than contributing to the questionnaire as a whole.

Nine public briefing sessions were planned, from 6 November to 13 January 2014.

- 78 people attended;
- 44 VCS organisations were represented (listed in Appendix 5);
- 5 of the VCS organisations in scope of this review were represented at these briefings.

One session (Knighton Library, 12 December 2013) was cancelled due to only one person having registered to attend (who was offered an alternative date and venue). A relevant public meeting organised by another agency was being held elsewhere in the city at the

same time (which the City Council VCS Engagement Manager attended).

At the public briefing sessions there was a short presentation giving an overview of the review aims, objectives and proposals. The sessions were then opened up to participants to discuss specific areas of interest in small groups. Detailed notes were taken at the sessions (which are available if required).

In addition there were:

- Face-to-face meetings with the current providers;
- Emails/letters of support for the current providers – TREC (seven letters of support) and Leicester Council of Faiths (two letters of support)
- Other feedback via email/letter;
- Attendance at three meetings organised by other agencies to respond to questions about the review; and
- The Project Team monitored comments posted in the press and on social media sites.

Question 2:

What potential impacts did consultation stakeholders identify?

The consultation indicated broad support for the overall approach and the focus on the protected characteristics of race, religion or belief and for the community of identity and/or interest of Lesbian, Gay, Bisexual and Transgender (LGBT) people, as these most directly relate to community cohesion and integration in the city (and are not supported in other areas of the City Council's delivery).

What positive equality impacts were identified? For people with which protected characteristics?

- Agreement that this is a fair and transparent approach;
- The potential to use the approach to positively celebrate diversity and share achievements of communities; and
- Importance of doing the review given that the needs of communities and the profile of communities in the city have changed in recent years.

What negative equality impacts were identified? For people with which protected characteristics?

- A concern that this approach could cause unnecessary tension and division, fragmenting communities and setting them against each other rather than helping them work together. LCC has a duty to foster good relations between diverse communities;
- Identification of other characteristics that respondents would like to see represented (specifically women, mental health, older old (85+) and disability).
- Considerable support for this being a needs-led approach, focusing on the most vulnerable groups and most needy areas;
- Almost universal rejection of the criterion that organisations applying for support should be able to demonstrate that their community constitutes 1% of city population. This was considered divisive and detrimental to the smallest (and by definition most vulnerable) groups or communities – especially so if the City Council would be reducing or withdrawing the kind of support it has to date given to umbrella groups.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

- Impacts on new arrivals and refugees granted leave to remain in the UK, who receive information and advice from TREC;
- Impacts on individuals in the community who receive information and advice from SDS; and
- Impacts on individuals receiving support and advice from TREC with regard to discrimination and harassment on the basis of race.

Question 3:

Did stakeholders indicate how positive impacts could be further promoted? How?

Implement the approach as proposed and where appropriate reflect the positives in the specifications.

Did stakeholders indicate how negative impacts could be reduced or removed? How?

- Involve other partner organisations – this should not be the responsibility of just the City Council.
- Don't fund any kind of representative activity / don't fund faith-based activities, groups or organisations.
- Consider a way to bring the organisations together. Emphasise the importance of organisations ensuring their approach and engagement takes account of the full range of protected characteristics.
- Remove the reference to the 1% of the city's population from the criteria.
- Consider a needs led approach focusing on the most vulnerable groups and most needy areas;
- Extend the approach to include other characteristics (specifically women, mental health, older old (85+) and disability).
- Continue the current arrangements.
- Use umbrella groups to overcome boundaries between different kinds of groups and for getting support down to grass roots, smaller communities who haven't the strength in numbers or influence to obtain support otherwise;

Date completed 07/02/14

Step 3: The recommendation (the recommended decision on how to change the service)

Question 1:

Has your recommended proposal changed from the proposal in Step 1 as a result of consultation and further consideration?

Yes

If yes, describe the revised proposal and how it will affect current service users?

Retain the overall approach and the focus on the protected characteristics of race, religion or belief and for the community of identity and/or interest of Lesbian, Gay, Bisexual and Transgender (LGBT) people, as these most directly relate to community cohesion and integration in the city (and are not supported in other areas of the City Council's delivery).

Criteria amended to take account of consultation findings, including:

- Removing the 1% of the population within the criteria
- Stronger emphasis on demonstrating the issues and needs within the community and on the interaction between protected characteristics.

In light of the feedback regarding concerns about the approach itself having the potential to cause divisions and not recognising the interactions between protected characteristics or having sufficient focus on needs and key vulnerabilities, it is proposed that:

- applicants should be required to show that they can address appropriately the range of protected characteristics defined in the Equality Act 2010 (i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) in the context of their own community of identity and/or interest;
- applicants are required to show that they are willing and able to collaborate with other relevant organisations to help support appropriate engagement among different communities of identity and/or interest on matters of common interest (e.g. by helping organise and support inter-faith events and multicultural activities);
- applicants should be clear about how their organisation is able to support the City Mayor's nine-point delivery plan for Leicester within the scope of their contract;
- applicants should be required to support the City Council in engaging with their community of identity and/or interest on relevant key issues and areas of need, particularly those on which the City Council has made specific commitments (e.g. mental health, child poverty, helping new arrivals adapt to living in the city); and
- applicants should be active, collaborative and constructive co-workers with the City Council (and with each other) in helping the City Council meet its Public Sector Equality Duty.
-

What are the equality implications of these changes? Identify the likely positive and negative impacts of the final proposal and the protected characteristic affected.

Go back to the initial exercise you carried out at the beginning, on understanding your equality profile. Re-visit each characteristic and what has changed as a result of amending your recommendation. Revise potential positive and negative equality impacts accordingly.

The changes aim to address the concerns that this approach could encourage silo-thinking and that it would be divisive, ensuring that organisations understand and engage in relation to needs and issues which are prevalent in the city such as poverty and mental health, and understand and support interactions with other protected characteristics.

Specifically in relation to individual service users supported by TREC and SDS, whilst alternative provision does exist for those individuals including provision which is contracted by the City Council, particularly Citizens Advice Bureau. One issue that is recognised from anecdotal feedback, is that individuals in the Somali community and also new arrivals and refugees are less likely to seek help other than from organisations who they have learnt about from word of mouth, and therefore they might find accessing a different organisation such as CAB more challenging. This is dealt with further in the following section with regard to other negative impacts.

How can any negative impacts be reduced or removed?

In relation to other protected characteristics not included in these proposals, a number of actions are proposed:

- that the Older People's Forum reviews the extent to which it is representative of the older old (85+);
- that the City Council takes into account how it engages with organisations working in the field of mental health including VCS organisations who work with and support individuals with mental health conditions; and
- that the City Council is mindful of stressing how VCS organisations included in other streams of funding and support (e.g. Adult Social Care) can contribute to fulfilment of its Public Sector Equality Duty.

In the consultation on proposals for Strand 2, stakeholders (and the two organisations themselves) identified specific equality implications in relation to services provided by TREC and SDS, specifically impacts on:

- new arrivals and refugees granted leave to remain in the UK, who receive information, advice and guidance from TREC;
- individuals in the community who receive information, advice and guidance from SDS; and
- individuals receiving support and advice from TREC with regard to discrimination and harassment on the basis of race.

The potential effects on asylum seekers and refugees of changes in the City Council's support for these VCS organisations (particularly SDS and TREC) emerged strongly from the beginning of the public consultation period.

The City Council must ensure by such means as closer monitoring and regular engagement that agencies such as CAB are able to deliver their services to an acceptable standard for all potential client groups and service users, no matter the barriers to access that may prevent this at present. However it should be recognised that new arrivals to the city (particularly those who fetch up here as refugees and asylum seekers) can experience barriers to accessing goods and services. In particular they are less likely to trust certain organisations (especially the "institutional" kind) and more likely to seek help other from organisations whose "brand" they recognise (as serving their own community, for example) or whom they have learnt about by word of mouth. Therefore they might find accessing an organisation such as CAB more challenging – at least initially. It is proposed, therefore, that:

- the City Council procure a service (for a period of not more than two years), which will focus on engaging and working with other organisations and volunteers, to develop a sustainable network of support for new arrivals in the city and to build up expertise and knowledge of other organisations such as Citizens Advice Bureau (CAB) during a transition period, so that new arrivals are better able to access goods and services; and
- funding for this will be tapered over the two years starting in the range of £20-40k and leading to £10-20k in year two. The funding will come from the existing total budget envelope.

Question 2:

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Are there any actions⁵ required as a result of this EIA?

Yes

If yes, complete the action plan on the next page.

Date completed 28/02/14

Step 4: Sign-off

This EIA completed by	Name	Signature	Date
Lead officer	George Ballentyne		
Countersigned by Equalities Officer	Irene Kszyk		
Signed off by Divisional Director	Miranda Cannon		

Completion - Keep a copy for your records, and **send an electronic copy** of the completed and signed form to the [Corporate Equalities Lead](#) for audit purposes

⁵ Actions could include improving equality information collected or identifying the actions required to mitigate adverse impacts identified in the EIA.

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

EIA Action Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment. These should be included in the relevant service plan for performance management purposes.

Equality Objective	Action required	Target	Officer responsible	By when?
To support interaction between organisations across the protected characteristics	Applicant organisations are asked within the specification to evidence that they can address appropriately the range of protected characteristics in the context of their own community of identity and/or interest (e.g. disability, mental health, women, LGBT etc.);	To ensure organisations respond appropriately and evidence an appropriate approach	George Ballentyne	From Oct 2014
To support interaction between organisations across the protected characteristics	Successful applicant organisations collaborate with other relevant organisations to help support appropriate engagement among different communities of identity and/or interest on matters of common interest	Positive interaction between organisations which promotes an integrated and cohesive approach	George Ballentyne	From Oct 2014
To ensure an appropriate focus on the needs and issues prevalent in the communities who are represented	Successful applicants would be asked to support the City Council in understanding and engaging with the community on relevant key issues and areas of need	Positive engagement in tackling specific issues and needs within communities	George Ballentyne	From Oct 2014

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

	<p>such as mental health, child poverty, and helping new arrivals to adapt to living in the city.</p> <p>Successful applicants would be required to give appropriate support for the City Mayor's delivery plan for the city</p>			
To ensure adequate representation and a "voice" for organisations working with those affected by mental health conditions	The City Council reviews how it engages with organisations working in the field of mental health including VCS organisations who work with and support individuals with mental health conditions	To have a practical approach in place which facilitates this	Tracie Rees / Rod Moore	By April 2015
To ensure adequate representation and a "voice" for the very elderly 85+	Older People's Forum reviews the extent to which it is representative of those who are very elderly eg 85+	To have reviewed the existing approach and actioned the need to enhance representation if required	Tracie Rees	By April 2015
To support the Council in fulfilling its PSED	That the City Council is mindful of stressing how VCS organisations included in other streams of funding and support (e.g. Adult Social Care) can contribute to fulfilment of its Public Sector Equality Duty and foreground their work in	To have a practical approach in place which facilitates this	George Ballentyne	From Oct 2014

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

	terms of protected characteristics and issues related to community cohesion and integration.			
To ensure those seeking advice, support and guidance from the Somali Community, Eastern European Communities and new arrivals and refugees granted leave to remain are able to access services which meet their needs	Commission a specific service which will focus on engaging and working with other organisations and volunteers, to develop a sustainable network of support for new arrivals in the city and to build up expertise and knowledge of other organisations such as Citizens Advice Bureau (CAB) during a transition period, so that new arrivals are better able to access goods and services.	Service which actively works to develop appropriate support for new arrivals in the city and builds up expertise and knowledge of other organisations to provide this.	George Ballentyne	From Oct 2014

What to do next?

If this EIA has identified any issues that need to be addressed (such as plugging a data gap, or carrying out a specific action that reduces or removes any negative impacts identified), complete the attached EIA Action Plan to set out what action is required, who will carry it out, and when it will be carried out/completed.

Once your EIA has been completed, (countersigned by the equalities officer/finance officer **and signed off by your Director**) the equality officer will work with you to monitor this action plan.

Officers to contact: Corporate Equalities Lead/Corporate Resources and Support: Irene Kszyk 296303

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

Adult Social Care, Health & Housing: Gurjit Minhas 298706
City Development & Neighbourhoods: Daxa Patel 296674

Children's Services: Sonya King 297738

NB Any Actions you identify through completing this EIA, you must add to the Action Plan at the end.

List of organisations and individuals who responded to survey and/or attended a briefing session

1) Briefing sessions

	Number attending
Action on Hearing Loss	1
Adhar Project	2
African Caribbean Citizens Forum <i>(in scope of review)</i>	1
After18	1
B Inspired	1
Baby Gear	3
Centre for Fun & Families	1
Confederation of Indian Organisations (UK)	1
FMO <i>(in scope of review)</i>	2
GNG Community Centre (Holy Bones)	1
Golden Fellowship	1
Highfields Centre	3
LAMP Direct	2
LASS	1
Learning for the Fourth Age	1
Leicester and District Trades Union Council	1
Leicester Cathedral	1
Leicester Enterprise Club	1
Leicester Quaker Housing Association	1
LeicestHERday Trust	1
LGBT Centre	2
<i>Not available - Preferred not to say</i>	1
New Dawn New Day	1
Open Hands Trust	1
Papworth Trust	1
Peepul Centre	1
Prince's Trust	1
Reaching People	1
Royal Voluntary Service	1
Saffron Neighbourhood Council	1
Saffron Resource Centre	1
Shama Womens Centre	1
Sikh Community Centre	1
Soft Touch Arts	1
Somali Development Services <i>(in scope of review)</i>	1
St Peter's Community Centre	1
The Fit for Work Team	1
The Race Equality Centre <i>(in scope of review)</i>	1

Think Funding	1
Thurnby Lodge Community Association	1
Voluntary Action LeicesterShire <i>(in scope of the review)</i>	2
Wesley Hall Community Centre	1
Woodgate Nursery	1
Woodgate Residents Association	1
Grand Total	53

In addition the sessions were attended by a number of individuals not representing any specific organisation.

2) Survey responses

Not all organisations completing the survey provided the name of their organisation.

L4A
Action Homeless
Berners street community centre
Catch22 Charity limited
Christians Aware
Confederation of Indian Organisations (UK)
Federation of Muslim Organisations
Focus Charity
Free Cakes for Kids Leicester
Friends of Evington
Highfields Community Association
Kickstarting CIC
LASS
Leicestershire & Rutland County FA
Leicestershire Cares
Leicestershire Sikh Alliance
LeicestHERday Trust
Mammas Community Breastfeeding Support Project
Network for Change
Norton House
NPC- Leicester Pensioners Group.
Pamoja-Kenya Community Leicester
Papworth Trust Home Solutions Leics & City
Polish Mums and Childrens Centre
RECOVERY
Saffron Community Health Alliance
Saffron Garden of Peace
Saffron Resource Centre
Shama Women's Centre
SMIRA (Selective Mutism Information and Research Assn.)

Soft Touch Arts
Somali Development Services Ltd
STAR
Well for Living
Woodcraft Folk
Woodgate Resources Centre
Young Leicestershire

Number of people from 3rd party organisation who attended a face-to-face meeting

- ACCF 1
- FMO 4
- GHA 4
- LCoF 6
- SDS 3
- TREC 5 (1st meeting); 6 (2nd meeting) 6 individuals across the two meetings
- VAL 2

19 June 2014

REPORTS OF THE MONITORING OFFICER

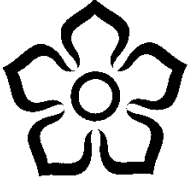
7.1 CORPORATE COMPENSATION POLICY

The Monitoring Officer seeks the agreement of Council to the proposed Corporate Compensation Policy. The policy is required in order to allow the Council to offer appropriate redress for actions taken by officers in cases where injustice is caused.

A copy of the report is attached.

Council is asked to approve the policy as set out in Appendix 1.

Kamal Adatia
Monitoring Officer



Leicester
City Council

WARDS AFFECTED - ALL

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

STANDARDS COMMITTEE	10.04.14
AUDIT & RISK COMMITTEE	15.04.14
FULL COUNCIL	19.06.14

CORPORATE COMPENSATION POLICY

Report of the Monitoring Officer

1. PURPOSE OF REPORT

To seek the agreement of the Council to the proposed Corporate Compensation Policy. The policy is required in order to allow the Council to offer appropriate redress for actions taken by officers in cases where injustice is caused. A policy will ensure that the principles are applied consistently, and that there is a proper audit trail of accountable decision-making and expenditure

- 1.1 The policy is attached as Appendix 1

2. RECOMMENDATIONS (OR OPTIONS)

- 2.1 (Standards and Audit & Risk) - To note the report and make any recommendations to Council
2.2 (Full Council) - To approve the policy as set out in Appendix 1

3. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

3.1. Financial Implications

No specific budgets are set aside for the payments that could be made under this policy. Costs would be met by the service concerned. They are unlikely to be significant in the context of the Council's finances. - Colin Sharpe, Head of Finance, ext 37 4081.

3.2 Legal Implications

The power to make payments under the proposed policy derives from:

s.92 LGA 2000 - Payments in cases of maladministration

(1) *Where a relevant authority consider—*

(a) *that action taken by or on behalf of the authority in the exercise of their functions amounts to, or may amount to, maladministration, and*

(b) *that a person has been, or may have been, adversely affected by that action,*

the authority may, if they think appropriate, make a payment to, or provide some other benefit for, that person.

(Kamal Adatia, City Barrister, Ext 37 1401)

3.3 Climate Change

None

4. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References Within the Report
Equal Opportunities	N	
Policy	N	
Sustainable and Environmental	N	
Crime and Disorder	N	
Human Rights Act	N	
Elderly/People on Low Income	N	
Corporate Parenting	N	
Health Inequalities Impact	N	

5. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

None

6. REPORT AUTHOR

Kamal Adatia, Monitoring Officer.

Appendix 1

Corporate Compensation Policy

It is recognised that we provide a wide range of services to a large number of customers and that sometimes things will go wrong or will not be delivered to an acceptable standard. It is important that when we have clearly been at fault that we acknowledge this and try to put things right quickly and in the most appropriate way for our customers.

1 Why recommend a remedy?

1.1 To address any injustice that has been caused to a recipient of our service/s, when it appears that we have not done something well and that there has been an apparent service failure. This process can help to draw a line under the matter and help to move the situation on, so that the relationship is repaired for the future

2 What is appropriate to consider under this policy?

2.1 This policy will normally apply to matters being considered under any of the Council's Complaint procedures, where the Council's action has, on the balance of probabilities, caused some 'injustice' to a complainant. There may also be other situations arising outside any formal Complaints procedure where it may also be appropriate to seek early local resolution using the principles of this policy, to avoid the matter escalating through the complaint process (for example, a Corporate Complaint, or a well-founded informal challenge raised by other means)

3 Power to make compensation

3.1 Section 92 of the Local Government Act 2000 gives local authorities the power to remedy injustice where it considers:

That action taken by or on behalf of the Council in the exercise of its functions amounts or may amount to maladministration, (maladministration)

and

That a person has been, or may have been adversely affected by that action (injustice)

3.2 Where both of the above conditions are met the Council may, if it thinks appropriate, make payment to, or provide some other benefit for, that person. It is possible for 'maladministration' to occur without consequent 'injustice' and vice versa and in these circumstances it will not normally be appropriate to consider awarding a payment or other benefit.

3.3 Recommendations made by the Local Government Ombudsman's service fall under alternative legislative powers contained in the Local Government Act 1974 and are not covered by this policy (see point 6.2)

3.4 The payment of compensation under this policy should not be considered to an admission of legal liability on the part of the Council in the event that the complainant may subsequently decide to take legal proceedings as a result of the complaint

4 Scope of the policy

4.1 Maladministration is failure of good administration. It involves 'process' and considers the manner in which decisions are reached or implemented (or not). Maladministration is not concerned with the nature, quality, reasonableness or merits of decisions that are otherwise properly reached

4.2 The Local Government Ombudsman's definition of 'maladministration' includes the following:

- delay
- incorrect action or failure to take any action
- failure to follow procedures or the law
- failure to provide information
- inadequate record-keeping
- failure to investigate
- failure to reply
- misleading or inaccurate statements
- inadequate liaison
- inadequate consultation
- broken promises

4.3 The notion of 'injustice' is not so clearly defined but it will relate directly to the Council's fault and may include such things as:

- hurt feelings, distress, worry or inconvenience
- loss of right or amenity
- not receiving a service
- financial loss or unnecessary expense
- time and trouble in pursuing a justified complaint

4.4 It would not be appropriate to consider use of this payments policy in cases where the complainant has suffered personal injury or damage to property as a result of alleged negligence of the Council. In such cases specific advice should be sought from Legal Services and Risk Management colleagues.

5 Who identifies the need for a remedy?

- 5.1 The review of any complaint by the investigating officer should be sufficiently in-depth to establish when fault has arisen and this in turn should be able to identify the injustice that has been caused to the complainant. The need for a remedy may also be identified by, or in consultation with, the Complaints Manager. It is not a prerequisite however for the Council or another investigator to have made formal “findings” of maladministration in respect of a complaint. The appropriateness of awarding a benefit or payment to put things right can be considered at any stage.
- 5.2 Officers do not need to consult further when a remedy is simply a matter of offering an apology or an action within the scope of the team’s usual work practice (such as arranging for a further reassessment to take place, or for a belated repair to be effected). For more significant issues however it may be appropriate to liaise with the Complaints Manager in the first instance.

6 Timing

- 6.2 Complaints, and therefore compensation, will not normally be considered or made unless the complaint or application is made within 3 months of the decision complained about, unless there are special or exceptional circumstances that would make it unreasonable to apply this rule.
- 6.3 The Local Government Ombudsman has powers under Part III Local Government Act 1974 to investigate and make findings and recommendations regarding maladministration accompanied by injustice, and these recommendations can include recommendations for the payment of financial compensation. The granting of a benefit or payment under the Council’s Policy will often be undertaken before a complaint is escalated outside of the Council (for example to the Local Government Ombudsman). However even once a complaint is before the LGO the Council can still consider making a payment under this policy (this time in liaison with the LGO as well as the complainant) by way of achieving a “Local Settlement” which, if agreeable, will render it unnecessary for the LGO to investigate the matter further.

7 Types of remedies:

7.2 Non-financial

There are a number of non-financial approaches to finding a suitable remedy and it is anticipated that those listed here will be the likely resolution for most complaints:

- Through an apology.
- Through practical action: the remedy may be that we need to complete the action that was expected in the first instance, to put things right.
- To review our procedures or practices, to avoid the situation arising again. The complainant should be notified of this action and of any changes made to the way we do things, as a result of their complaint.

- Through training or supervising staff; or both.
- We have access to a wide range of services and it is possible that within these services there is something that would serve as appropriate compensation. E.g. the offer of free access to a particular service for a period.

7.3 Financial

A financial remedy should only be considered as the last course of action and where it is clear that any injustice that we have caused has incurred cost or loss for the complainant. It should be clear that we are not paying for the maladministration or fault itself, but for the (wherever possible) quantifiable loss caused by the injustice. Where it is clear that we have caused injustice, but not so clear what the financial loss has been, alternative remedies should be considered first, before a financial remedy is considered on a notional basis.

7.4 Payments generally

The LGO's guidance on remedies explores the types of loss for which a complainant may be compensated financially. This can include categories such as

- (i) reimbursement for loss of a monetary benefit (e.g. Direct Payment not made, or wrongly underpaid, or other allowance not paid);
- (ii) compensation for loss of a non-monetary benefit (requiring a value judgement about quantifying the value of the lost benefit such as a lost opportunity or a loss of amenity e.g. lack of care/service to which the complainant was entitled);
- (iii) expenses incurred in pursuing a complaint
- (iv) Distress (see below)
- (v) Time and trouble (see below)

8 Distress

Distress is categorised by the Ombudsman to include: stress; anxiety; frustration; uncertainty; worry; inconvenience or outrage. Further consideration may take into account the severity of the distress caused, the length of time involved, the number of people affected (family members as well as the service user for instance) and any other professional opinion about the effects on any individual.

9 Time and trouble

This element is distinct to distress and is sometimes considered appropriate by the Local Government Ombudsman. Any payment of this nature would need to be carefully considered on the basis that the complainant has been put to considerable effort beyond that of pursuing a routine complaint. Any complaint where this is considered appropriate can be raised with the Complaints Manager in the first instance and reference will be made to the Local Government Ombudsman's guidance on this area. Payments for time and trouble are more of a gesture and are not normally large sums

10 Authorisation for financial redress

10.2 In all cases, prior to offering financial redress the investigating officer should complete the Authorisation Form (Form 1 attached). This will help to guide the process of proposing and authorising the remedy.

10.3 Appropriate approval should be sought for all types of financial redress whether it involves a one-off payment, the waiving of charges or the write-off of debts owed to the Department. The proposed amount should be discussed with the Complaints Manager in the first instance to ensure consistency in approach. Where appropriate, reference will be made to guidance provided by the Local Government Ombudsman

- **Up to £500 - Head of Service plus Divisional Director approval**
- **£500+ - Divisional Director plus Monitoring Officer approval**

10.4 Acceptance of the redress being offered should be gained from the complainant in writing, before it is actually made. A discharge of responsibility paper (Discharge Form – Form 2) should also be completed at the point of offer. Payments should be made to the individual that has suffered as a direct result of the maladministration in the first instance.

11 Reporting arrangements for Corporate Compensation Payments

11.2 The City Barrister & Head of Standards will be notified of all payments made under this policy on a half-yearly basis.

11.3 The Audit & Risk Committee will consider payments made under the policy via annual report

12 Relevant legislation and documents considered in the formation of this policy are:

- Section 92 Local Government Act 2000
- Local Government Ombudsman Guidance on Good Practice 6 – Remedies

Form 1

AUTHORISATION FORM

Complainant's name & address:	
Summary of complaint:	
Key points of the complaint that justify the remedy being proposed:	
Division affected:	
Remedy being proposed:	
Name of investigating/lead officer:	
Signature & date	
Authorisation required by:	(print names and titles)
• <i>Up to £500 - Head of Service plus Divisional Director approval</i>	1.
• <i>£500+ - Divisional Director plus Monitoring Officer approval</i>	2.
Signature & date	1. 2.

Complaint Office use:

Discharge form sent to complainant	Yes/No
Payment to be actioned by:	
Date payment made:	

Form 2

DISCHARGE FORM

I, **Complainant's Name** agree to accept the sum of **payment in words** in final settlement of this complaint against Leicester City Council concerning **summary of complaint issue**.

Please note

The payment of compensation in this case should not be considered to an admission of legal liability on the part of the Council

All payments under this scheme will be forfeited if any claim made is in any respect fraudulent or if any fraudulent means is being used by the claimant or anyone acting on his/her behalf to obtain payments under this scheme.

Signed :

Print.....

Date :

Please return to:

Investigating Manager's address

