



Leicester
City Council

**MEETING OF THE NEIGHBOURHOOD SERVICES AND COMMUNITY
INVOLVEMENT SCRUTINY COMMISSION**

DATE: TUESDAY, 17 NOVEMBER 2015

TIME: 5:30 pm

**PLACE: Meeting Room G.02, Ground Floor, City Hall, 115 Charles
Street, Leicester, LE1 1FZ**

Members of the Commission

Councillor Dawood (Chair)
Councillor Gugnani (Vice-Chair)

Councillors Corral, Cutkelvin, Halford, Hunter and Khote
1 unallocated non-grouped place

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

Elaine Baker

For Monitoring Officer

Officer contacts:

Jerry Connolly (Scrutiny Policy Officer)

Elaine Baker (Democratic Support Officer),

Tel: 0116 454 6355, e-mail: elaine.baker@leicester.gov.uk

Leicester City Council, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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Further information

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

Elaine Baker, Democratic Support Officer on 0116 454 6355.

Alternatively, email elaine.baker@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

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1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF THE PREVIOUS MEETING

Appendix A

The Minutes of the meeting of the Neighbourhood Services and Community Involvement Scrutiny Commission held on 1 October 2015 are attached and Members are asked to confirm them as a correct record.

4. PETITIONS

The Monitoring Officer to report on the receipt of any petitions received

5. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

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

6. USING BUILDINGS BETTER PROGRAMME AND UPDATE ON NEXT PHASE OF CUSTOMER FACING BUILDINGS TRANSFORMATION IN NORTH WEST LEICESTER

Appendix B

The Director for Delivery, Communications and Political Governance presents information on the Using Buildings Better programme and an update on the next phase of customer-facing buildings transformation in north-west Leicester. The Commission is recommended to consider this information and comment as appropriate.

7. WORKING WITH THE CITY'S VOLUNTARY AND COMMUNITY SECTOR TO SUPPORT ENGAGEMENT WITH COMMUNITIES [Appendix C](#)

On 4 November 2015 the City Mayor took a decision on working with the city's Voluntary and Community Sector to support engagement with communities. The Commission is recommended to note this decision and comment as appropriate.

8. THE IMPACT OF BETTING SHOPS ON LOCAL COMMUNITIES WITHIN LEICESTER [Appendix D](#)

To consider a proposal by the Chair that a Task Group is established to consider the impact of betting shops on local communities within Leicester.

9. WORK PROGRAMME [Appendix E](#)

The current work programme for the Commission is attached. The Commission is asked to consider this and make comments and/or amendments as it considers necessary.

10. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
NEIGHBOURHOOD SERVICES AND COMMUNITY INVOLVEMENT SCRUTINY
COMMISSION

Held: THURSDAY, 1 OCTOBER 2015 at 5:30 pm

P R E S E N T :

Councillor Dawood (Chair)
Councillor Gugnani (Vice Chair)

Councillor Corrall Councillor Cutkelvin
Councillor Halford Councillor Hunter
Councillor Khote
In Attendance

Councillor Master, Assistant City Mayor - Neighbourhood Services
Councillor Sood, Assistant City Mayor - Communities & Equalities
Councillor Waddington, Assistant City Mayor - Jobs & Skills

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15. APOLOGIES FOR ABSENCE

There were no apologies for absence.

16. DECLARATIONS OF INTEREST

Councillor Corrall declared an Other Disclosable Interest in agenda item 10, Leicestershire Citizens Advice Annual Report, in that a friend of his worked in the service.

In accordance with the Council's Code of Conduct, the interest was not considered so significant that it was likely to prejudice Councillor Corrall's judgement of public interest. He was not therefore, required to withdraw from the meeting.

17. MINUTES OF THE PREVIOUS MEETING

RESOLVED:

that the minutes of the meeting of the Neighbourhood Services and Community Involvement Scrutiny Commission held on 13 August 2015, be confirmed as a correct record.

18. PROGRESS ON ACTIONS AGREED AT THE PREVIOUS MEETING

Minute Item 9. Call-In of City Mayor Decisions – Highfields Community Association

Members considered responses to questions raised at the previous meeting of the commission on 13 August 2015. A copy of this information is attached to the back of these minutes.

Members queried alternative provision for those children under the age of five, who previously attended the Highfields Centre. The Director of Culture and Neighbourhood Services responded that officers in Children's Services had engaged in the process to help parents / carers find an alternative provision for their children.

A Member asked whether staff from the Highfield's Centre had been given another placement elsewhere. The Director explained that the manager in Early Years services had been liaising with officers in Children's Services and she felt that a conclusion would be reached soon. The Chair would be updated on the outcome.

In respect of enrolment numbers, Members expressed concerns that while some of the other centres in the area were being used, the numbers on roll for courses relocated from the Highfields Centre, were down to just 70, compared to 152 in 2014. In addition a third of the year had been lost for some classes as the academic year commenced in September.

The Director explained that the information she had been given showed that some of the learners had enrolled in other locations, such as the Adult Education Centre and St Matthew's Neighbourhood Centre. Enrolments were still up for the city as a whole. Efforts were being made to contact those people from Highfields who had not enrolled on courses elsewhere.

The Chair stated that a significant assumption was being made that learners from the Highfields Centre were enrolling in classes in an alternative provision.

19. PETITIONS

The Monitoring Officer reported that no petitions had been received.

20. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that no questions, representations or

statements of case had been received.

21. PRINTED MUSIC AND DRAMA SERVICE

The Director of Culture and Neighbourhood Services submitted a report on the Transfer of Libraries' Printed Music and Drama Service. The report updated the Commission on details of the decision to transfer the printed music and drama service to a regional service developed and run by Nottingham City.

The Head of Neighbourhood Services explained that the City Council had helped to shape a proposal for a regional offer, which would be based in Nottingham but with access at different points. The Council had worked with Making Music, local groups and Nottingham City Council, to arrive at these proposals. There were a number of advantages with the proposal, which included improved I.T. and a transport service to bring materials from Nottingham to Leicester. Organisations would pay more to access the service but the new system would offer stability, a more modern service and something that would last.

Barbara Eifler, the Executive Director of Making Music addressed the meeting and explained that the organisation was the umbrella group for amateur groups in the UK. Many had commented on the excellency of the past service and people were aware of the pressures that faced the council. They were also aware that the service provided was not a statutory requirement. Their view was that the solution offered was very good and they were grateful to officers involved for their hard work in finding a solution. Some of the groups such as those in Newtown Linford and Lutterworth had expressed concerns that it would cost more to access the service. However, groups were pleased with the arrangement for materials to be delivered to Fosse Library.

A Member asked why Nottingham City Council was chosen to run the music and drama service and the Head of Neighbourhood Services explained that it was due to service priorities. Nottingham had a strong focus on the arts and this was a direction that they still wanted to go.

Officers were asked whether they had consulted on using Fosse Library as the collection point for materials. The Head of Services explained that they had originally considered a city centre venue but Fosse was convenient for parking. As part of the consultation, a question had been asked about access.

A Member questioned whether support was available for the visually impaired. The meeting was advised that an assumption had been made that people with a visual impairment already have use of standard accessibility software to access the service. In the consultation an open ended question had been asked, but there were no responses relating to a disability such as this. As part of the consultation responses, the Council had been asked to offer training on the new online system, and this had been agreed.

The Chair concluded the discussion and stated that while it was unfortunate that there would have to be a shared service going forward, it was important

that the service continued. Budgetary constraints meant that changes needed to be made. The Chair added that it was important to acknowledge the work of the officers and Ms Eifler in this process.

RESOLVED:

that the Commission support the decision to transfer the Leicester Libraries' printed music and drama service to a regional service developed and run by Nottingham City.

22. TRANSFORMING NEIGHBOURHOOD SERVICES

Members of the Commission received an update on the progress of the Transforming Neighbourhood Services (TNS) Project. The Head of Neighbourhood Services explained that the challenge was to find manageable solutions to ensure that as many of the Council's key services were retained as possible. The TNS project had already been implemented in the south and west neighbourhood areas of the City. The next area to be considered would be the North West of the City where consultations had already taken place.

Substantial consultation exercises had taken place to establish which services were more important and which buildings were used. Consideration was being given as to whether savings could be made on Council buildings. In some areas, multi service centres had been created, such as the Pork Pie Library and St Matthew's Centre. The meeting heard that this initiative was proving to be very successful with increased usage and more community groups working together.

The Director of Culture and Neighbourhood Services explained that it was a gradual process; from commencing consultations to building up to a set of proposals. Scrutiny had played an important role in the process and its contribution was valued.

A Member questioned when the eastern part of the City would be included in the TNS project, and was advised that it was a step by step process and could possibly be in the second half of 2016, after north-west and north-east areas. The Member expressed disappointment about the delay. The Head of Neighbourhood Services responded that he understood the concern, but problems had arisen in the cities where too many changes were carried out too quickly.

Officers were questioned about the process of consultation and were advised that they talked to and listened to residents at numerous different venues; they had also met with focus groups. Where groups had a particular concern, efforts had been made to find a solution. A finding from the consultations was that people were more concerned with the services than the actual buildings. A Member spoke of the importance of speaking to the right people, and the Head of Service responded that any help Members could give, in identifying the right groups would be very welcome.

Members referred to the Community Asset Transfer scheme and were informed that the scheme was one of the outcomes from the Localism Act. The Council needed to save money and could do this by saving on property costs. A group involved in the transfer would take responsibility for the costs associated with the running of the building. To help groups do this, the Council involved a Government Organisation called Locality whose role was to provide specialist support. Members questioned what would happen if the group who had taken transfer of the asset could not fulfil their obligations. Officers explained that there was an ongoing relationship with the groups and the Council would talk to them about any concerns. There was an option to end the lease if, for example, the organisation concerned could not fulfil their responsibilities.

A Member expressed concerns that a previous consultation exercise in his ward, had omitted the relevant councillors, who had only received an update afterwards. The Head of Service acknowledged that there was a need to improve the process of consulting with the ward councillors. In response to further questions, Members were advised that in the criteria for groups applying for the community asset, was a requirement that they should be a local group and also that the asset should be accessible to other community groups. A Member cited an example of a community group that had denied access to other groups however the meeting was informed that the Council had intervened quickly to rectify this issue.

RESOLVED:

that the Commission:

- 1) note the update on progress on the Transforming Neighbourhood Services Project;
- 2) ask officers to note the need for engagement with ward councillors on the Transforming Neighbourhood Services Project
- 3) request that details on the progress of the Community Asset Transfer Scheme be brought to a future meeting of the Commission.

23. ANNUAL UPDATE ON EMERGENCY FOOD USE IN THE CITY

The Head of Revenue and Customer Support presented a report which updated the Commission on the provision of food banks within the city and the work carried out to identify and engage with the organisations. Members were referred to the recommendations detailed in section 3.16 of the report, which were made in respect of the Council's Food Plan Strategy.

A Member referred to the report and stated that the Braunstone Park and Rowley Fields Ward was referred to by three different titles; he asked officers to try to be consistent in future.

It was noted that FareShare subscriptions had increased substantially and Members asked whether the council could help with the cost of membership. The Head of Revenue and Customer Support stated that the amount of the subscription charge was decided by FareShare; some of the organisations had in the past received help from their ward community meeting budgets to pay the subscription.

Councillor Waddington, Assistant City Mayor, Jobs and Skills suggested that an action plan be drawn up in respect of the report's recommendations. If the Commission agreed to this, report could be brought back to the Commission showing the progress on meeting the recommendations.

Members expressed concerns over the need for foodbanks, at the increase in their number and usage and that further demand was anticipated in the medium term. Councillor Khote asked for details of the uptake in usage of foodbanks in the North Evington Ward. The Head of Revenue and Customer Support explained that the majority of food banks were independent of the council's involvement and therefore it was not possible to supply detail of this nature for this or any ward in the city.

Comments were made that the report referred to the old wards and ward boundaries that were in existence prior to the changes brought about by the boundary commission which took effect in May 2015. The Head of Revenue and Customer Support responded that the report analysis was undertaken prior to the boundary changes, however the changes would be reflected and acknowledged in the next annual update.

Councillor Sood, Assistant City Mayor, Communities and Equalities, referred to the role that faith groups were taking in relation to emergency food provision. While their contribution was acknowledged in the report, she believed in general, their contribution was not fully recognised.

The Chair thanked the Head of Revenue and Customer Support for the extensive report and expressed concerns about the need for such emergency provision. He questioned whether demand could be measured in the different wards around the city. The Head of Revenue and Customer Support explained that there were practicalities around measuring demand because the organisations were not council run and did not always provide the council with those details.

RESOLVED:

that the Commission agree:

- 1) that an action plan be drawn up in respect of the recommendations set out in section 3.16 of the report; and
- 2) request that the next annual report on emergency food use, take into account the new wards and boundaries.

24. LEICESTERSHIRE CITIZENS ADVICE ANNUAL REPORT

Members were asked to consider a report from the Leicestershire Citizens Advice on their City Advice Services Contract Performance 2014-2015. Richard Mason, Chief Executive was present along with Dawn Evans whose role focussed on the operation of the service in the city.

Members heard that during the year they had dealt with 28,000 enquiries; this related to a substantial increase in the number of people accessing their services. An increasing area of work was related to foodbanks. The service adopted a holistic approach and tried to offer a 'one stop shop' on a range of services including employment issues and advice on benefits and issues relating to debt.

Councillor Waddington, Assistant City Mayor, Jobs and Skills, stated that this fell within her portfolio and she felt that the report was lacking in information. She would have liked to have seen a more in depth analysis of the work carried out, including outcomes, the views of service users and a highlighting of the people who had sought help. Members agreed and also requested that the report should include some anonymised case studies. Mr Mason responded that he would be happy to develop the report in that fashion.

A Member recalled that targets had been set in relation to the number of service users who were seen in their own localities (as opposed to the city centre). She questioned whether those targets had been met and whether the locations used were the most appropriate. The Head of Benefits and Customer Support responded that they had initially struggled to meet the targets, but had been successful during 2014/15. They did have the postcodes of the service users, so they were able to map to check on usage in the different localities. A suggestion was made that the Citizens Advice Service should give consideration into providing a service in some of the multi-function centres that had been set up as part of the Transforming Neighbourhood Services Project.

Members heard that the service provided opportunities for volunteers and queried their role and responsibilities. Ms Evans explained that when a member of the public phoned the centre, a volunteer would answer the call and make an assessment. The training for volunteers was robust; in depth knowledge was required and not all volunteers would be given telephone duties as some had skills more suitable to other roles. In addition all telephone calls were monitored.

Members queried whether an audit of advice provision in the city was being carried out and whether anything had been done since Leicestershire Citizens Advice Service had been awarded the contract. The Head of Benefits and Customer Support explained that the service only came under her remit earlier this year. She assumed that the original review would have captured what advice was available in the City at that time; a city wide review would take place at pre-tendering of the contract. However in the meantime, she was able to undertake some analysis on the outreach and localities outcomes, and a report could be brought back to a future meeting, possibly in the new year, but

it would not be an in depth study.

It was noted that the annual report had not been seen by the Assistant City Mayor for Jobs and Skills, prior to its submission to the Scrutiny Commission. It was agreed that in future, the reports should be sent to the relevant Assistant City Mayor first before its submission to Scrutiny.

RESOLVED:

that the Commission:

- 1) request that future City Advice Services Contract Performance Annual Reports should include an in depth analysis and case studies;
- 2) agree that future reports should be submitted to the relevant Assistant City Mayor, prior to its submission to the Scrutiny Commission; and
- 3) request a report from the Head of Benefits and Customer Support on the outreach and localities outcomes for the contracted advice provision in the city.

25. WORK PROGRAMME

There were no comments on the Neighbourhood Services and Community Involvement Scrutiny Commission Work Programme.

26. CLOSE OF MEETING

The meeting closed at 7.30 pm.

Minute Item 18

Highfields Centre

Summary of information following the request at Neighbourhood Services and Community Involvement Scrutiny Commission on 13 August 2015

1. Enrolment numbers for the Adult Skills and Learning courses relocated from Highfields Centre

	2014 (Highfields)	2015 (ACC, Spinney, St Peters)
ESOL	94	57
IT	24	Due to start after Oct half term at Spinney Hill Primary following IT suite refurbishment
Supporting Teaching and Learning	13	Due to start Jan 16. Start dates are staggered across the city.
English	11	13
Dressmaking	10	0 - will be re-advertised and offered in January.
Cake Decorating	n/a	0 - new for 2015. Will be re-advertised and offered in January.
Total	152	70

Some learners will have enrolled in other locations. Overall enrolment numbers are up for ESOL in neighbouring centres as indicated below:

ESOL	2014	2015
Adult Education College	337	403
St Mathews NC	68	75
Total	405	478

Overall, enrolments have increased in the city, up from **3372 enrolments in 2014** to **3516 enrolments in 2015** to date. Enrolments are still coming in and the service will also continue to follow up any learners who we would have expected to re-enrol.

2. Arrangements for the children who had previously attended the Highfields pre-school

Confirmed places 7 x confirmed places starting between the 28 th August and the 2 nd September at 5 different pre school settings: Little Mumins, Rahma Childcare, Al-Islamia, Wesley Hall and Kiddy Planet.
Places offered 2 x places have been offered at the Al- Islamia preschool which are awaiting take up confirmation from parents. The reasons they have not been confirmed as yet is that one family is currently in Pakistan and the other family is waiting to have a home visit.
Ongoing 1 family has had a family bereavement therefore they have decided that their cousin will provide childcare at this stage. They anticipate they will look at settings in the future, a list of providers has been emailed to the family.

Not required

- 1 family have now decided to wait for 3 year place at Uplands Infants or Highfields primary. They are on a waiting list for Barnards Close for 2 year funding and would not consider any alternatives.
- 1 x child's parent has contact several providers but has been told to ring back when places available. Possible place at Uplands and on waiting list for Kiddiplanet. LCC staff have encouraged the parent to widen search. Child currently can't attend anywhere at the moment anyway as he has just broken his arm.

No contact yet established

- Although letters have been sent, there has been no response from one family. This may be due to incorrect/outdated numbers given. Records are being cross referenced with registration data within the Children, Young People and Family Centres in the Central cluster so a home visit can be made to assess their current situation and support required.

Liz Blyth
29 September 2015

Using buildings better programme

Neighbourhood Services and
Community Involvement
Scrutiny Commission
17th November 2015

Agenda

- Vision for the programme
- Scope of the programme
- Need for the programme
- 12 • Programme governance and delivery
 - Programme benefits
 - Next steps

Programme vision

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

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

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

Programme scope

Six work-streams within the programme

- Rationalisation of depots, workshops and stores
- Customer facing buildings (incorporates existing transforming neighbourhood services programme)
- Early help (health and children's) service delivery
- Office accommodation across whole estate
- Improving customer access via channel shift
- Disposal programme for surplus assets

Programme scope

- Priority focus is on service needs and delivery over retention of specific buildings with early consideration of options for reuse or disposal of buildings
- All non-schools based staff could be impacted in some way
- Co-location with partners where benefits are evident and can be practically achieved within reasonable timescales
- Implications for facilities management (eg security, cleaning etc) will need to be considered alongside the programme

Programme scope – asset types

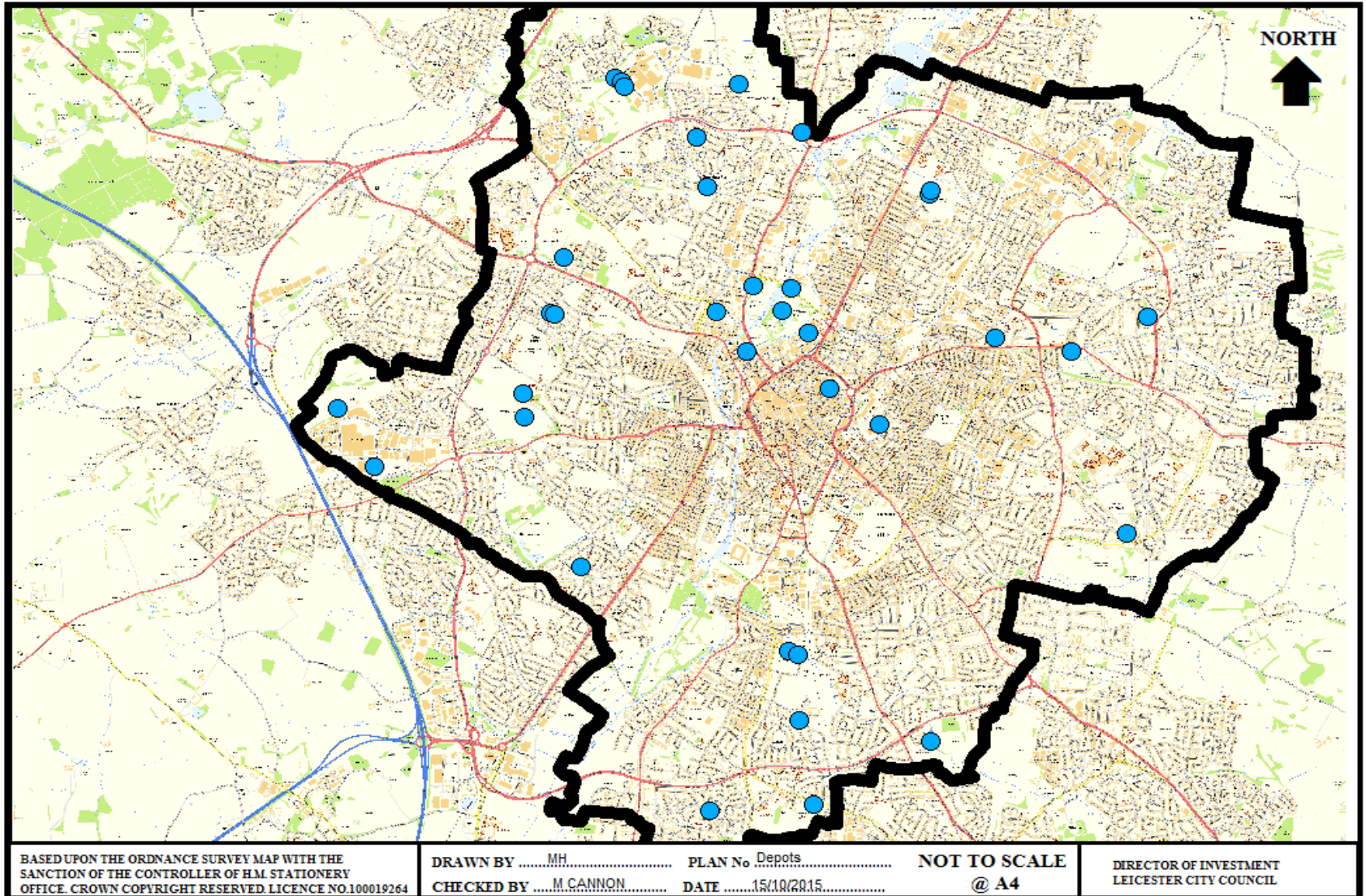
- Depots, stores and workshops
- Community and neighbourhood Centres
- Libraries
- Customer service centres
- Children, young people and family centres
- Housing offices
- Youth centres
- Adult education centres
- Administrative buildings
- Training centres eg Forest Lodge
- Sport and Leisure centres
- Parks buildings and facilities
- Pre-school settings
- Buildings where we are co-located with partners (incl non-LCC buildings)

Need for the programme

- Excluding schools, LCC staff are based across more than 220 buildings.
- Leicester has 36 depots, stores and workshops across a city of only 28 square miles.
- Many areas of the city with a high density of LCC owned properties.
- Space utilisation in terms of staff accommodation is inefficient for example recent space planning and refurbishment of York House increased the number of workstations by 51%.
- Recent work via transforming neighbourhood services programme has demonstrated the case for focusing on service needs rather than retention of buildings.

Depots, stores and workshops

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Case Study: Aylestone Leisure Centre & Library



- Old Aylestone Library on Richmond Road poorly located with accessibility issues
- Relocated to Leisure Centre July 2013
- Large Increase in library visits, book loans and computer use

Aylestone Library		
Performance Indicator	2012 - 13	2014 - 15
Total book loans per year	13,029	28,504
Total hours PC use per year	968 hrs	4,526 hrs
Total visits per year	7,730	47,001

- Library staffed hours extended + self service available when staff leave
- Community Asset Transfer of old building – reused for childcare provision

Case Study: Pork Pie Library & Community Centre



- Joint Service Centre created
 - Library
 - Community Centre
 - Adult Learning Centre
- Services relocated from nearby buildings
 - Linwood Centre – workshops developed
 - Southfields Drive Community Centre – reuse for community enterprise
- Benefits
 - Building investment
 - One stop shop
 - New heating & lighting systems
 - IT Suite for Adult Learning
 - Kitchen for lunch club and events
 - New community rooms for hire
 - Longer opening hours (+16hrs/week)
 - Out of hours access
 - Community stakeholder group

Case Study: St Matthews Centre



- Early model developed in consultation with community groups
- Joint Service Centre created, with 10 services including:
 - Community Rooms
 - Housing Office
 - STAR
 - Adult Learning Centre
 - Sports Hall
 - Youth service
 - Nursery
 - Library
- Building redesigned in consultation with local community organisations.
- 3 shop units re-let

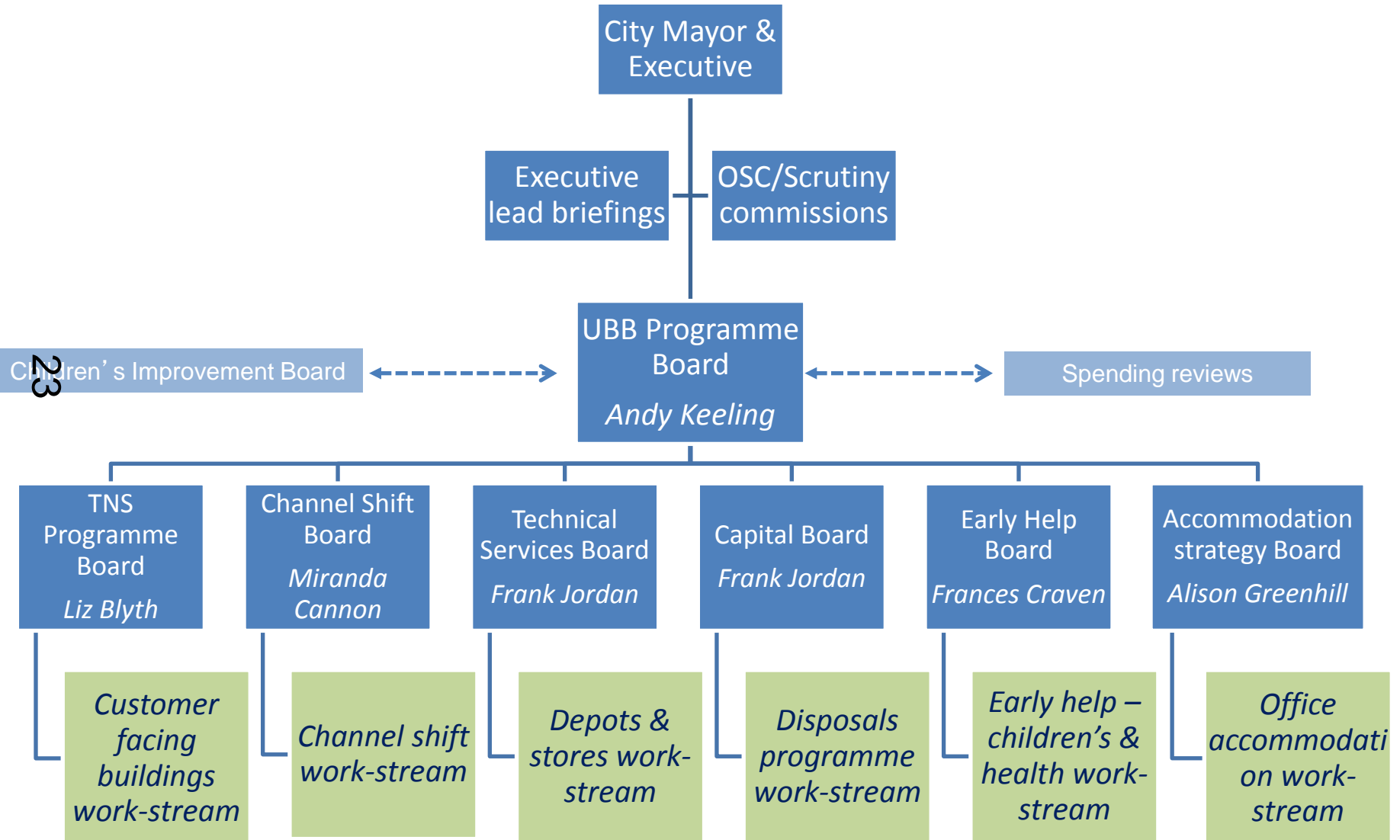


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Residents can and do want to go on-line and self-serve

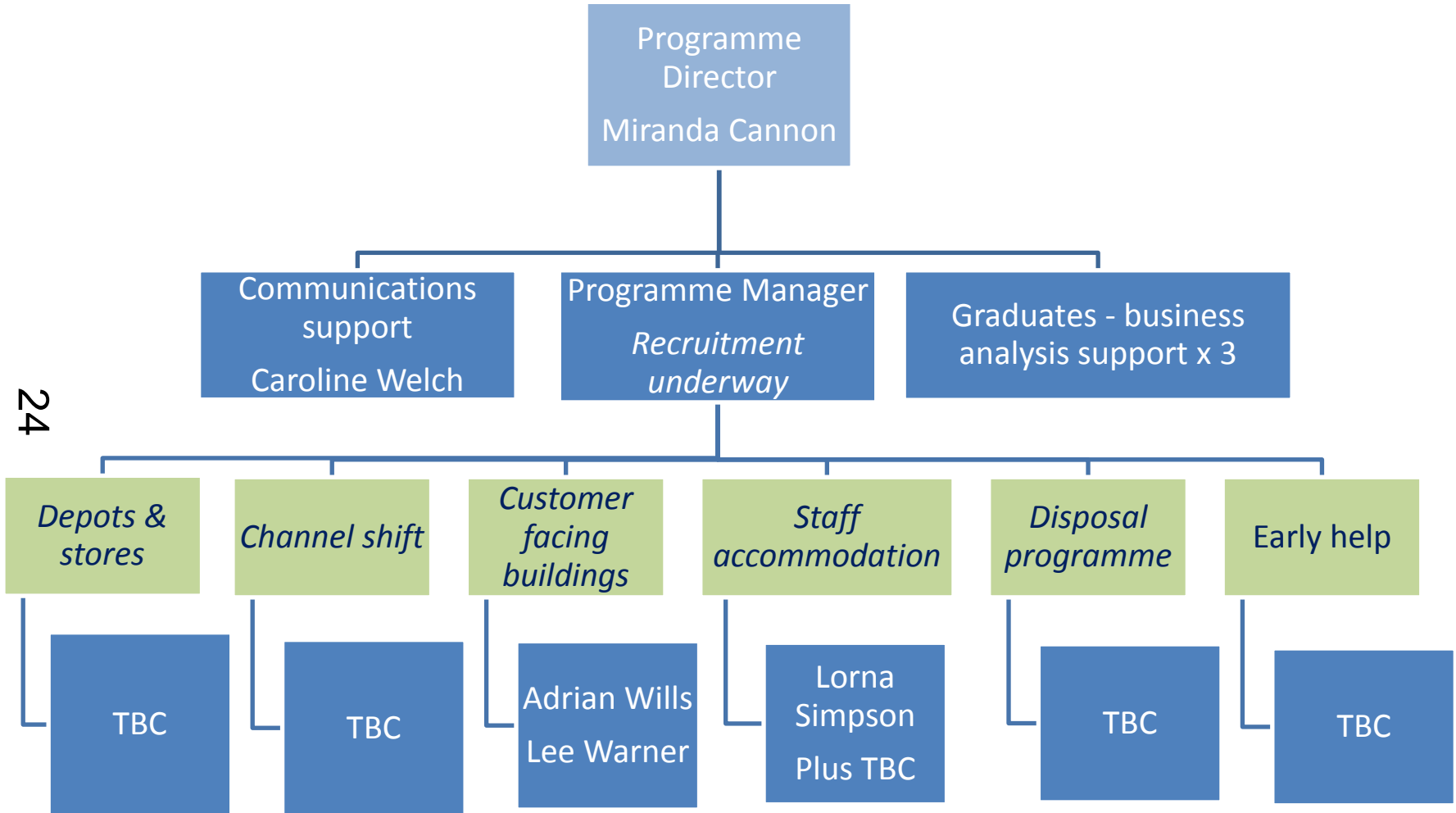
- Face-to-face council tax enquiries have reduced by 47% in 2015 compared to 2014 through better promotion of phone and on-line contact.
- Work to proactively direct and enable customers to use self-service payment kiosks in York House has seen an increase from 29% to 83% of payments done via kiosks between Jan and July 2015.
- Online Housing Benefit claim forms were introduced in November 2010. Four online claims were received in that month. In 2015, 86% of applications have been completed online this year to date.
- Migration of school admissions contact to the customer service line this year and significant improvements in the process has reduced call volumes by 26% compared to September 2014, and the number of calls abandoned has reduced from 43% to 6.5%.
- Transaction costs - face to face transaction £6.79, telephony £2.12 and on-line £0.07

Programme governance



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Programme delivery - resources



Programme benefits

Savings / income:

- Reduction in number of LCC operational buildings
- Total revenue savings – categorised eg type / service area / GF / HRA
- Total value of capital receipts
- Reduction in maintenance backlog and reactive vrs proactive maintenance
- Reduction in customer transaction costs

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Economic growth:

- Sites released for business investment and value to economy
- Sites released for housing and total housing yield
- Sites transferred to commercial portfolio and yield
- Number of community asset transfers achieved
- Sites released for school place provision and total places

Programme benefits

Customer access and experience:

- Customer services ratio of contact types (f2f, phone, on-line)
- Estate compliance eg DDA accessibility
- Increased service usage eg book loans, PC use
- Increased building usage eg footfall
- Customer satisfaction (anecdotal or quantitative)?

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Sustainability:

- Reduction in carbon emissions from LCC estate

Efficient use of space:

- Co-location with partners
- Increased staff : desk ratio
- Reduction in staff accommodation footprint eg m2 per employee
- Staff satisfaction (anecdotal or quantitative)?

Next steps

- Recruitment of appropriate skills and resources
- Establish formal programme management arrangements
- Develop detailed programme plan for next 6 months
- Build on existing transforming neighbourhood services project focusing on completion of North West area

Next steps

Customer facing buildings – north west area

- Phase one consultation for neighbourhood buildings has already taken place (November and December 2014)

28 •Phase one consultation for Stocking Farm and New Parks youth centres during November and December

- Second phase consultation in the spring

- Final proposals for whole North West area in March 2016

Appendix

Customer facing buildings – north west area

Information materials to be used are appended as follows:

- TNS north west – engagement questionnaire Nov 2015
- TNS north west – engagement poster Nov 2015

Changing neighbourhood services in your area

North west: Abbey, Beaumont Leys and New Parks

Your local services are going to change.



In 2014, we spoke to people in the north west of Leicester about some council services in the area, ringed in grey on the map. Now the programme is expanding to include two more local buildings, ringed in red on the map: New Parks Youth Centre and Stocking Farm Youth Centre. We would like your views on how services could share buildings and work together.

Why are services changing?

- Significant cuts in government funding mean we cannot continue to run services as we do now.
- We want to work with communities to make changes now, before it becomes critical.
- We are reviewing how neighbourhood services are run to make sure that they are affordable and can respond to local people's needs.
- Leicester City Council is committed to providing high quality neighbourhood services.

How do we make changes?

We will be working with local people and community organisations to look at the best way to deliver services in future.

Options and benefits

- Reducing the number of buildings we operate from
- Merging services into shared buildings: this has led to investment in modern facilities, better access and longer opening hours
- Involving local people and groups in running some services
- Self-service facilities

See the back of this leaflet for a map showing the area and buildings we are talking about.

How you can get involved

We are inviting the local community to find out more about this programme and make suggestions for the North West area by 29 November 2015.

1. Come to a focus group on Tuesday 10 November: New Parks Youth Centre at 6pm or Stocking Farm Youth Centre at 7.15pm.
2. Submit your views online: **[leicester.gov.uk/tns](https://www.leicester.gov.uk/tns)**
or
3. Fill out the form on the back of this leaflet.

What happens next?

We will consider all the ideas that people put forward and then hold a public meeting to feed back with proposals for change in the area. This will form part of a full public consultation in 2016.

If you have any questions please email **tns@leicester.gov.uk**



Your views

1. Which neighbourhood services do you use? (Please tick)

- Adult learning Housing office Library Room hire
 Community activities (such as cooking, crafts, dance and so on)
 Leicester City Council customer services Youth Centre
 None

2. Which building(s) do you use for these services and why?

(For example: ease of access, friendliness of staff and so on)

3. Do you have any ideas or suggestions about how we could reorganise neighbourhood services to save money?

4. What is your post code?

Please hand this form in to any Leicester City Council youth, community centre or library, or post to Transforming Neighbourhood Services, Room 2.23 Town Hall, Town Hall Square, Leicester LE1 9BG

The closing date is 29 November 2015

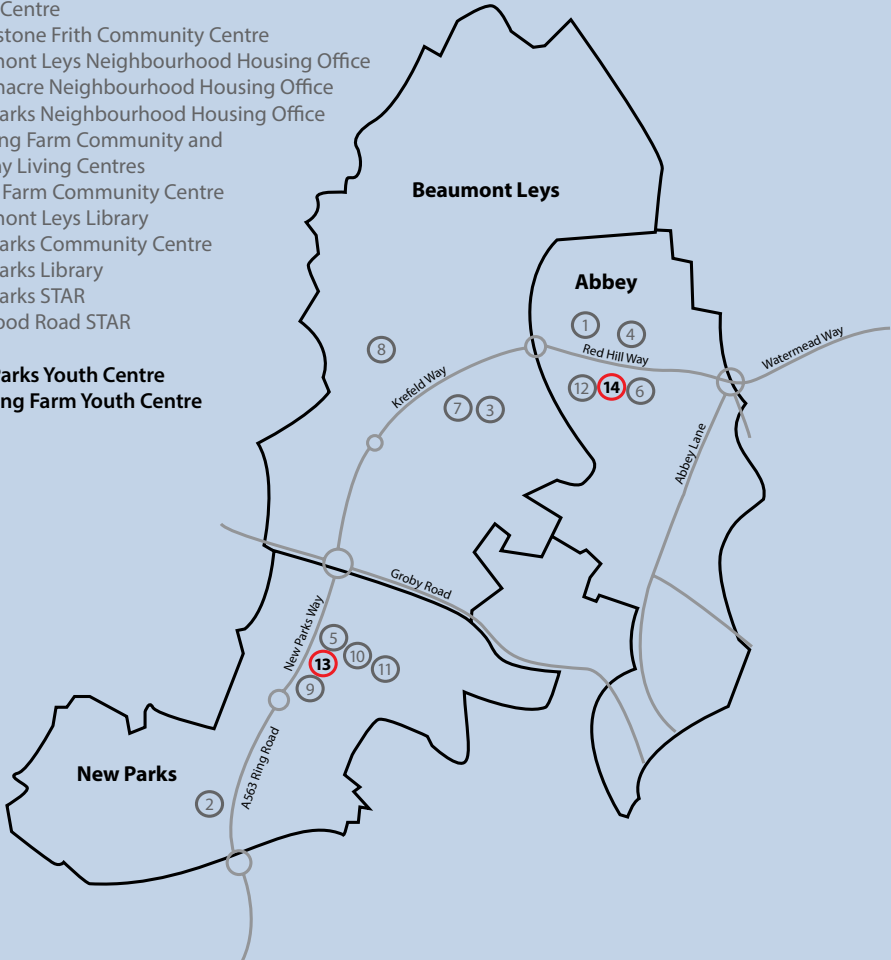
leicester.gov.uk/tns



Neighbourhood buildings: north west area

- 1. Tudor Centre
- 2. Braunstone Frith Community Centre
- 3. Beaumont Leys Neighbourhood Housing Office
- 4. Mowmacre Neighbourhood Housing Office
- 5. New Parks Neighbourhood Housing Office
- 6. Stocking Farm Community and Healthy Living Centres
- 7. Home Farm Community Centre
- 8. Beaumont Leys Library
- 9. New Parks Community Centre
- 10. New Parks Library
- 11. New Parks STAR
- 12. Marwood Road STAR

- 13. New Parks Youth Centre**
- 14. Stocking Farm Youth Centre**



Changing neighbourhood services in your area



**North west area:
Abbey, Beaumont Leys
and New Parks**

Get involved



1 Come to a focus group on
Tuesday 10 November:
New Parks Youth Centre 6pm
Stocking Farm Youth Centre 7.15pm



2 Give your views online:
leicester.gov.uk/tns

or

3 Pick up a leaflet from here
and fill out a form.

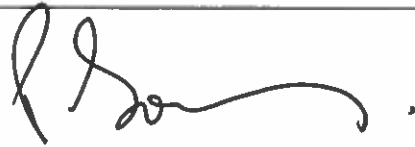


You can give your views up to
29 November 2015.

Transforming Neighbourhood Services
leicester.gov.uk/tns

Appendix C

RECORD OF DECISION BY CITY MAYOR OR INDIVIDUAL EXECUTIVE MEMBER

1.	DECISION TITLE	Working with the city's Voluntary and Community Sector to support engagement with communities.
2.	DECLARATIONS OF INTEREST	None
3.	DATE OF DECISION	4 th November 2015
4.	DECISION MAKER	City Mayor
5.	DECISION TAKEN	<p>(1) The findings and the outcome of the consultation are noted;</p> <p>(2) The implications outlined in the Equality Impact Assessment are noted, and the mitigating actions proposed are agreed;</p> <p>(3) That option 3 outlined in the report be determined as the preferred option; and</p> <p>(4) That a short period of consultation takes place that will focus specifically upon the details of the fund described in option 3 and how it will be implemented.</p>
6.	REASON FOR DECISION	To allow the Council to conclude the review into working with the City's Voluntary and Community Sector and agree a suitable way forward.
7.	<p>a) KEY DECISION Y/N?</p> <p>b) If yes, was it published 5 clear days in advance? y/n</p>	<p>Key decision – Yes.</p> <p>Published in advance – Yes.</p>
8.	OPTIONS CONSIDERED	See Appendix B.
9.	<p>DEADLINE FOR CALL-IN</p> <ul style="list-style-type: none"> 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 	11 th November 2015.
10.	<p>SIGNATURE OF DECISION MAKER (City Mayor or where delegated by the City Mayor, name of Executive Member)</p>	

Executive Briefing

November 2015

Working with the city's Voluntary & Community Sector to
support engagement with communities

Lead director: Miranda Cannon



Useful information

- Ward(s) affected: All
- Report author: Miranda Cannon / Andrew Shilliam / George Ballentyne
- Author contact details: 454 0102
- Report version number: 1.0

1. Summary

- 1.1. This report seeks agreement on the preferred way forward from the City Mayor and Executive on the review into the City Council's relationship and arrangements with the Voluntary and Community Sector (VCS) to support our engagement with the diverse communities of Leicester. In particular, the report:
- Outlines the findings from the recent public consultation which considered the possible future models for this type of support; and
 - Offers a number of options, informed by the outcome of the consultation, for carrying forward this form of support.
- 1.2. This report uses specific terminology and the Executive are asked to refer to Appendix A to ensure there is a consistent understanding of what is meant by key terms.

2. Recommendations

- 2.1. This report recommends that the City Mayor and Executive:
- (1) Note the findings and outcome of the consultation;
 - (2) Consider the three options outlined in the report and determine a preferred option to progress;
 - (3) Note the implications outlined in the Equality Impact Assessment (EIA) and agree the mitigating actions proposed; and
 - (4) Determine any other mitigating actions that should be considered in response to the equalities and other implications highlighted in the report.

3. Background

- 3.1. The Voluntary and Community Sector (VCS) is a key partner for the City Council and other public bodies, providing a range of services in Leicester. A significant number of these services are commissioned by the City Council, which directly supports VCS groups and organisations in the city to the tune of several million pounds per annum. This support includes a range of city-based VCS groups and organisations, including:
- Those working with well-defined primary service users (e.g. carers; children; disabled people including people with learning disabilities; drug and alcohol users; families; homeless people; offenders and those at risk

of offending; older people; refugees and asylum seekers; teenage parents; young people); and

- Those delivering services around particular topic areas (e.g. domestic violence; events and festivals; HIV/AIDS; mental health; supported housing).

3.3. Other VCS groups and organisations exist which provide a variety of services that are not directly purchased by the City Council, but which are still of benefit to the people of Leicester. This current review should be seen in the wider context of the City Council's overall support for the VCS and the City Council's intention to support a thriving Voluntary and Community Sector locally.

3.4. The City Council is currently contracted with six local VCS organisations to help engage with a variety of communities and groups in the city. These are:

- African Caribbean Citizens Forum (ACCF)
- Federation of Muslim Organisations (FMO)
- Gujarat Hindu Association (GHA)
- Leicester Council of Faiths (LCoF)
- Somali Development Service (SDS)
- The Race Equality Centre (TREC)

3.5. The City Council has worked with these organisations for a number of years, during which time they have been required to deliver certain services to the City Council, to different communities and to the city at large. These include:

- Providing the council with a two-way channel of communication with specific communities;
- Developing the economic, educational and employment potential within communities;
- Acting as a moderating influence on issues threatening peaceful coexistence of communities;
- Tackling inequalities and disparity of outcomes that affect particular communities; and
- Maximising the positive contribution of different communities to the city in general.

3.6. The overall aim of these services has been to support Leicester being a cohesive city. This concept of cohesion is in keeping with two of the Public Sector Equality Duty aims: promotion of equality of opportunity and fostering good relations between different groups.

3.7. The City Council spends £286,300 per annum on the six organisations for these and (in some instances) other services (see details below regarding provision of information, advice and guidance (IAG) and related support by some of the organisations). These contracts are coming to an end and the level of funding available to be used for any future arrangements is subject to significant reduction.

3.8. The nature of these existing contracts or agreements has been to specify the outcomes that the City Council would like to see but not explicitly to describe how those outcomes are to be delivered. This is in line with nationally

recognised good practice in terms of commissioning (e.g. the National Audit Office's *Successful Commissioning Guide*) and is the approach taken elsewhere in terms of commissioning by other City Council departments.

- 3.9. The way in which each of these organisations has approached this service and the activities they have delivered has varied in accordance with the nature of the community or communities they seek to represent and what might be considered fitting for those communities. In practice it has often proved difficult to monitor and therefore ensure that value for money has been achieved from contracts framed in such broad terms. This has led to concerns being raised repeatedly (including within the most recent public consultation) about the suitability of arrangements between the City Council and these organisations and the outcomes achieved under them.
- 3.10. Our current arrangements were the subject of an earlier review which commenced in 2013 and resulted in a 12-week public consultation between October 2013 and January 2014. After analysing the findings of that consultation and further consideration by Scrutiny of the proposals a tendering process seeking invitation to tender for the following five specific services was commenced:
- Strand 1a (TAN148) – Supporting Collaboration and Guaranteeing a Collective Voice for the City's Voluntary and Community Sector;
 - Strand 1b (TAN159) – Providing Infrastructure Support for the City's Voluntary and Community Structure;
 - Strand 2 (TAN158) – Engaging with Key Communities to Support a Cohesive City;
 - Strand 3 (TAN159) – Supporting Volunteers and Volunteering in the City; and
 - Strand 4 (TAN162) – Contributing to a Network of Sustainable Support for New Arrivals in the City.
- 3.11. During this review the City Council received a challenge to the lawfulness of the decision-making process and specifically concerning Strand 2 and Strand 4. In particular, the challenge focused on the provision of IAG and related support to individual service users and the lack of due consideration of these services within the scope and consultation process for the review. Such services are provided as part of existing agreements with TREC and SDS alongside the provision of the services within the scope of this review.
- 3.12. After detailed consideration of the challenge the City Council determined that it and the people of Leicester would be best served by ensuring that the decision in relation to Strand 2 in particular was robust and that there could be no doubt whatsoever about its lawfulness. Accordingly, the procurement exercises for Strand 2 and Strand 4 were terminated and the existing contracts extended pending further consideration of the most appropriate way forward.
- 3.13. Consequently, it was agreed that a further period of consultation would take place specifically focusing on the support required for engagement with communities in order to support a cohesive city. The provision of IAG by TREC and SDS have been separated out from this process and are to be included within a broader review of the City Council's advice services, to be concluded

by April 2017.

- 3.14. Separate arrangements have been made with the organisations so that they will continue to be funded for these activities until the broader review is conducted. The aspect of the review addressing infrastructure support was taken to its conclusion, with three new contracts being awarded to Voluntary Action LeicesterShire (VAL) following a procurement exercise.
- 3.15. The work expected to be covered by Strand 4 (i.e. that of providing support to new arrivals in the city) was proposed as an alternative to the delivery of IAG by both TREC and SDS. As these are continuing for some time until the future review of the City Council's support for provision of IAG, it is not necessary at this time to seek an additional level of support through a separate route.

Scope of the current review

- 3.16. All public authorities must comply with the Public Sector Equality Duty (PSED), which arises from the Equality Act 2010. The following are listed as "protected characteristics" in the Equality Act:
- Age;
 - Disability;
 - Gender Reassignment;
 - Pregnancy and Maternity;
 - Race;
 - Religion or Belief;
 - Sex; and
 - Sexual Orientation.
- 3.17. The current review and consultation was limited to considering ways in which the City Council might be able to engage effectively with communities that identify with the following protected characteristics:
- Race;
 - Religion or belief; and
 - Lesbian, gay, bisexual or transgender (LGBT)
- 3.18. Some of the currently-contracted service providers concentrate on race, others on religion or belief, while some address both. The City Council does not currently have this kind of arrangement with any group or organisation in relation to LGBT communities or matters, nor has it had such arrangements for these purposes in the past.
- 3.19. These protected characteristics were selected because they were seen as having most salience with the rapidly changing demography of Leicester and the resulting cultural/social development of the city. Further details are provided in the EIA at Appendix D.
- 3.20. It should also be noted that, while "Race" and "Religion or Belief" are two discreet "protected characteristics" defined in the Equality Act 2010, "LGBT" is not, in itself, a protected characteristic. However, the two protected characteristics of gender reassignment and sexual orientation are subsumed

within this term. So, for the purposes of this report LGBT will be referred to as a “protected characteristic”, for the sake of brevity, convenience and simplicity.

Public consultation

- 3.21. A twelve-week long public consultation which considered the current and future possible arrangements was conducted, March to May 2015. Input was actively sought from those directly impacted by the review (i.e. representatives and service users from VCS organisations including those with which the City Council is currently contracted) and from the population of the city at large to help develop informed proposals about any future provision (bearing in mind that it is not necessary, practical or realistic to expect the City Council to enter into contracted arrangements for representation and engagement with everyone fitting within the protected characteristics of LGBT, Race, and Religion or Belief).
- 3.22. The following consultation methods were used:
- Online survey through Citizen Space (10 March to 29 May);
 - Public meetings at eight Neighbourhood & Community Centres across the city;
 - Four themed meetings based on the highlighted protected characteristics (LGBT; Race; Religion or belief); and
 - Discussions with the existing contracted providers.
- 3.23. A summary overview of the consultation findings is outlined below, with a more detailed account provided at Appendix C to this report.
- 3.24. Summary of quantitative responses:
- 51 survey responses in total, including;
 - 10 from those who identify with one of these communities, identities, or protected characteristics;
 - 18 from a director, trustee, employee or volunteer with an organisation concerned with one of these communities, identities or protected characteristics;
 - 18 from “interested citizens of Leicester”; and
 - 5 from service users of an organisation with one of these communities, identities or protected characteristics.
- 3.25. Groups or organisations with which respondents identified:
- African Caribbean Citizens Forum
 - Age UK
 - Leicester City of Sanctuary
 - Leicester Civil Rights Movement
 - Leicester LGBT Centre
 - Leicester Secular Society
 - Leicestershire Aids Support Service (LASS)
 - Mainstream Partnership
 - Polish Mums and Children’s Centre

- Reaching Partnership People
- Recovery
- Somali Community & Parents Association
- Somali Development Service
- St Philip's Centre for Study & Engagement in a Multi-Faith Society

3.26. Summary of responses to questions:

- 65% of respondents agreed in general with the City Council's approach to this review;
- 47% thought that the City Council should give preference to supporting "umbrella" organisations, which work with a number of communities and groups sharing an identity or protected characteristics;
- 78% agreed with the City Council's approach in preferring to work with organisations that can demonstrate experience, knowledge and understanding of the diverse communities of Leicester;
- 86% agreed with the City Council's approach in preferring to work with organisations that include people from the community (or communities) they represent among their board, staff and volunteers;
- 45% thought that the City Council is not doing enough to engage the city's newer communities in the review process;
- 55% said they could identify something that might hinder VCS organisations from becoming involved with the City Council's approach to this review;
- 51% said they could think of ways that the City Council might make it easier for VCS organisations to engage with this approach;
- 47% said they had no specific concerns that this approach might mean changing the City Council's current arrangements with certain communities and their organisations; and
- 69% said they had ideas about how the City Council can maximise effective representation and engagement with the funding available.

Summary of qualitative response across the public consultation

3.27. Some of the suggestions which arose from the public consultation are included here (without judgment or comment regarding their practicability) in order to illustrate the kind of input received.

- Consider fixed term contracts (i.e. not extending them forever and a day) open to all qualified applicant groups and organisations to provide representative community services;
- Consider targeting specific communities based on proportional representation (i.e. size of community and newness to the city); this could be read both ways: that the larger the community, the more significant the issues of cohesion, therefore the more funding they should receive – or, the smaller the community, the less able they are to work on cohesion issues without support, so the larger the proportion of funding they should receive;
- Some respondents referenced the city's changing demographic and questioned whether the City Council should stop supporting long-established communities and switch to supporting newer ones;

- Funding should be based upon outputs and outcomes, with payments made as certain achievement thresholds are reached;
- Rather than fund organisations, we should find key individuals capable of working within the specific community areas and charge them with specific responsibilities;
- Communities should be involved in the assessment of any bids (which might be difficult to do without tending toward bias, as it would be hard to find a local community not related to one of the applicant organisations.);
- The City Council is lacking vision in terms of cohesion, diversity, equality, integration and related issues;
- There is a degree of scepticism (even outright cynicism) regarding the motivation behind the review and it being nothing more than a cover for cuts in services;
- Concerns were strongly voiced about the authenticity and legitimacy of continuing to use the model of “representation” and to work with groups who claim to “represent” specific communities. It is important that there is confidence in our proposals, that we have confidence in the ability of people and organisations to deliver, and that the community with which they claim to work have confidence in them;
- There was a strong sense that something new and fresh is required. Remarks were made specifically about assessing the state of play with organisations that have been funded for a number of years; organisations that have delivered should be rewarded; and there must be room for new organisations to come to the table; services users’ needs change rapidly – the City Council should identify the needs of the current (and future) population;
- There was general acknowledgement that the VCS has not developed well enough in terms of skills and experience to deliver services effectively. VAL is now specifically contracted to improve this – we must ensure that they do; and
- Several other contributors remarked about the need for umbrella organisations in the city, although the evidence does not overwhelmingly demonstrate a preference one way or the other. During the previous consultation exercise, Scrutiny recommended specifically that umbrella organisations be considered.

3.28. The themed meetings, which generated a significant amount of qualitative information, were arranged together with the LGBT Centre, Leicestershire Aids Support Service, Trade Sexual Health, FMO, GHA, LCoF, ACCF, SDS and TREC. Whilst it is correct to say that most of these organisations did not engage through the Citizen Space survey, they did play a significant part in the meetings that generated the qualitative information.

3.29. It would also be fair comment that many of the service users who were encouraged by some of the currently contracted organisations to attend these themed meetings did not necessarily know about the VCS Support Review as such, and were there on the basis of a misconception, however that came about, that the City Council intends to close an organisation that had helped them – and they were there to show support for it and appeal to us not to shut it down. Wherever opportunities arose to disabuse service users of this notion, they were taken.

Options for consideration

- 3.30. Even a cursory reading of responses to the public consultation shows that there is widespread desire for change and improvement in how the City Council engages with Leicester's communities. However, there is little (if any) agreement on how this change and improvement should be brought about. Most people appear to want something different from the previous and current arrangements, but can't articulate (let alone agree) what that should be.
- 3.31. Given the absence of any clear direction which can be derived from the results of the public consultation, the Executive should consider itself relatively free to consider a number of options which would serve to refresh and renew ways in which the City Council works with the city's VCS to support engagement with Leicester's diverse communities. In practical terms, of course, engaging with communities means engaging with the groups and organisations which work for them, with them or on their behalf.
- 3.32. In considering the options presented below, the Executive may be minded to adopt whichever option would enable the City Council to:
- Respond to the strongly voiced desire for change from previous arrangements;
 - Identify and outline measureable positive outcomes for people, communities, groups and organisations self-identifying with protected characteristics;
 - Outline clearly defined outcomes, tending to more discernible impact in terms of equality, diversity, and cohesion;
 - Identify, track and respond more directly to the needs of the city's demographic as it changes and develops; and
 - Open out support where possible to a wider range of organisations.
- 3.33. There are risks and challenges common to all the options proposed, particularly in finding a workable approach within a relatively tight funding envelope. The question of representation emerged as one of the major topics in the public consultation and Appendix C covers this in further detail. The Executive needs to be fully aware that it is unrealistic to expect to be able to establish an approach which represents all individuals and communities across protected characteristics because:
- As flagged in the consultation, there is generally a loss of confidence in this sort of approach of "representative" organisations;
 - A more flexible and responsive approach is required in the face of the continually changing demographic nature of the city and its communities;
 - No single organisation can ever say they it represents all the views and perspectives of every member of a single defined community, or the many individuals and communities who share a protected characteristic;
 - Organisations do not exist for all individuals and communities within these protected characteristics and it is not feasible to expect the City Council to facilitate the creation or development of organisations to address such gaps;
 - The ability and capacity of smaller organisations or new and emerging

organisations representing specific communities may mean that they will struggle to engage in any form of structured process even where we provide appropriate help and support to do so; and

- Not all organisations representing specific communities may wish to participate and engage in this way with the City Council, or alternatively they may seek to do so but not meet the necessary criteria (e.g. they have no “legal personality” or cannot evidence good practice in their arrangements for finance or governance).

3.34. In recognition of this risk, the City Council's approach has always been to utilise a range of ways in which to engage with individuals and communities, and understand needs and impacts. This recognises particularly that there will always be individuals who are not represented via formal structures or organisations, and also those who do not wish their views to be represented via such means, or are “silent” and simply do not engage.

3.35. The City Council has different mechanisms for engagement with the public in policy development and decision-making (e.g. consultation on specific proposals, ward meetings with elected councillors and other activities such as meetings of the City Mayor's Faith and Community Forum). New opportunities for consultation, discussion and engagement are being developed, such as City Mayor's Question time, which is being launched as a public event with extensive media coverage this autumn.

3.36. As the City Council itself is arguably the most diverse institution in Leicester, it would also make use of its own employee groups for consultation, and reference. At the moment, there are BME, Carer, Disabled, LGBT, Christian and Muslim employee groups within the City Council, These can be expanded, if and when called upon for consultation and reference.

3.37. There is little likelihood, then, of particular communities or groups going unheard by the City Council (or vice versa) as long as there is a genuine intention of keeping open the channels of communication. The City Council will continue to use other mechanisms (alongside whichever option might be chosen from this report) to ensure any approach to engagement across different communities, maximises opportunities for individuals to have their say and to articulate their needs and concerns, and is supported by other means through which the City Council assesses need and reviews potential impacts including across protected characteristics. Existing approaches include, but are not limited to, the following:

- Development and review of policy and practice, regularly informed by consultation with relevant stakeholders;
- Using nationally and locally sourced data on the demographics and needs of communities, and feeding this into policy development and review;
- Decision-makers are fully aware of the implications when making decisions about policy and practice informed as appropriate via (for example) demographic data, consultation findings and Equality Impact Assessments;
- Detailed Equality Impact Assessments are done for budget spending reviews and a panel of independent external representatives with

particular expertise in equalities is used to review and challenge the assessments that have been done;

- There is a wide range of community networks outside the scope of this VCS review that the City Council facilitates and supports, including the Young People's Council, Big Mouth Forum, Children in Care Council, Older People's Forum, the City Mayor's Faith and Community Forum (to name but a few), which provide different ways of keeping abreast of issues on the ground and those which may be emerging among, between or within communities and responding accordingly;
- An established approach to identifying and assessing potential community tensions working closely with Leicestershire Police;
- Using frontline staff and services including Community Engagement Officers, City Wardens, Neighbourhood Housing Offices, Libraries, and Community Services to help provide an on the ground, neighbourhood perspective;
- Community ward meetings led by ward councillors which seek to engage local residents on specific issues and are used to gather feedback from residents, along with other ways in which local ward councillors engage such as patch walks;
- A track record of councillors, officers and local residents collectively and effectively responding to community tension when it does arise, via constructive direct engagement; and
- Working in partnership with universities to tap into their local expertise e.g. Leicester Centre for Hate Studies and the newly established Unit for Diversity, Inclusion and Community Cohesion (DICE) at the University of Leicester.

3.38. Whichever option is chosen from this review, it is recommended that the City Council should foreground the goal of helping VCS groups and organisations become independent of its funding and support. In future, the City Council could obtain certain services from these bodies, but it should take immediate steps to avoid repetition of the current situation, where many of them appear to have become dependent on the City Council as their major (or sole) source of income. Given the clear implications of the current financial climate, the City Council should consider prioritising this aim with those organisations which benefit from arrangements arising from this review.

3.39. Appendix B outlines three possible options for consideration and an indication of some of the main strengths and weaknesses of each case.

3.40. Specifically, the three options are:

- (1) Invite tenders from organisations that are able to demonstrate that they can engage effectively with communities identifying with the three protected characteristics foregrounded in this review (i.e. LGBT; Race; Religion or Belief respectively). This is in line with the current process and would lead to specific groups that represent particular defined communities applying for funding, subject to an agreed fixed upper threshold. Allocations could be based on size of communities (more support for the larger communities) and would be for longer periods (i.e. three years);

- (2) Pursue the umbrella organisation model. Call for one umbrella body in each of the three protected characteristics foregrounded in this review (i.e. one for LGBT, one for Race and one for Religion or Belief respectively); or
- (3) Establish a new VCS Engagement Support Fund, with the purpose of engaging VCS groups and organisations as active partners through applications for activities, initiatives and projects which better equip the City Council to fulfil its Public Sector Equality Duty.

3.41. Further consideration will need to be given to the implementation of the preferred option. Because it was not generated by the consultation process (but did arise as a result of the nature of the feedback and other sorts of suggestions put forward), if Option 3 is preferred it is likely that a focused consultation exercise (e.g. not more than four weeks) will be required to help shape how this would best be implemented.

Financial impact

3.42. Each one of the six organisations with whom we currently contract have been formally notified that the extended agreements currently in place will conclude on 31 October 2015. It is not intended that these be extended further.

3.43. The need to review our current arrangements in part because of the need to reduce expenditure was clearly communicated through the consultation process. Specifically, it was stated that an expected overall reduction in the current budget would be likely to be in the region of some 30% (i.e. from £286,000 p.a. to somewhere in the region of £200,000 p.a.).

3.44. Negotiations are currently taking place with both TREC and SDS regarding the cost of maintaining their provision of IAG. It is proposed, in line with the suggested overall budget reduction referred to during the consultation, that a 30% reduction will be made to the annual amounts each currently receive in order to cover the IAG element of the service that they will continue to provide.

3.45. The total budget available across Strands 1a–4 was originally £582,200. A reduction of £132,200 has since been applied to this budget as a result of the original decision in order to achieve departmental budget reductions and cost savings, leaving a total available budget of £450,000.

3.46. It is expected that this budget will cover both the new VAL contracts (net cost £224,731) the cost of any new proposals that enable us to engage effectively with communities, and a contribution to the future provision of IAG that will be considered as part of the wider review (at this stage it is difficult to determine what this might eventually be, although it is possible that this will result in a further reduction in the overall amount spent with both TREC and SDS).

3.47. The total overall cost of the new VAL contracts, the extended contracts with the existing organisations and the revised agreements with TREC and SDS are likely to cost £439,215 for the 2015/16 financial year, showing a saving of some £10,785. It is likely that this will be needed as a contribution towards expenditure against the preferred option.

- 3.48. Working on the basis that the costs of the IAG provision are unlikely to exceed currently agreed levels, it is anticipated that the costs for this provision together with the new VAL contract will be £338,691 for the 2016/17 financial year, leading to an underspend of some £111,300. To begin with it might be sensible to agree a total available amount of £100,000 to be set aside for the preferred option, with the remainder in reserve as a contingency.
- 3.49. Overall, the total budget envelope that would be spent on VCS organisations to help the City Council engage effectively with communities that identify with the protected characteristics, strengthen or commitment to our Public Sector Equality Duty, and to provide IAG would be £213,960 p.a. This is in line with the amount communicated during the consultation process (i.e. in the region of £200,000 p.a.).
- 3.50. It has become apparent that, during the course of the current contracts, some of the six organisations featured in this report have become reliant upon the funding provided to them by the City Council and that any loss of funding is likely to have a significant impact upon their respective futures. However, it is commonplace amongst the Voluntary and Community Sector to experience funding challenges such as these and to make appropriate provision to address them.
- 3.51. The cyclical nature and changing availability of funding for this sector makes these organisations more vulnerable when changes to funding occur. On the other hand, it is often these types of organisation that demonstrate well their ability to adapt and respond to the changing financial landscape. The City Council will make all reasonable efforts to assist and support organisations where it becomes clear that no funding will be available.

4. Details of Scrutiny

- 4.1. The Neighbourhood Services and Community Involvement Scrutiny Commission were updated on the matter leading up to the start of the most recent consultation process. The previous decision (i.e. to procure Stands 1a, 1b, 2, 3 and 4) was subject to call-in and was subsequently considered at Overview Select Committee and then Full Council in June 2014.
- 4.2. Given the interest in the matter previously it would be appropriate to further brief the relevant Scrutiny Commission of the proposals once the City Mayor and Executive have determined an appropriate way forward.

5. Financial, legal and other implications

5.1 Financial implications

The total budget for the existing agreements is £286,300 p.a.

Contract	Budget p.a.	Contract Type
African Caribbean Citizens Forum	£43,100	Funding Agreement
Federation of Muslim	£25,000	Funding Agreement

Organisations		
Gujarat Hindu Association	£30,000	Funding Agreement
Leicester Council of Faiths	£25,000	Funding Agreement
Somali Development Service	£45,000	Funding Agreement
The Race Equality Centre	£117,800	Funding Agreement
	Total	£286,300

This review is included in the City Council savings review programme and it is anticipated that savings will need to be delivered from a review of these existing arrangements. These savings (£132,200) have reduced the remaining amount available to £450,000 p.a. which must cover the new VAL contract, any continuing IAG commitments with existing providers, and any new agreements entered into to address our public sector equality duty.

Colin Sharpe, Head of Finance.

5.2 Legal implications

The legal implications to the report are marked “Not for Publication” because they contain exempt information as defined in paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended: i.e. “Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.”

Kamal Adatia, City Barrister & Head of Standards

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 Equalities Implications

In order to meet our Public Sector Equality Duty, it is important that we understand the population affected by any of our proposed decisions and the protected characteristics relevant to that context, and then understand the likely impacts of our proposal on those affected.

Engaging with the city’s VCS organisations provides us with an evidence base to help inform the above assessment, and thereby assure ourselves, and our communities, that we are not inadvertently discriminating against them. This approach also enables us to consider whether we are effectively promoting equality of opportunity in our proposed actions, a second aim of our Public Sector Equality Duty. The desire to engage with our communities through community organisations also enables us to better understand how effectively we are fostering good relations between different groups within the city – the final aim of our Public Sector Duty – also referred to as community cohesion.

Although the focus of the report is on the three protected characteristics highlighted, we are obliged under the Equality Act to pay attention to the rights of all protected

characteristics to be respected and considered in actions that we carry out – the inclusive approach we highlight in our Equality and Diversity Strategy. The focus on the three protected characteristics enables us to provide a boundary around a specific piece of work, and anticipated equality outcomes arising, that make it easier to measure results achieved in keeping with our Public Sector Equality Duty and the Equality Act in general.

The Executive, when determining a suitable way forward, are encouraged to formally note the implications outlined in the EIA at Appendix D alongside the mitigating actions proposed.

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?)

None

6. Background information and other papers:

None.

7. Summary of appendices:

Appendix A – Definitions

Appendix B – Table of Options

Appendix C – Consultation Analysis

Appendix D – Equality Impact Assessment

Appendix A - Definitions

- **Protected characteristics** – these are defined in the Equality Act 2010, namely: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation. The focus of this review and proposed approach is specifically on the characteristics of race, religion or belief, sexual orientation and gender reassignment (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).
- **Umbrella organisation** – this refers to an organisation which seeks to represent people who share a protected characteristic. This will therefore encompass different communities. For example this may be an organisation representing the characteristic of religion or belief and therefore encompassing different communities within that characteristic. Currently, as outlined in 2.3, the City Council has contracts with organisations which it would define as umbrella organisations; these being Leicester Council of Faiths for the protected characteristic of religion or belief, and The Race Equality Centre for the protected characteristic of race. Such umbrella organisations may seek to represent that protected characteristic by engaging directly with people who share the characteristic and / or by working with organisations which represent sub-groups within that characteristic (e.g. in the case of the Council of Faiths, specific organisations representing particular communities included within the protected characteristic of religion or belief).

Appendix B – Options			
No.	Option description	Strengths	Weaknesses
1	In line with the current process, invite tenders from organisations that are able to demonstrate that they can engage effectively with communities identifying with the three protected characteristics (LGBT; Race; Religion or Belief). This would lead to specific groups that represent particular defined communities to apply for funding, subject to an agreed fixed upper threshold. Allocations could be based on size of communities (more support for the larger communities) and would be for longer periods (i.e. 3 years);	Similar to the status quo so would require least upheaval for the currently contracted organisations.	It has always proved difficult to define sufficiently clear and measurable outcomes and deliverables for these sorts of contracts which has led to concerns and questions about whether value for money is being achieved. Likely to be perpetuated by continuing in a similar manner.
		This would enable the specific activities and interventions to be developed which fit our required outputs/outcomes.	
		More groups could end up with support who were not able to access it previously.	Funding would likely be spread more thinly and would be for a longer period of time (i.e. 2 – 3 years), within which period our desired outputs/outcomes may well change. We will have little or no ability to change our contracted relationship to focus on any new activity that may be required.
		Easier to administer internally.	Difficulties of any group being able to demonstrate they are sufficiently representative of any one specific community and therefore able to speak with authority and credibility for that community. Would require a procurement exercise, which many VCS groups and organisations find intimidating and off-putting. Would be ignoring the clear public appetite for change – except in the sense of making support available to a range of groups not covered before.

No.	Option description	Strengths	Weaknesses
2	Pursue the umbrella organisation model. Call for one umbrella body in each of the three protected characteristics highlighted (i.e. one for LGBT, one for Race and one for Religion or Belief).	Pragmatic response to the changing situation, not only in terms of the funding and support which City Council can make available but also changing demographic of the city.	Few (if any) existing groups or organisations in city have the kind of credibility and widespread support that would make them good candidates to deliver this service.
		This would enable us to show that we have a mechanism in place through which we can engage directly whenever changes to services and/or policies are proposed.	Difficulties for any umbrella group to be able to say they represent whole communities within any one protected characteristic and therefore be able to speak with authority and credibility
		The groups which receive support should have sufficient funding to be able to make an impact.	Fewer groups and organisations would receive support (only three in total).
		Improve access to communities, groups and organisations that have not been able to access support previously (particularly regarding race and – even more so – religion or belief).	Would require a procurement exercise, which many VCS groups and organisations find intimidating and off-putting.
No.	Option description	Strengths	Weaknesses
3	Establish a new VCS Engagement Support Fund, with the purpose of engaging VCS groups and organisations as active partners through applications for activities, initiatives and projects which help the City Council strengthen its Public Sector Equality Duty.	Will allow more flexible funding arrangements with a greater range of VCS groups and organisations than before.	Could be a risk of scope creep away from any intended focus on protected characteristics.
		Help avoid channelling relatively large proportions of limited funds into a handful of organisations that might be locked into contracted arrangements covering a number of years.	Would still require some form of robust application and assessment process, which VCS groups and organisations may still find intimidating and off-putting.
		Will enable the City Council to encourage fledgling organisations that either reflect smaller or newer communities or can work	Will test City Council's speed and ability to respond. Will not necessarily help with the

	with such communities on activities that are in line with the overall aim of this fund.	requirement to engage and communicate with communities whenever changes to Council policies and/or services are proposed.
	Would require a lighter-touch kind of procurement exercise in order to assess and disburse funds.	
	Will allow the City Council to support quicker, more innovative and responsive proposals arising from within city communities.	
	Will allow the City Council to support micro-initiatives within existing communities, groups and organisations, tackling areas of perceived and evidenced need.	
	Will allow the City Council to enable groups and organisations to take quick action that can be measured and reproduced and/or mainstreamed if successful.	

APPENDIX C: PUBLIC CONSULTATION ANALYSIS

The public consultation was conducted over 12 weeks (March to June 2015) with four main ways in which people could take part.

- Citizen Space online questionnaire
- public meetings
- themed public meetings
- discussions with currently contracted service providers.

A description of how each of these three forms of participation worked in practice is given below, along with some commentary specific to each one. More general points, applicable to the consultation as a whole, are given following these.¹

Concern was expressed that Ramadan fell in the middle of this review period. [PM1] This issue arose during the previous VCS support review (2103-14) and was clarified then in consultation with FMO and by reference to guidance produced by the Muslim Council of Britain). Concern was also expressed that school summer holidays fall during the review period (specifically during the anticipated time of a hypothetical procurement exercise). [PM1] It is unavoidable that any public consultation could be conducted over any meaningful length of time without it overlapping with some such period.

1. Citizen Space

An online survey and questionnaire ran on Citizen Space, 10 March to 29 May 2015. These dates bookend the 12-week formal public consultation. Printed copies of material published on Citizen Space were provided on request (e.g. to LASS, LGBT Centre; SDS; TREC), brought to the public meetings and made available to LCC Community Engagement Officers based in City Council Neighbourhood and Community Centres. These included large-print versions.²

¹ Abbreviations following quotations or comments identify the original sources:

- [CS 3] = Citizen Space 3 (third response received to online questionnaire);
- [PM4] = public meeting 4 (recorded at fourth in the series of eight public meetings);
- [TM 2] = thematic meeting 2 (recorded at second in series of four thematic meetings).

Introductory and explanatory copy preceded the questionnaire on the website, so that respondents would be able to read the rationale for the review before proceeding to the questions.

The online questionnaire solicited 51 responses (averaging four per week or twelve per month). The questionnaire focused on the City Council's approach to the review, representing a first stage in obtaining the general public's response. An equalities monitoring form was appended to the online questionnaire. This was completed, in full or in part, by all 51 respondents.

Respondents were asked to declare their interests at the beginning of the survey, from the following four options:

- "Someone who identifies with one of these communities, identities or protected characteristics" (10)
- "Director, trustee, employee or volunteer with an organisation concerned with one of these communities, identities or protected characteristics" (18)
- "Service user of an organisation with one of these communities, identities or protected characteristics" (5)
- "Interested citizen of Leicester" (18)

Those identifying with options 1-3 above were asked to declare the group or organisation with which for which they work or volunteer, or whose services they use. The following groups or organisations were named:

- African Caribbean Citizens Forum
- Age UK
- Leicester City of Sanctuary
- Leicester Civil Rights Movement
- Leicester LGBT Centre
- Leicester Secular Society
- Leicestershire Aids Support Service (LASS)
- Mainstream Partnership
- Polish Mums and Children's Centre
- Reaching People partnership
- Recovery

² Only SDS returned questionnaires completed in longhand. They provided 14 of these, filled in by a mixture of employees, volunteers and service users,

- Somali Community & Parents Association (SOCOPA)
- Somali Development Service (SDS)
- St Philip’s Centre for Study & Engagement in a Multi-Faith Society

Only two of the organisations named above are among the six currently contracted service providers. Only ACCF and SDS appear to have taken part in the online survey or completed the questionnaire. That does not necessarily mean that the other four (FMO; GHA; LCoF; TREC) did not respond (perhaps anonymously). None of them were obliged to take part in the survey, so no special significance should be attached to the fact that some of them appear not to have done so.

The survey included ten questions, each with a “Yes”, “No” “Don’t know” option and a text box in which respondents were invited to expand upon their answers. Six respondents left only “Yes, “No” or “Don’t know” answers. A total of 45 amplified their choices to some extent.

a. Headline findings from Citizen Space

- 65% of respondents agreed in general with the City Council’s approach to this review.
- 47% thought that the City Council should give preference to supporting “umbrella” organisations, which work with a number of communities and groups sharing an identity or protected characteristics.
- 78% agreed with the City Council’s approach in preferring to work with organisations that can demonstrate experience, knowledge and understanding of the diverse communities of Leicester.
- 86% agreed with the City Council’s approach in preferring to work with organisations that include people from the community (or communities) they represent among their board, staff and volunteers.
- 45% thought that the City Council is not doing enough to engage the city’s newer communities in the review process.
- 55% said they could identify something that might hinder VCS organisations from becoming involved with the City Council’s approach to this review (and most expanded upon their answers in the text box provided).
- 51% said they could think of ways that the City Council might make it easier for VCS organisations to engage with this approach (and most expanded upon their answers in the text box provided).

- 47% said they had no specific concerns that this approach might mean changing the City Council’s current arrangements with certain communities and their organisations.
- 69% said they had ideas about how the City Council could maximise effective representation and engagement with the funding available (bearing in mind that it is not necessary, practical or realistic to expect City Council to enter into contracted arrangements for representation and engagement with everyone fitting within these identities or characteristics of LGBT, Race, Religion or Belief.

Some of the responses on Citizen Space could be described as

- “considered” or “reflective” [CS 3, 39] without also being angry, embittered and negative [CS 4, 8, 29, 38].
- Crossing dividing lines:
 - Race / LGBT [CS 7, 36, 38].
- Offering decent input, but focusing solely on the topic area of interest to the respondent, making them of limited usefulness to the review in general:
 - LGBT / gender reassignment [CS 16];
 - LGBT [CS 17].
- Defending record of one particular current service provider (ACCF) to the exclusion of almost any other useful content [CS 50].

2. Public meetings

Eight two-hour meetings were arranged on a weekly basis in various Neighbourhood and Community Centres around the city. This was part of a deliberate effort to get out and about and take the consultation to the public, consistent with our determination to make the process as accessible as possible and remove practical barriers to participation.

- **New Parks Community Centre**, Saint Oswalds Rd, Thu 16 Apr, 1000.
- **Eyres Monsell Community Centre**, Hillsborough Rd, Fri 24 Apr, 1400.
- **Manor House Neighbourhood Centre**, Haddenham Rd, Mon 27 Apr, 1400.
- **Netherhall Neighbourhood Centre**, Armadale Rd, Tue 5 May, 1400.
- **Belgrave Neighbourhood Centre**, Rothley St, Wed 13 May, 1400.
- **Beaumont Centre**, Astill Lodge Rd, Mon 18 May, 1400.

- **BRITE Centre**, Braunstone Ave, Thu 21 May, 1000.
- **African Caribbean Centre**, Maidstone Rd, Fri 29 May, 1000.

Notes of each of these meetings are available on request.

These meetings were publicised via:

- Citizen Space;
- City Council Community Engagement Officers;
- VAL's weekly email newsletter;
- Emails to the six currently contracted service providers (asking them to cascade information via their own mailing lists);
- Various channels of communication to anyone who expressed interest in the review.

Each of these meetings was attended by George Ballentyne (City Council VCS Engagement Manager), Bunmi Obesisan (Graduate Intern Project Officer), the Community Engagement Officer attached to the respective venue and a member of the City Council's Research and Intelligence Team (except for the meeting in Eyres Monsell, which was not attended by a member of the Research and Intelligence team).

a. Community Engagement Officers & City Wardens

A positive by-product of the review (particularly the holding of public meetings in the Community and Neighbourhood Centres) has been the involvement of the City Council's nine Community Engagement Officers. Each Community Engagement Officer is based in a particular Community or Neighbourhood Centre, but with responsibility for two or three others. Rather than being of interest merely inside the Authority, their involvement has the potential to benefit the community at large. Community Engagement Officers know which VCS groups and organisations make use of the centres and their facilities. They see the groups and organisations (and individuals) working for and with local communities on a daily basis at the grass roots, rather than in terms of community leaders and representatives, who may have more to do in terms of meeting decision-makers and influencing policy. Keeping Community Engagement Officers engaged in the day-to-day dealings with VCS groups, organisations and their service users would help make the result of this review more practical and meaningful. This beneficial outcome can be extended by involving City Wardens, who know community life in the parts of the city to which they are assigned on a street-by-street – even building-by-building basis. The Community Engagement Officers and City Wardens form a kind of

“connective tissue” across the city. The City Council’s future engagement with VCS groups and organisations should recognise this and make the most of the opportunities that it presents.

3. Themed public meetings

Four of these meetings were held at the end of the public consultation period, each one co-hosted by three organisations, either current providers (meetings 2, 3 and 4) or organisations which have expressed interest as potential bidders in future arrangements (meeting 1, as the City Council does not have a contracted arrangement with any service provider on representation and engagement regarding LGBT communities and issues).

- **LGBT**, hosted by LGBT Centre, Leicestershire Aids Support Service (LASS), Trade Sexual Health; at LGBT Centre, Wellington St, Tue 19 May, 1830. Approximately 16 attendees.
- **Religion or belief**, hosted by FMO; GHA; LCoF; at Belgrave Neighbourhood Centre, Rothley St, Fri 22 May, 1830. Approximately 50 attendees.
- **Race**, hosted by ACCF; SDS; TREC; at Highfields Centre, Melbourne Rd, Tue 9 June, 1030. Approximately 75 attendees.
- **Race**, hosted by ACCF; SDS; TREC; at The Race Equality Centre, Phoenix Yard, Upper Browne St, Wed 10 June, 1830. Approximately 95 attendees.

Planning meetings were held with ACCF, SDS and TREC (Fri 15 May) and FMO, GHA, LCoF (Mon 11 May) to discuss publicity, agenda, roles and follow-up in relation to their respective themed meetings. Briefer, less formal discussions took place with representatives of LASS, LGBT Centre and Trade Sexual Health in other settings regarding the LGBT-themed meeting.

These meetings were publicised via:

- VAL’s weekly email newsletter;
- A special PDF mail-out by VAL (a single flier for the first two meetings – the race-themed meetings had not been fixed by that time);
- Emails to the six currently contracted service providers about all three meetings (asking them to cascade information via their own mailing lists);
- Mail-outs by each of the nine co-hosting organisations to their own contacts;
- Various channels of communication to anyone who expressed interest in the review.

Each of these meetings was attended by GMB, BO, Irene Kszyk (Leicester City Council Corporate Equalities Lead) and a member of the City Council's Research and Intelligence team (except for the meeting at TREC, which was not attended by a Research and Intelligence team member).

Each of these meetings followed a similar format, agreed with the three co-hosting organisations in advance:

- Overview of this VCS support review, from the perspective of the particular theme of each meeting (LGBT; Religion or Belief; or Race, respectively) presented by GMB;
- The three organisations co-hosting the meetings each presented an overview of their work (in at least one of these meetings, it was remarked that it was the first opportunity certain organisations had been able to present to members of the audience, who could not otherwise be exposed to their work);
- Brief Q&A (directed at any of the four presenters);
- Round-table workshop on proposed outcomes for VCS groups and organisations that would hypothetically be commissioned with new contracts.

Some of the currently contracted service providers were concerned that these meetings could turn into "beauty contests" or Dragons' Den-style event, at which the organisations would be competing for the approval and favour of the audience. Steps were taken to allay such concerns in the way the meetings were conducted (although the expression of such anxiety seemed to betray misunderstanding of the process).

Notes of each of these meetings are available on request.

4. Meetings with currently contracted service providers

Shortly after the formal close of the public consultation, meetings were arranged with each of the currently contracted service providers. These meetings were attended (from City Council side) by GMB, BO – apart from the final one (with GHA) which was attended by GMB alone. Notes of each of these meetings are available on request.

The purpose of these meetings was to inform each of the currently contracted service providers of progress of the review; to clarify issues raised in the process to date; to respond to their questions regarding a forthcoming hypothetical procurement exercise; and to outline the intended timetable

up to the institution of new arrangement for funding and support. Meetings were held (in chronological order) with

- **The Race Equality Centre**; TREC, Phoenix Yard, Upper Browne St, Fri 19 June, 0900.
- **Federation of Muslim Organisations**; FMO, 99 Melbourne Rd, Tue 23 June, 1900.
- **Leicester Council of Faiths**; Welcome Centre, Pilgrim House, 10 Bishop St, Wed 24 June, 1000.
- **African Caribbean Citizens Forum**; City Hall, 115 Charles St, Wed 24 June, 1730.
- **Somali Development Service**; SDS, 39 Abingdon Rd, Thu 25 June, 1300.
- **Gujarat Hindu Association**; GHA, 51 Loughborough Rd, Mon 10 Aug, 1930.

Arguably the most important thing to emerge from this particular set of meetings was that three of the six organisations face difficulties regarding accommodation. ACCF (in common with all tenants of the property) has been given three months' notice by the owners of Apex House and must relocate before the end of September;³ FMO pays the City Council £7,400 per annum in rent for its premises on Melbourne Rd and stated at this meeting that they and are not in a position to continue doing so after autumn 2015;⁴ LCoF has decided to leave its premises in Town Hall Square (not owned by the City Council) at the start of 2016; SDS pays the City Council £18,750 per annum in rent for its premises on Abingdon Rd (although neither SDS nor the City Council has expressed concern about this).

a. Further notes & comments regarding currently contracted service providers

While the public consultation elicited positive testimonials about several of these currently contracted organisations, these should be weighed against substantial concern expressed during this current review, the one that preceded it (2013-14) and at other times about the capacity, legitimacy and performance of each of these organisations. While remaining detached from what can sometimes appear to be backbiting, envy or squabbling about personalities, the City Council is aware of a level of dissatisfaction about these organisations in the community at large. This has been accompanied by criticism that the City Council itself has not been rigorous enough in helping these organisations stay on track through its regime of quarterly monitoring and annual reports. The City Council is conscious of the need to strengthen its own processes in providing VCS groups and organisations with appropriate advice, guidance and support in order to meet agreed outcomes. This will be borne in mind when new arrangements are put in place at the end of the current review.

³ ACCF has found new office accommodation at 60 Charles Street.

⁴ This has come about largely as a consequence of FMO failing to obtain the licence for broadcasting the Radio Ramadhan output this year on EAVA FM.

It is important to stress that this is not a review of the performance of these six organisations. Their current contracts were agreed for a 15-month period from January 2013 to March 2014. By the time their extensions expire (at the end of October 2015) these organisations will have been supported through these arrangements for a further 19 months – 12 of them because of the need to do the review again because of the challenge to the lawfulness of the process. It should therefore be acknowledged that these contracts would have ended considerably earlier if it were not for the fact that the City Council is genuinely concerned with identifying and meeting the needs of the city's diverse communities, especially in terms of equality, diversity, cohesion and integration. In the debit column, however, this continual extension of contracts has given cause to delay revision of the monitoring regime by which the City Council should hold these organisations to account in relation to their delivery. There has been little purpose seen in cracking down on issues with delivery of services if the contracts are continually subject to short-term extensions. Similar negative connotations have impacted the service providers themselves, as they have to deal with uncertain futures, hobbling to different degrees their own abilities to make necessary changes.

It should be clear in this report that the review is not simply a question of the City Council choosing to end its relationship with certain organisations, while continuing or renewing it with others. That has been unclear to some of those who have participated in and responded to the public consultation. Some have also failed to grasp that this review is not amenable to appeals to spare this community, preserve that group or save the other organisation as it is not concerned with decommissioning services, stopping funding or withdrawing support. Even if it were so minded, the City Council would be lax in its duties if it were to afford special dispensation to any of these six organisations without extending it to all.

It should also be noted that these six organisations are not the only ones through which the City Council engages with Leicester's many and varied communities. It should not be thought that the City Council has no other means but these organisations by which it can engage with communities, groups and organisations reflecting the diversity of our city.

It has been asserted by more than one of the currently contracted organisations that that this level of expenditure represents value for money and is a mere drop in the ocean, less than one per cent of the City Council's annual expenditure on services provided by VCS groups and organisations. While this may be true, it cannot be justification for leaving things as they are or renewing current arrangements. It does not offer a loophole or escape clause by which any VCS group, organisation or service can be exempted from the City Council's obligation to reconsider all its contracted, funded or

supported relationships. In fact, while this may be true, it is irrelevant inasmuch as these contracts are reaching their end as part of the normal cycle of working relations between the City Council (as purchaser of certain services) and these six organisations (as providers of those services). At this juncture, the City Council is taking the opportunity to consider how the population of the city has changed since these relationships were established, to think about whether current working arrangements (or some variation on them) are fit for purpose, to reflect on how to relate to community groups and organisations and to make informed and intelligent decisions about the best use of resources in achieving genuinely impactful outcomes.

Furthermore, such a position sees the review only in fiscal terms. It is true that the economic situation is a major stimulus for a review of this kind and that the level of funding available for such support as a whole will be reduced by the end of it. This is a necessity in the current climate, no matter how small the relative savings may appear as part of the bigger picture. Yet it is still the intention that the amount of money available after this review be distributed more equitably than under previous arrangements, as a consequence of the City Council's desire to refresh and renew its working relationships with various communities in the city.

Of course the City Council does not want to throw out the baby with the bathwater. Decades of experience, connectedness, trust and wisdom have been built up in these specialised groups and organisations. Ways must be found of carrying forward these things and applying them sustainably to the city as it is today – and as we believe it may be in the future. To do so may require the City Council entering into new sorts of arrangements with groups and organisations different in kind from those with which it has worked before.

6. Elected Members' Induction

A short PowerPoint presentation (by GMB) was included in an Elected Members' Induction meeting, Thursday 28 May, at City Hall. This was part of an equalities briefing (led by IK) illustrating how the City Council's position on equality and diversity is expressed in an actual piece of work involving the sort of groups and organisations that elected members may encounter in the course of their duties. The induction session was attended by 22 elected members. There had been a request (on behalf of TREC) that VCS organisations themselves be allowed to address elected members at their induction. This was (politely) rejected. [PM 3] Some comments were made and questions asked by elected

members attending this session in relation to the City Council’s support for the VCS, none of which were relevant to the purposes of this report, so they have not been included here.

7. Themes & topics across the public consultation

Some of the suggestions which arose from the public consultation are included here (without judgment or comment regarding their practicability) in order to illustrate the kind of input received.

- “offer fixed term open contracts to provide representative community services – if there is [sic] issues of delivery, at least [sic] the management/organisations can be changed.” [CS 2]
- “... there should be a list of communities that should be targeted proportionally, depending on proportion in city and ‘newness’ of the community (I know it’s not an exact science).”
- “Some built in ‘steps’ to full funding could be introduced. For example 6 months funding then we would expect to have so many of these people involved in decision making activities etc.” [CS 3]
- “Offer support and mediation for smaller organisations that have overlapping goals and represent members with overlapping interest to amalgamate.” {5}
- “An independent equality advisory group? A Scrutiny commission for Equality?” [CS 16]
- “Find key individuals who are motivated and charge them with certain responsibilities. Rather than funding projects only that volunteers carry out, build capacity in individuals and offer them a modest salary to, in turn, engage with their particular community and manage volunteers.” [CS 32]
- “There should be community involvement in the assessment of the bids.” [CS 41]
- “A more integrated approach focused on people with most needs – so linking a financial inclusion strategy with the equality and human rights agenda.” [CS 41]
- Community and Neighbourhood Centres to have individual Facebook pages, run by appropriate Community Engagement Officers. [PM2]

a. City Council’s vision for the city

It was expressed several times during the public consultation that, while there is a clear vision in terms of capital projects (e.g. Connecting Leicester; Community Asset Transfer; Transforming

Neighbourhood Services; regeneration of the Waterside area) there is a lack of vision from the city's leadership in terms of diversity, equality, cohesion and integration. What does the City Council think these look like in practice? What does the City Council think they are for? What effect does the City Council think they – or their absence – have on the city? How will we know when we have achieved what the City Council wants in terms of equality, diversity, cohesion and integration? How will we know how far we still have to go?

Participants in the survey agreed that such vision has to come from the top: from the City Mayor and his Executive, especially those members with special interest in and responsibility for community-based issues of equality, diversity, cohesion and integration. This can be done in consultation with those groups, organisations and appropriate individuals who have these matters at heart – but the vision cannot come from them alone, and depends on civic support to implement it.

- “lack of clarity in council about what the council is trying to achieve [sic] through investment in developing and supporting the vcs” [CS 12] This one shades over into the contracts with VAL. Bring in some of THAT vision here, in terms of professionalism and sustainability.
- “What is the role of the council in supporting the VCS? What is the business case for doing it? What are the ‘deliverables’? What can’t or shouldn’t the council do?” [CS 12]
- “A clear sense of direction and strategic scrutiny is required to rebuild relationships and secure a more positive outcome for the future.” [CS 14]

Whenever this topic arose during the public consultation it was addressed as directly as possible. Such a vision could include the following elements – that no matter their race, religion or belief or sexual orientation, people living and working in Leicester should feel safe, valued, welcome, able to make a contribution, that they do not need feel the need to become a square peg in a round hole just to fit in. It was more difficult – even contentious – to try and pin this down in terms of communities, groups and organisation.

Of course, the City Council has its Equality and Diversity Strategy (and Charter) but at least one of the currently contracted service providers described it as inadequate and unacceptable – and that they would not feel comfortable signing up to it or encouraging anyone else to do so.

The newly-developed summary document, “Our Vision and Values”, while intended primarily for internal communications – to help the City Council understand itself – could be adapted to express the kind of vision that was felt to be missing. Certainly the five underpinning principles could play a part in this: Being confident; Being clear; Being respectful; Being fair; Being accountable.

There was a degree of scepticism (often more like cynicism) regarding the City Council's motives for this review.

- "Possible lack of trust and confidence in the process and its overall agenda" [CS 10]
- "Misunderstanding Leicester City council's motives." [CS 15]
- "lack of information about the council's real intentions." [CS 25]

Occasionally, this crossed the line into *ad hominem* attacks, which were countered, politely but firmly.

Some saw the review as nothing more than a cover for cuts in services

- "This is a cut, services will be reduced yes [sic] diversity and the population has grown." [CS 5]
- "There is no need to cut funding of organisations that are delivering vital services" [CS 6]
- "To save money but to lose trust would be a catastrophe" [CS 8]
- "Unclear as to what is actually being consulted on beyond slashing 80K off the budget." [CS 17]
- "LCC just looking to make cuts" [CS 30]
- "They are cutting too many front line services that actually engage with new communities." [CS 30]
- "LCC cutting core funding that supports VCS organisation deliver services" [CS 30]
- "... in a climate of funding cuts it can sometimes be difficult to see the positives in reviews and just see them as another tool to fuel cuts." [CS 35]

A clear lesson to be learned from this is that the City Council can always be clearer and more sensitive to our listeners on the issue of cuts to funding and services. There is still widespread belief that the City Council (and City Mayor in particular) is ultimately responsible for of the cuts and that the money spent on capital projects (for example) is being syphoned off from funding that could be spent on community purposes. While it is undoubtedly the case that, "there are none so deaf as those that will not hear", the City Council should still be able to do better in responding to this kind of criticism.

b. Changing demographic & "representation"

Some respondents recognised the changing demographic of the city in recent years, highlighting how the City Council engages (or fails to engage) with communities of new arrivals. This raised the

question of whether the City Council should reduce or even stop our support for long-established communities (which should, by now, be able to look after themselves) and switch support to newer arrivals.

- “I think the city has changed hugely, for example there are many new communities that could now use the support other communities received when they first began to settle in the city. Most of the communities have now had a lot of time to settle and understand our systems and processes.” [CS 3]
- “The downside of this approach is that organisations who have ‘got their feet under the table’ are perpetuated. Things can get very ‘cliquey’ and innovation and fresh approaches stifled.” [CS 9]
- “Leicester City Council works hard to include the newer communities and organisations but still needs to think outside the box, be less commercial and more creative.” [CS 15]
- “Models of community activity and engagement are more diverse now. Whilst there are gaps, there are however, examples of the city council engaging well with the newer communities.” [CS 39]
- “We would appreciate if we [Polish, East European communities] can be treated equally, fairly and get needed support as a new comers in this country.” [CS 48]
- Influx of new arrivals from Eastern Europe into predominantly white areas (e.g. Eyres Monsell) can disguise emerging race issues. [PM2]

Recognition of the city’s changing demographics requires a different response on the part of the City Council. The prevailing model is one that could be said to have been established in response to the arrival in Leicester of the Ugandan Asians in the 1970s. That simply does not apply to more recent arrivals (e.g. Eastern Europeans). Some organisations (including some of the currently contracted service providers) still see representation as the only game in town. But many contributors to the public consultation questioned the authenticity and validity of “representation”.

- “... I think funding communities of interest i.e. based on religion, heritage, ethnicity is divisive [sic] for the city rather than cohesive” [CS 3]
- “The challenge is how to get to hear the voices of people in communities who don’t organise themselves into community organisations with vocal representatives.” [CS 9]
- “Don’t keep giving money to the same old organisations populate with the same old politicised hacks. Aim to use the money to develop innovation and growth rather than keep ‘community representatives’ sometimes with their own personal agendas going.” [CS 9]

- “Appropriate [sic] knowledge and skills is the key, not which community you come from. Being from a particular community doesn’t always guarantee insight and is a dangerous ‘proxy’ measure for it.” [CS 12]
- “... these groups really do struggle to represent the people they claim to represent, and are easily dominated by particular interest groups.” [CS 22]
- “I think some group [CS ...] have developed a sense that they represent communities as of right, but they should be open and transparent.. I think it is essential that all people in the city are democratically represented by their councillors, and it is via this process, not religious groups, that people are represented and receive help from the council.” [CS 22]
- “Not all the listed organisations are actually benefitting the communities it is supposed to be representing.” [CS 30]
- “Any contracts should include on-going evidence of popular support within identified communities.” [CS 33]
- “Community representation is important to ensure that engagement is relevant to the communities being served, however this may lead to traditionally ‘difficult’ issues being ignored or avoided. One such example may be tackling LGB&T issues within minority communities and ensuring fair, equal and non-discriminatory service provision to all members of a community. Having guidance from outside a particular community may help alleviate these tensions.” [CS 37]
- Agree that a review is needed. However, the result must be more ‘theme’ or ‘outcome’ focused instead of issue of representation which needlessly leads to criticism of the city council.” [CS 39]
- “The city is too diverse now to adopt an outdated model of representation.” [CS 39]
- “There are different ways in which representation and engagement might be achieved. For example for religion or belief this could be via the City Mayor’s Faith & Community Forum or Bishop’s Faith Leaders Forum. These are existing bodies which do not require funding and can be utilised. In addition, funded groups should be expected to host periodic focus groups, events/ seminars.” [CS 39]
- “it feels as if you are putting people and vcs organisations in boxes and we don’t fit into the boxes” [CS 44]
- “The representativeness of a group should be based on transparent systems of membership and election. This is not at present the case.” [CS 45]
- “We are in favour of good community relations, and in favour of working towards achieving this. What we question is whether defining particular groups within our community by their religion and then spending public money supporting groups with dubious claims to truly represent their whole community is wise.” [CS 45]

This arose also in some of the discussions with currently contracted service providers. On the one hand, some of these organisations reject the description of them being “representative” and would rather not be seen as such by the City Council or the general public. On the other, some of these organisations which would like to be seen as “representative” can find themselves expending excessive time and energy on justifying that claim, particularly to members of the very community or communities that they purport to represent.

There was also concern that, even when service users did want to make use of these groups, they looked on them more as pressure groups or lobbying organisations, through which they could petition the City Council and other public bodies and obtain special treatment for community members. The currently contracted service providers are generally unhappy with this role, which they feel is open to abuse, misrepresentation and misunderstanding on all sides, leaving them, as groups and organisations, “damned if they do, damned if they don’t” as far as representation goes.

The question of representation emerged as one of the major topics in the public consultation. It demands a rethink of this issue in order to address widespread concerns about the authenticity, meaning and usefulness of any organisation purporting to represent any community or communities in the city.

The reality of this matter is that “identity politics” may have had its day, and with it the idea of public bodies paying for “representation” from within the communities. This is a ship that has sailed. Some respondents commented that it is as outmoded now as the idea of “community leaders” and, in some cases, just as toxic. Representative organisations replaced community leaders because that approach stopped working and became self-serving for many of those who enjoyed elevated status (often meaning that those individuals lost touch with the very communities they were supposed to be “leading”). Now, the same crisis of confidence appears to be affecting representative bodies. These organisations are perceived, more often than not, as having a closed agenda, more interested in ensuring their own survival than in serving the communities from which they have arisen and on whose behalf they claim to be speaking or working. Even the good effective ones are tainted by the reputation of those which do not come up to the mark. It may be a hard truth to hear, but the City Council is under no obligation to sustain VCS groups or organisations of this kind that have lost the confidence of their communities.

In light of this review (and from information gained through other sources)⁵ it may be wise for the City Council to move away from seeking “representation” – and particularly to distance itself from

the practice of paying for it. It may be better advised to move toward working with groups and organisations that could be said, as a whole, to reflect the diversity of the city. While this might close the door on some groups and organisations claiming to be representative as a way to prove their legitimacy, it should open it for others who have not been able to get a look in up till now. Some groups and organisations may take the opportunity to reorient themselves, adapt new positions and take on different roles, while others may well find themselves unable to adapt to the changing environment.

This is certainly in keeping with an overall desire for something new and fresh which featured strongly in the public consultation. There were strong, unequivocal voices in favour of change, particularly as it would affect the City Council's relationship with currently contracted service providers:

- “The council must assess the current state of play with those organisations who have been funded for a number of years. Those who have become complacent and just expect the continuation of funding without clear evidence of both output and outcome must be held to account. Those organisations who have consistently delivered and produced evidence of their effort and work should be rewarded with funding and the opportunity to have in place secure SLA.” [CS 14]
- “...care must be taken to ensure that there is room for new organisations to come to the table, bringing fresh perspectives.” [CS 16]
- “... we are in dynamic era where service providers and service users' needs changes rapidly due to the demographic changes occurred to our city for the past 10 years. Therefore, it is wise for the city to engage dialogue and identify the needs of current population and organisations.” [CS 21]
- ““The current arrangements have been in place for many years and things move on – I embrace change as long as the contracts are properly monitored for impact and effectiveness into the future. They can always be challenged and changed again if they do not perform.” [CS 26]
- “The city council deserves credit for its commitment to cohesion and integration over the years. However, the city council simply cannot continue under the old model and therefore a different approach is needed now.” [CS 39]

⁵ For instance, the results of a lengthy review of governance and membership undertaken by the Inter Faith Network of the UK which said many helpful things about the interplay between “representation” and “reflection”.

Some of the most straightforward responses were regarding potential changes to current arrangements with certain communities and their organisations:

- “I think this needs to change, at the moment due to hard decision having to be made it seems exclusive rather than inclusive” [CS 3]
- “It is long over due” [CS 7]
- “It’s perhaps time to shake things up a bit.” [CS 9]
- “Change is important for progress.” [CS 15]
- “Reasonable to keep arrangements under review, nervous that less visible minorities may be disadvantaged.” [CS 17]
- “I think change in this area is essential” [CS 22]
- “I agree with the approach, however it may cause communities to feel as if they are being treated unfairly or competing against one another.” [CS 32]
- “The current practice needs changing – it is based in part on historic need and excludes some protected characteristics.” [CS 41]
- “Not only do we have no concerns about this, we think it highly desirable.” [CS 45]
- “This may cause tension between existing and new providers.” [CS 49]

While a number of participants took the opportunity to strike a blow at currently contracted service providers (e.g. FMO [CS 22, 45, 46], GHA [CS 46], LCoF [CS 5, 22]), there was also evident support for some of them (e.g. FMO [TM2]; LCoF [TM2]; SDS [14 printed copies of the online questionnaire, completed by hand]; TREC [CS30, 46; PM4, 5])

As it is normal and expected for respondents to a review such as this to conflate services delivered across the City Council, it was only to be expected that some respondents passed comments related to other provision:

- Transforming Neighbourhood Services [CS 3]
- Multi-Agency Forum [CS 8]
- General concern regarding knock-on effect of strained relationships with other divisions and services in LCC [CS 14]

Some contributors expressed concern at the City Council’s record on monitoring and performance management, including disappointment that we have not held currently contracted service providers more strictly to account while expressing hope that this process will be observed more rigorously in future.

- “Any organisation receiving funding must be robustly monitored for activity.” [CS 39]
- Necessity for clear outputs and outcomes and for contracted organisations – and those monitoring them) to know the difference [PM1]

There was general acknowledgment that Leicester’s VCS is not developed well enough in terms of skills and experience to deliver services effectively. This leads to the conclusion that the City Council has to press VAL into delivering the kind of support for which they are being funded, ranging from day-to-day volunteering through to governance [CS 7, 41]. There was also anxiety about VAL’s potential involvement [CS 3].

There were several contributions on the topic of the City Council’s support for umbrella organisations. There were comments both pro- and anti- (though clearly the former was in the ascendant):

- “This would seem a more efficient approach and lead to a better cost/benefit ratio.” [CS 9]
- “Leicester City Council should work with any Grassroot Organisation that creates a Community and helps Service Users to have a voice that is listened to and acted upon. This should not just be the big Umbrella organisations but the little ones that specialise and work closely with individuals.” [CS 15]
- “Without wishing to decry the work which some umbrella organisations perform, they cannot speak for everyone. Affording preference to umbrella organisations will lead to the drowning out of some voices.” [CS 16]
- “it is good to encourage existing organisations that represent same protected characteristics to come together to share the support that they can get the city council and responsibility. I will suggest the city council should make clear and encourage for the organisations to come together and share allocated resources for the benefit of their community.” [CS 21]
- “Contracts should be awarded based purely on the quality of the tender submitted rather than a ‘preference’ being given to certain types of organisation, ‘umbrella’ or otherwise.” [CS 26]
- “I have mixed feelings about this.... There are a number of organisations who have a wealth of knowledge in their area of expertise, which I fear would be diluted by umbrella organisations, and partnerships should be encouraged and supported more greatly. If support was only give [sic] to umbrella organisations, there would be a loss of dialogue between VCS organisations, with many not feeling valued under this proposal. However, umbrella organisations would hopefully work in partnership with other individuals [CS and] VCS organisations with their work, especially in regards to signposting. Also, the previous success of umbrella organisations needs

to be reviewed too, to show how they are meeting the needs of individuals with shared identities.” [CS 36]

- “No preference should be given because contracts should be awarded based on competence, knowledge and inclusion. By default umbrella organisations are selective and assume status.” [CS 39]
- “Some umbrella organisations are more inclusive than others.” [CS 46]
- “In present scenario this is very relevant.” [CS 47]
- “If the role of the protected characteristics and organisations that are under city council “umbrella” is to work with others and sharing an identity, unfortunately we have never experienced this.” [CS 48]

We could compare this to the response on umbrella organisations in the 2013-14 public consultation, in which they 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.

Inclusion of references to the Equality Act 2010 and its protected characteristics drew a number of responses:

- “look for inclusive providers with a good understanding of equality across the characteristics.” [CS 7]
- “‘Shared identity’ and protected characteristics’ are very simplistic descriptions of the population. It also leads to a competitive approach and undermines cohesion.” [CS 12]
- “Engagement across all protected characteristics allows for openness, transparency and inclusiveness. This approach to equality and diversity places the organisation in a position of readiness when responding to and dealing with these new and emerging community groups.” [CS 14]
- “... it should be made clear that people cross many communities, i.e. a gay, south Asian muslim and that some targeted organisations need to be open to that greater diversity.” [CS 35]
- “I suspect some organisations will not want to work across the different equality strands which would not be acceptable.” [CS 39]

8. PROPOSED OUTCOMES

The public consultation presented a set of proposed outputs and outcomes, which qualifying organisations would be asked to deliver under hypothetical new contracts. In a similarly hypothetical procurement process, these – or something developed from them – would be the focus for applicant organisations’ method statements to assess their ability to deliver effectively. Attendees at the public meetings and thematic meetings had the opportunity to comment on these seven proposed outcomes in a short workshop:

1. Support Leicester City Council in honouring its Public Sector Equality Duty

eliminating discrimination, harassment and victimisation;

advancing equality of opportunity between people who share a protected characteristic and those who do not;

fostering good relations between people who share a protected characteristic and those who do not.

2. Help Leicester City Council engage with their community (or communities) on important issues and areas of need affecting people in Leicester, where City Council has made public commitments (e.g. mental health; domestic violence; child poverty; peaceful settlement of new arrivals; ameliorating impact of welfare reforms)
3. Provide main point of contact for Leicester City Council on issues that could affect cohesion and integration within their community (or communities).
4. Share and help make sense of data and information, especially related to Leicester City Council’s policy & service development affecting their community (or communities).
5. Disseminate news and information from Leicester City Council, especially related to policy & service development affecting their community (or communities).
6. Ensure that issues related to their community (or communities) and/or protected characteristic(s) in which it works receive appropriate consideration within policies and operations of City Council (its partners and stakeholders) leading to improved design, delivery, monitoring and review of services.
7. Cooperate with relevant partners and stakeholders to support engagement across protected characteristics (i.e. age; disability; gender reassignment; marriage & civil partnership; pregnancy & childbirth; race; religion or belief; sex; sexual orientation).

9. HYPOTHETICAL PROCUREMENT EXERCISE

A degree of concern was expressed over a hypothetical procurement exercise, which some respondents feared could be exclusive [CS 3]. It should be said, however, that such comments were made by people with little apparent knowledge or experience of the procurement exercise held in the earlier iteration of the VCS support review (2013-14). Steps were taken at that time to improve accessibility and simplify the process, bearing in mind that many potential applicants would have had limited experience of such an exercise.

Some effort went into allaying such concerns at the public and thematic meetings, with a justification and explanation of the process, along with assurances that if a procurement exercise were to be held, reasonable measures would be taken to ensure accessibility and openness of participation (e.g. workshops for potential bidders).

In relation to the options outlined in section 6 above, that kind of rigorous procurement exercise would only be required if either option 1 or option 2 above were adopted. Option 3 would not require that kind of procurement exercise, but could be administered with a lighter touch.

10. TRANSPARENCY

The City Council is eager to distance itself from any accusations that it operates in a culture of cronyism. Accusations and assumptions that this is the case emerged at various points in the public consultation. It was said that deals were done behind closed doors, that everything has already been fixed (to the benefit or detriment of the currently contracted service providers, depending on who was doing the talking). It was expressed on more than one occasion that the consultation was nothing more than a smokescreen, either for business as usual or for a scorched earth policy.

It is not beyond the bounds of possibility that some of those responsible for delivering services currently in this field are relying on the patronage of influential individuals to ensure that their funding and support continues – even if little or no effort is put in on their part to ensure this. Entreaties have been made (and no doubt, will be made later in this process) on behalf of particular communities, groups and organisations for special treatment or to be made exceptions to this process. Some interpretations – and misinterpretations – of these conversations are now abroad in the communities, for good or ill.

Throughout this process, it has been borne in mind the fact that, among the reasons given for taking over the direct running of Tower Hamlets Council given by then-Secretary of State for Communities and Local Government, the Rt Hon Eric Pickles MP, was that:

the mayoral administration's grants programme handed out taxpayers' money with no apparent rationale for the grant awards. There were no objectives, and there was no fair or transparent approach to grants, which the council's so-called corporate grants programme board was supposed to ensure. There was no proper monitoring. Grants were systematically made without transparency. Officer evaluation was overruled—across mainstream grants, 81% of all officer recommendations were rejected. More than £400,000 was given to bodies that failed the minimum criteria to be awarded anything at all.⁶

11. HATE CRIME

The City Council has taken into account outputs and outcomes from the University of Leicester Hate Crime Project (published 2014) during this public consultation. This is because of its relevance to equality, diversity, cohesion and integration and to the protected characteristics at the centre of this review. The claims attached to this report are that it will:

- Extend knowledge across protected characteristics, general public, local authority and partners;
- Reduce incidences of Hate Crime;
- Improve experience of victims of hate Crime and those reporting it;
- Consolidate relations with partners in Private Sector, Public Sector and Voluntary and Community Sector around this issue;
- Relate our proposed outcomes to genuine lived experience of people identifying with these protected characteristics (both positive and negative);
- People being victimised because of their being “different” is negative side of diversity – not all experience of life in our multicultural city is positive and we must recognise and react to this;

This demonstrates a practical way in which it can be seen how protected characteristics and identities relate and interact within and between Leicester's diverse communities.

⁶ Hansard, 4 November 2014

Working with the city's Voluntary & Community Sector (VCS) to support engagement with communities:Full Report

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Overview

This report was created on Wednesday 15 July 2015 at 13:57.

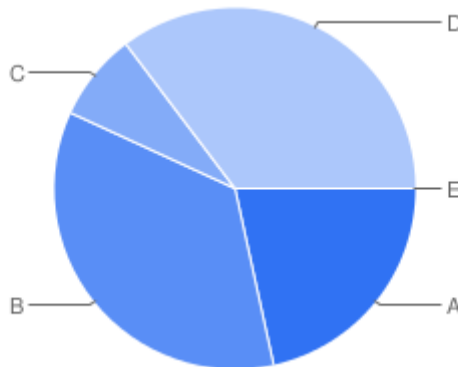
From **10/03/2015** to **29/05/2015**, Leicester City Council ran a consultation entitled '*Working with the city's Voluntary & Community Sector (VCS) to support engagement with communities*'. This report covers the online element of the consultation process, which was run from

<http://consultations.leicester.gov.uk/corporate-resources-and-support/vcs-engagement>

Give us your views

Question 1: In what capacity are you completing this survey?

Table of "Q1"



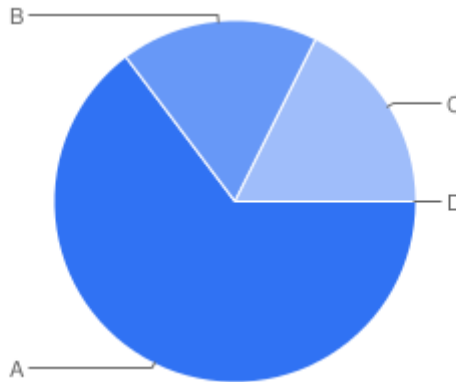
Key	Option	Total	Percent of All
A	Someone who identifies with one of these communities, identities or protected characteristics (please say which, in box below)	11	21.57%
B	Director, trustee, employee or volunteer with an organisation concerned with one of these communities, identities or protected characteristics (please say which organisation, in box below)	18	35.29%

Key	Option	Total	Percent of All
C	Service user of an organisation with one of these communities, identities or protected characteristics (please say which organisation, in box below)	4	7.843%
D	Interested citizen of Leicester	18	35.29%
E	Not Answered	0	0%

There are **35** responses to this part of the question.

Question 2: Do you agree in general with Leicester City Council’s approach to this review (as described in the sections entitled, "Overview" and "Why we are consulting")?

Table of "Q2"

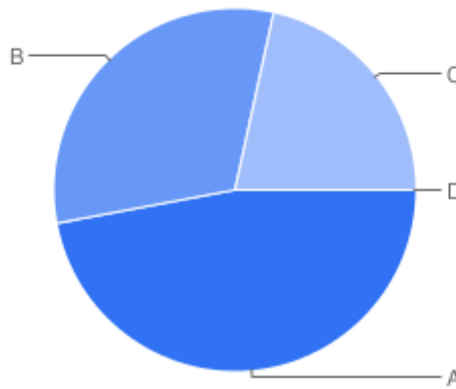


Key	Option	Total	Percent of All
A	Yes	33	64.71%
B	No	9	17.65%
C	Don't know	9	17.65%
D	Not Answered	0	0%

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

Question 3: Do you think that Leicester City Council should give preference to supporting “umbrella” organisations, which work with a number of communities and groups sharing an identity or protected characteristic?

Table of "Q5"

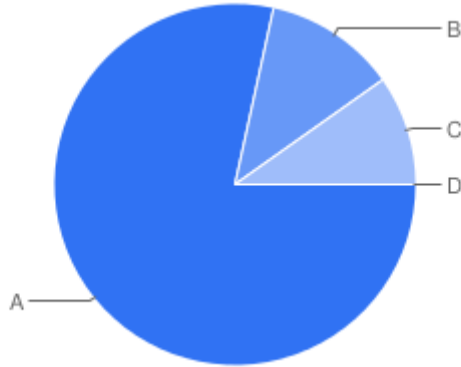


Key	Option	Total	Percent of All
A	Yes	24	47.06%
B	No	16	31.37%
C	Don't know	11	21.57%
D	Not Answered	0	0%

There are 30 responses to this part of the question.

Question 4: Leicester City Council would prefer to work with organisations that can demonstrate experience, knowledge and understanding of the diverse communities of Leicester. Do you agree with this approach?

Table of "Q3"

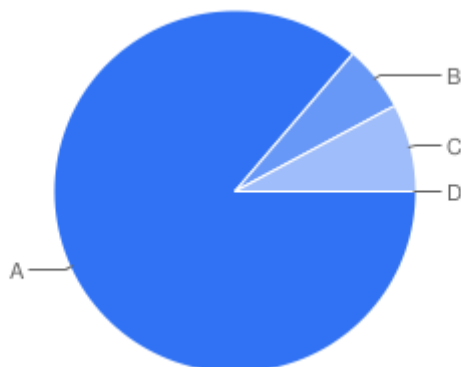


Key	Option	Total	Percent of All
A	Yes	40	78.43%
B	No	6	11.76%
C	Don't know	5	9.804%
D	Not Answered	0	0%

There are **29** responses to this part of the question.

Question 5: Leicester City Council would prefer to work with organisations that include people from the community (or communities) they represent among their board, staff and volunteers. Do you agree with this approach?

Table of "Q4"

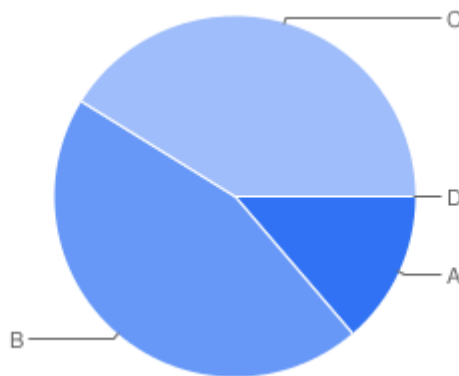


Key	Option	Total	Percent of All
A	Yes	44	86.27%
B	No	3	5.882%
C	Don't know	4	7.843%
D	Not Answered	0	0%

There are **23** responses to this part of the question.

Question 6: Do you think that Leicester City Council is doing enough to engage the city's newer communities in this process?

Table of "Q6"

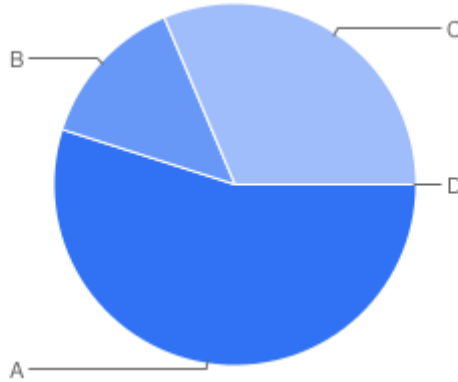


Key	Option	Total	Percent of All
A	Yes	7	13.73%
B	No	23	45.10%
C	Don't know	21	41.18%
D	Not Answered	0	0%

There are **28** responses to this part of the question.

Question 7: Can you identify anything that might hinder VCS organisations from becoming involved with Leicester City Council's approach to this review?

Table of "Q7"

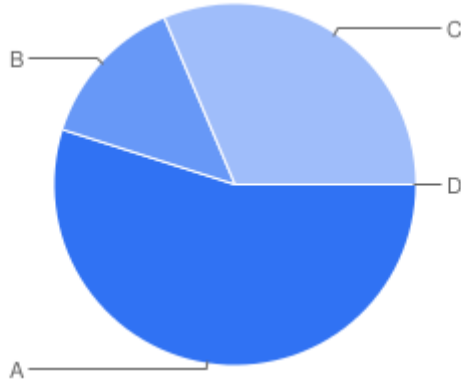


Key	Option	Total	Percent of All
A	Yes	28	54.90%
B	No	7	13.73%
C	Don't know	16	31.37%
D	Not Answered	0	0%

There are 33 responses to this part of the question.

Question 8: Can you think of ways that Leicester City Council might make it easier for VCS organisations to engage with this approach?

Table of "Q8"

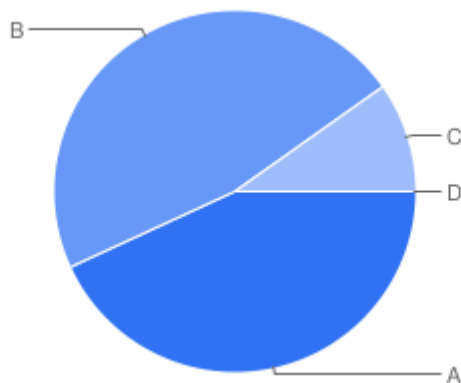


Key	Option	Total	Percent of All
A	Yes	28	54.90%
B	No	7	13.73%
C	Don't know	16	31.37%
D	Not Answered	0	0%

There are **30** responses to this part of the question.

Question 9: This approach may mean changing Leicester City Council's current arrangements for engagement with certain communities and their organisations. Do you have any specific concerns about this?

Table of "Q9"

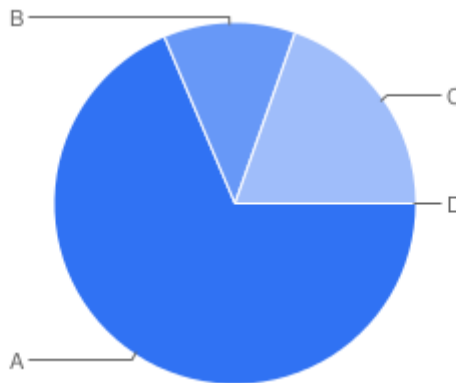


Key	Option	Total	Percent of All
A	Yes	22	43.14%
B	No	24	47.06%
C	Don't know	5	9.804%
D	Not Answered	0	0%

There are 31 responses to this part of the question.

Question 10: It is not necessary, practical or realistic to expect Leicester City Council to enter into contracted arrangements for representation and engagement with everyone fitting within these identities or characteristics (i.e race; religion or belief; LGBT). Do you have any ideas about how we can maximise effective representation and engagement with the funding available?

Table of "Q10"



Key	Option	Total	Percent of All
A	Yes	35	68.63%
B	No	6	11.76%
C	Don't know	10	19.61%
D	Not Answered	0	0%

There are **38** responses to this part of the question.

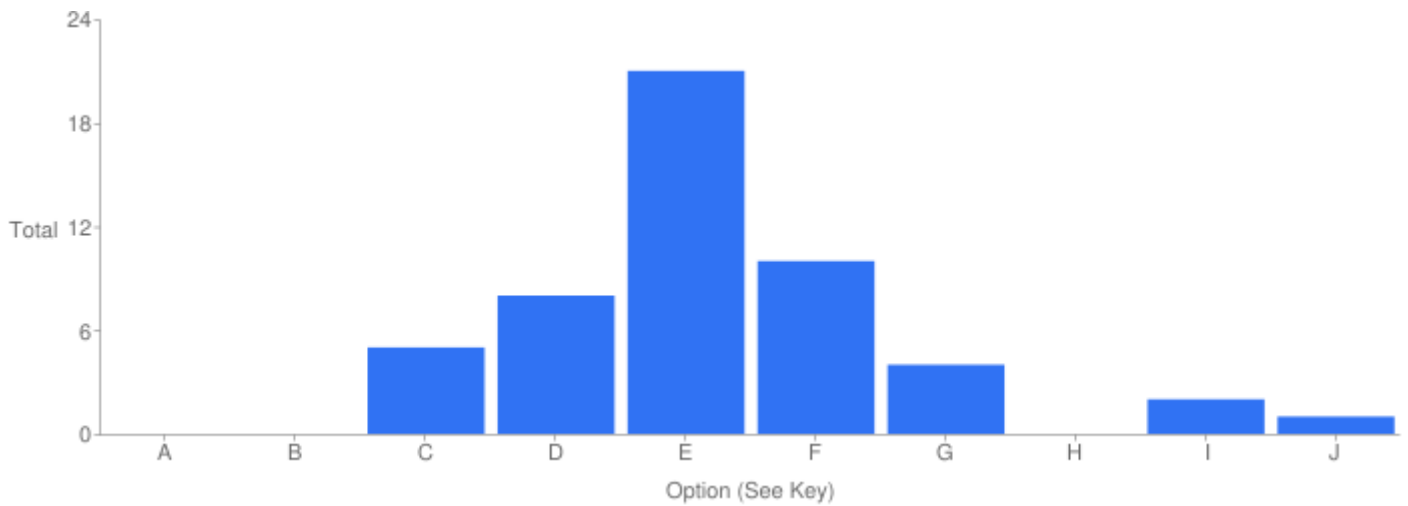
Question 11: If you want us to keep you informed about the progress of this review, please give us your email address.

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

Equalities monitoring

Question 12: Age

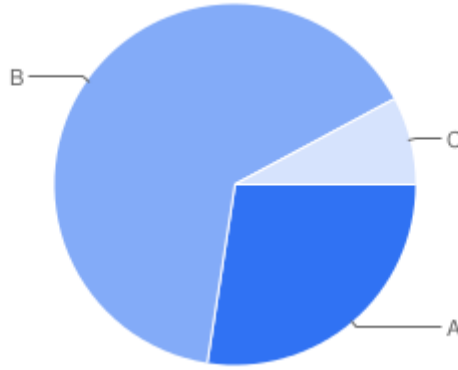
Table of "Age"



Key	Option	Total	Percent of All
A	Under 16	0	0%
B	16-24	0	0%
C	25-34	5	9.804%
D	35-44	8	15.69%
E	45-54	21	41.18%
F	55-64	10	19.61%
G	65-84	4	7.843%
H	85+	0	0%
I	Prefer not to say	2	3.922%
J	Not Answered	1	1.961%

Question 13: Disability

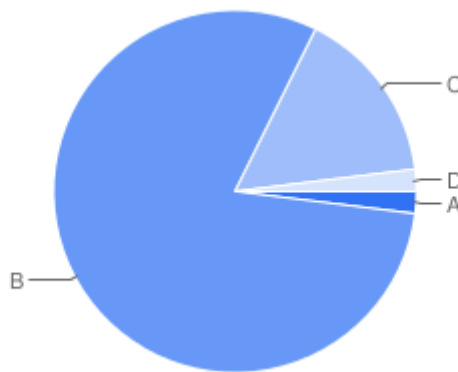
Table of "Q7"



Key	Option	Total	Percent of All
A	Yes	14	27.45%
B	No	33	64.71%
C	Not Answered	4	7.843%

Question 14: Gender reassignment

Table of "Gender reassignment"

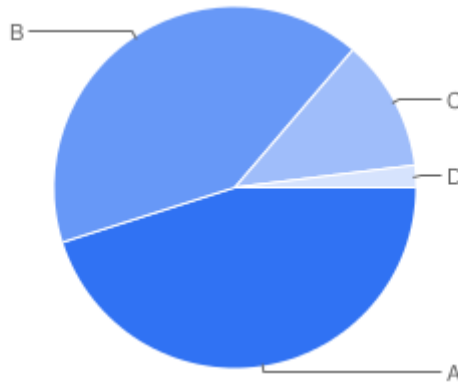


Key	Option	Total	Percent of All
A	Yes	1	1.961%
B	No	41	80.39%

Key	Option	Total	Percent of All
C	Prefer not to say	8	15.69%
D	Not Answered	1	1.961%

Question 15: Marriage and Civil Partnership

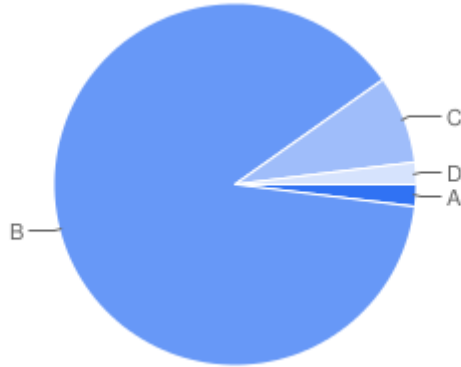
Table of "Marriage or civil partnership"



Key	Option	Total	Percent of All
A	Yes	23	45.10%
B	No	21	41.18%
C	Prefer not to say	6	11.76%
D	Not Answered	1	1.961%

Question 16: Pregnancy and maternity

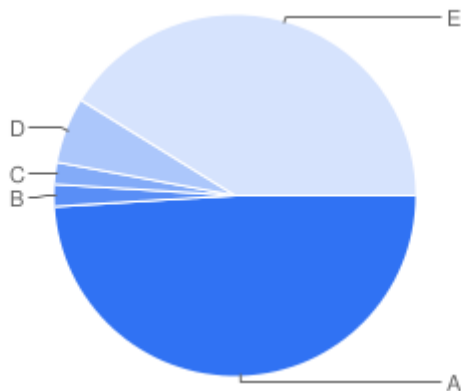
Table of "Question 22 - Gender"



Key	Option	Total	Percent of All
A	Yes	1	1.961%
B	No	45	88.24%
C	Prefer not to say	4	7.843%
D	Not Answered	1	1.961%

Question 17: Race

Table of "Ethnic group_white"

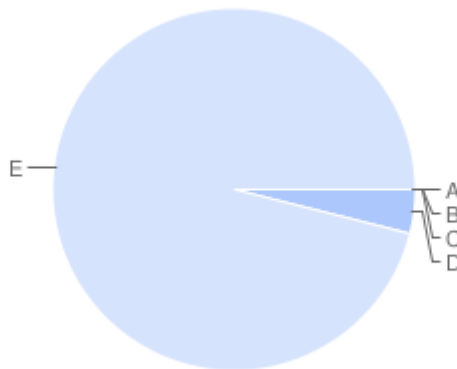


Key	Option	Total	Percent of All
A	English/Welsh/Scottish/Northern Irish/British	25	49.02%

Key	Option	Total	Percent of All
B	Irish	1	1.961%
C	Gypsy or Irish Traveller	1	1.961%
D	Any other White background (please state)	3	5.882%
E	Not Answered	21	41.18%

There are 1 responses to this part of the question.

Table of "Ethnic group_mixed or multiple"



Key	Option	Total	Percent of All
A	White and Black Caribbean	0	0%
B	White and Black African	0	0%
C	White and Asian	0	0%
D	Any other mixed/multiple ethnic background (please state)	2	3.922%
E	Not Answered	49	96.08%

There are 1 responses to this part of the question.

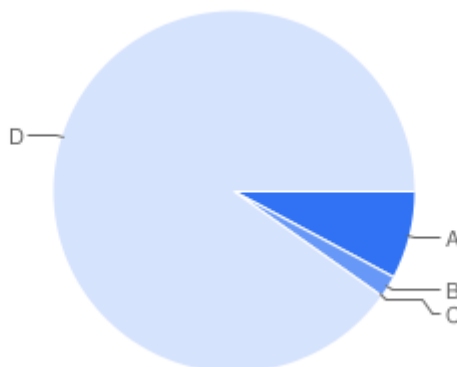
Table of "Ethnic group_asian or asian british"



Key	Option	Total	Percent of All
A	Indian	10	19.61%
B	Pakistani	0	0%
C	Bangladeshi	0	0%
D	Chinese	0	0%
E	Any other Asian background (please state)	2	3.922%
F	Not Answered	39	76.47%

There are 1 responses to this part of the question.

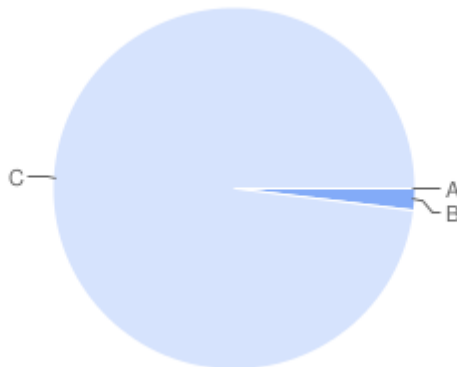
Table of "Ethnic group_black"



Key	Option	Total	Percent of All
A	African	4	7.843%
B	Caribbean	1	1.961%
C	Any other Black/African/Caribbean background (please state)	0	0%
D	Not Answered	46	90.20%

There are 2 responses to this part of the question.

Table of "Ethnic group_other"

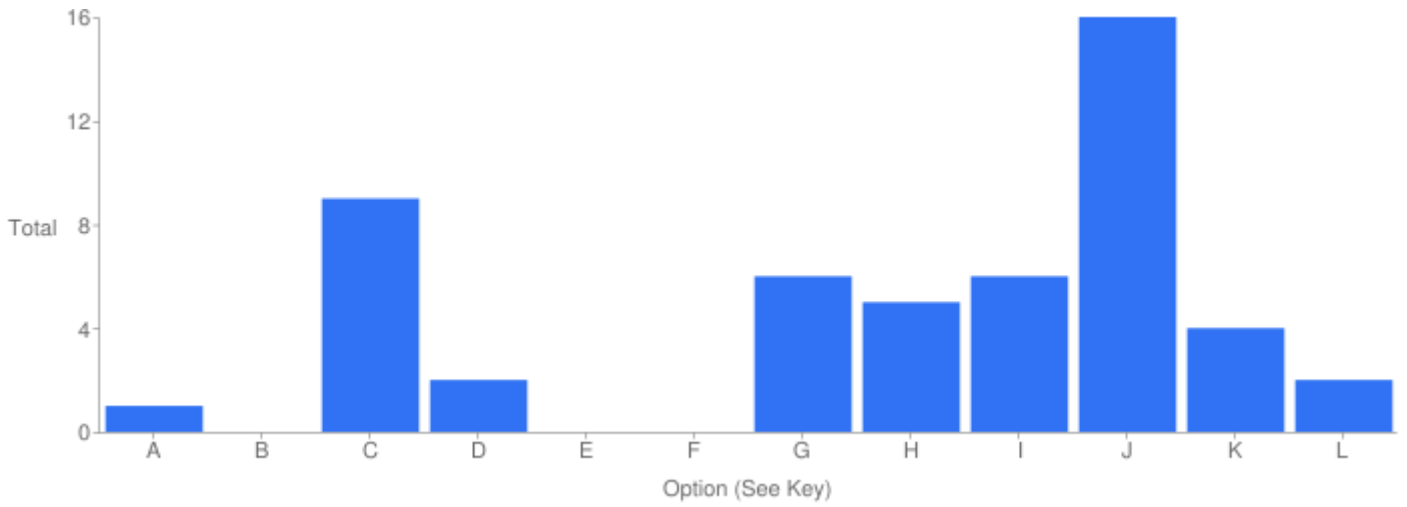


Key	Option	Total	Percent of All
A	Arab	0	0%
B	Any other ethnic group (please state)	1	1.961%
C	Not Answered	50	98.04%

There are no responses to this part of the question.

Question 18: Religion or belief

Table of "Religion or belief"

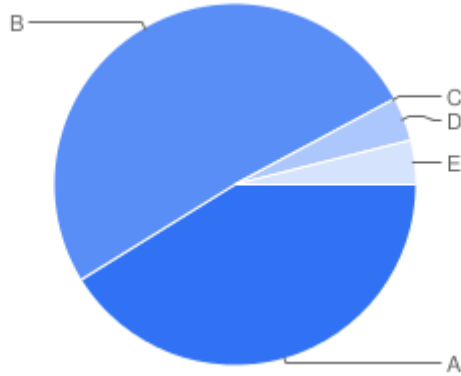


Key	Option	Total	Percent of All
A	Bahá'í	1	1.961%
B	Buddhist	0	0%
C	Christian	9	17.65%
D	Hindu	2	3.922%
E	Jain	0	0%
F	Jewish	0	0%
G	Muslim	6	11.76%
H	Sikh	5	9.804%
I	Prefer not to say	6	11.76%
J	No religion	16	31.37%
K	Other (please state)	4	7.843%
L	Not Answered	2	3.922%

There are 5 responses to this part of the question.

Question 19: Sex

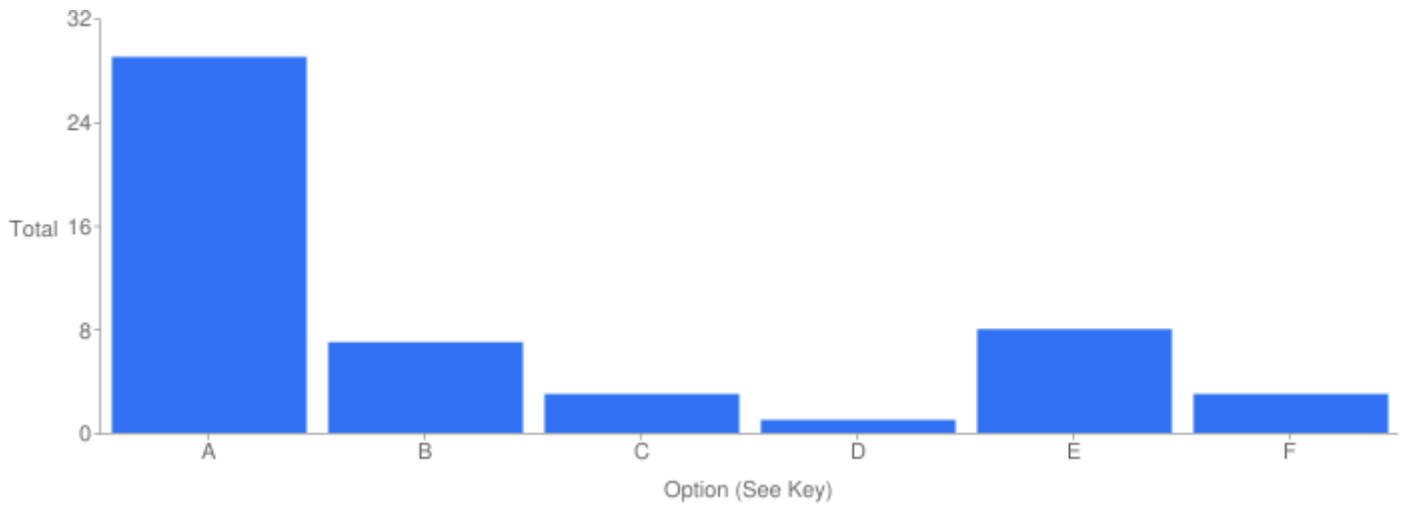
Table of "Sex"



Key	Option	Total	Percent of All
A	Male	21	41.18%
B	Female	26	50.98%
C	Other	0	0%
D	Prefer not to say	2	3.922%
E	Not Answered	2	3.922%

Question 20: Sexual orientation

Table of "Sexual orientation"



Key	Option	Total	Percent of All
A	Heterosexual	29	56.86%
B	Gay or lesbian	7	13.73%
C	Bisexual	3	5.882%
D	Other	1	1.961%
E	Prefer not to say	8	15.69%
F	Not Answered	3	5.882%

Title of spending review/service change/proposal	Working with the city's voluntary and community sector to support engagement with communities
Name of division/service	Delivery, Communications and Political Governance
Name of lead officer completing this assessment	George Ballentyne
Date EIA assessment completed	28 September 2015
Decision maker	City Mayor
Date decision taken	tbc

EIA sign off on completion:	Signature	Date
Lead officer	George Ballentyne	02/10/15
Equalities officer	Irene Kszyk	02/10/15
Divisional director	Miranda Cannon	09/10/15

Please ensure the following:

- (a) That the document is understandable to a reader who has not read any other documents, and explains (on its own) how the Public Sector Equality Duty is met. This does not need to be lengthy, but must be complete.
- (b) That available support information and data is identified and where it can be found. Also be clear about highlighting gaps in existing data or evidence that you hold, and how you have sought to address these knowledge gaps.
- (c) That the equality impacts are capable of aggregation with those of other EIAs to identify the cumulative impact of all service changes made by the council on different groups of people.

Setting the context

VCS support: current provision

Leicester City Council currently contracts six local VCS organisations to help engage with a variety of communities and groups in the city: African Caribbean Citizens Forum (ACCF); Federation of Muslim Organisations (FMO); Gujarat Hindu Association (GHA); Leicester Council of Faiths (LCoF); Somali Development Service (SDS); and The Race Equality Centre (TREC). Some of these organisations concentrate on race, others on religion or belief, while some address both. Contracts with these six organisations are coming to an end (on 31 October 2015, after a number of extensions) as part of the natural working cycle of relations between the local authority and VCS providers. This review should not be read as an evaluation of these organisations and their record of provision. The City Council is taking the opportunity afforded by the close of these contracted arrangements to look at ways of refreshing and renewing its engagement with communities in the city – whether long established or more recently arrived.

The City Council has different mechanisms for engagement with the public in policy development and decision-making (e.g. consultation on specific proposals, ward meeting with elected councillors and other activities such as the City Mayor's Faith and Community Forum). New opportunities for consultation, discussion and engagement are being developed constantly, such as City Mayor's Question time, which is being launched as a public event with extensive media coverage this autumn.

As the City council itself is arguably the most diverse institution in Leicester, it would also make use of its own employee groups for consultation, and reference. At the moment, there are BME, LGBT, Christian and Muslim employee groups within the City Council, These (particularly the latter two) can be expanded if and when called upon for consultation and reference. There is very little likelihood, therefore, of particular communities going unheard by the City Council (or vice versa) as long as there is a genuine intention to keep open the channels of communication.

Why engagement is important

These mechanisms for engagement and communication with our diverse communities help us understand them as social entities as well as the diverse needs within them. This is crucial to our being able to meet our Public Sector Equality Duty (a statutory duty set out in the Equality Act 2010). The PSED requires us to eliminate discrimination (against individuals because of their protected characteristic); promote equality of opportunity (in achieving outcomes we are obliged to deliver); foster good relations between different groups (promote a cohesive and inclusive city).

The proposed new approach will mean that communication between the City Council and certain local communities will take place in a different manner

and in a different context from that under which it has operated in the currently-contracted arrangements. The aim of this communication will move beyond understanding, as at present, towards how best to achieve positive outcomes within these communities, based on issues identified. These proposals will involve expanding our approach to involve communities in the city which have not been included in the same ways as communities, groups and organisations identifying with the protected characteristics of race and religion or belief have been up till now.

The City Council is obliged to make proportionate changes to existing arrangements, driven by budgetary requirements. The City Council must reduce expenditure on this area of work (as it is in virtually all others) while making best effort to maintain good quality of service provision. These proposals will be funded through adoption of new levels of financial support contained in the Executive Decision Report.

What change will look like

It is not necessary or practical for the City Council to enter into contracted arrangements with organisations purporting to work for, with or on behalf of everyone in the city who identifies with the protected characteristics highlighted in the proposals (i.e. Race; Religion or belief; LGBT). Indeed, no single organisation can realistically claim to represent everyone who identifies with a particular protected characteristic. Some communities simply do not have such organisations among them, some groups or organisations do not want this sort of relationship with the City Council, while others may exist as publically active agencies but do not pass the criteria for formal association with us (e.g. they have no “legal personality” or cannot evidence good practice in their arrangements for finance or governance). Furthermore, awareness of the changing demographics of Leicester reveals emerging needs of new communities (and, occasionally, enhanced capacity of older, established communities to assist newer ones).

The report suggests a number of options for consideration that should enable the City Council to understand and address issues within communities who predominantly relate to the protected characteristics of race, religion and belief, and sexual orientation/gender reassignment (LGBT) as communities and issues central to community cohesion and integration, but not catered for as such in the City Council’s current service provision.

In the period taken to implement any changes attendant on the Executive decision, the City Council explicitly acknowledges the possibility of risk associated with a temporary gap in provision of certain services to particular communities. Having recognised this risk, we have ensured that there are other mechanisms in place for engagement (e.g. consultation on specific proposals, ward meetings with elected councillors and other activities such as meetings of the City Mayor’s Faith and Community Forum). New opportunities for consultation, discussion and engagement are being developed, such as City Mayor’s Question time, which is being launched as a public event with extensive media coverage this autumn. As the City Council itself is arguably the most diverse institution in Leicester, it would also make use of its own employee groups for consultation and reference. At the moment, there are BME, Carer, Disabled, LGBT, Christian and Muslim employee groups within the City Council, These can be expanded, if and when called upon for consultation and reference. Other organisations, not funded by the City Council, are also accessible for information, advice and guidance in the protected characteristics of race and of religion or belief. There is little likelihood, then, of particular communities or groups going unheard by the City Council (or vice versa) as long as there is a genuine intention of keeping open the channels of communication.

Equality implications / obligations

Eliminating unlawful discrimination, harassment and victimisation

How does this proposal ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic?

Termination of current contracts

Under current arrangements, six organisations have been contracted to provide services for the City Council: offering a two-way channel of communication with specific communities; developing the economic, educational and employment potential within communities; acting as a moderating influence on issues threatening peaceful coexistence of communities; helping tackle disparity of outcomes that affect particular communities; and maximising the positive contribution of different communities to the city in general. Current arrangements do not specify elimination of unlawful discrimination, harassment or victimisation as an outcome *per se*. However, there is a perceived link between activities carried out in pursuit of the specified outcomes and issues related to this aspect of the PSED.

We expect impact on people and communities identifying with a particular protected characteristic to be relatively light. The currently-contracted arrangements have delivered what could be described for the most part as “soft outcomes”, with insufficient evidence that people derived noticeable benefit from services provided by the six currently-contracted organisations in relation to this aim of the PSED.

Implementation of options for consideration

The options for consideration allow for activities, initiatives and projects that can address specific instances of unlawful discrimination, harassment or victimisation experienced by people in the city identifying

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	<p>with any of the protected characteristics highlighted. This should enable the City Council to identify and implement good practice in relation to this aspect of the PSED. We expect implementation of any of these options to improve our ability to eliminate unlawful discrimination, harassment and victimisation, largely because they will enable communities better to identify their own needs, will proceed on the basis of realistic outputs and outcomes agreed before work commences and will include more rigorous monitoring, with enhanced opportunities for course corrections as work progresses.</p>
<p>Advancing equality of opportunity between people who share a protected characteristic and those who don't</p> <p>How does the proposal/service ensure that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).</p>	<p>Termination of current contracts</p> <p>Under current arrangements, six organisations have been contracted to provide services for the City Council: offering a two-way channel of communication with specific communities; developing the economic, educational and employment potential within communities; acting as a moderating influence on issues threatening peaceful coexistence of communities; helping tackle disparity of outcomes that affect particular communities; and maximising the positive contribution of different communities to the city in general. Current arrangements do not specify advancing equality of opportunity between people who share a protected characteristic and those who don't as an outcome <i>per se</i>. However, there is a perceived link between activities carried out in pursuit of the specified outcomes and issues related to this aspect of the PSED. It should be understood, however, that these services do not have direct relationship with the individual service user.</p> <p>Implementation of options for consideration</p> <p>We expect implementation of any of these options to improve our ability to advance equality of opportunity between people who share a protected characteristic and those who don't, largely because they will enable communities better to identify their own needs, will proceed on the basis of realistic outputs and outcomes agreed before work</p>

	<p>commences and will include more rigorous monitoring, with enhanced opportunities for course corrections as work progresses.</p> <p>We will expect any organisation whose focus is on a particular protected characteristic to clarify how they intend to work across the protected characteristics.</p>
<p>Foster or encourage good relations between people who share a protected characteristic and those who don't</p> <p>Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p>	<p>Termination of current infrastructure contracts</p> <p>Current arrangements do not specify fostering or encouraging good relations between people who share a protected characteristic and those who don't as an outcome <i>per se</i>. However, there is a perceived link between activities carried out in pursuit of the specified outcomes and issues related to this aspect of the PSED.</p> <p>We expect impact on people and communities identifying with a particular protected characteristic to be relatively light. The currently-contracted arrangements have delivered what could be described for the most part as "soft outcomes", with insufficient evidence that people derived noticeable benefit from services provided by the six currently-contracted organisations in relation to this aim of the PSED.</p> <p>Current arrangements have, among other purposes, that of fostering or encouraging good relations within particular communities as well as between those communities and others in the city. It has been difficult to quantify outcomes describing how well or to what extent this aim of the PSED has been achieved because this level of support exists, as there is an overlap with other community activities outside the scope of this funding but which promote good relations at the grass roots. Such activities include religious festivals (e.g. Diwali, Eid, Hanukkah, Rathayatra, Vaisakhi, Inter Faith Week) educational activities (e.g. Black History Month) and other public celebrations (e.g. Leicester Pride, LGBT History Month) which go on, to a greater or lesser degree, without direct</p>

financial support from the City Council.

Implementation of options for consideration

We expect implementation of any of the options on offer to improve our ability to foster or encourage good relations between people who share a protected characteristic and those who don't because they will enable communities better to identify their own needs, will proceed on the basis of realistic outputs and outcomes agreed before work commences and will include more rigorous monitoring, with enhanced opportunities for course corrections as work progresses.

We will expect any organisation whose focus is on a particular protected characteristic to clarify how they intend to work across the protected characteristics.

Who is affected?

The six community-based organisations currently in receipt of financial support from the City Council (African Caribbean Citizens Forum; Federation of Muslim Organisations; Gujarat Hindu Association; Leicester Council of Faiths; Somali Development Services; The Race Equality Centre) will be affected as a result of the termination of their contracts and the loss of this funding stream. This will affect their ability to deliver services, depending on whether they are able to access other sources of funding.

It has become apparent during the course of the current contracts, that some of the six organisations featured in this report have become reliant upon the funding provided to them by the City Council and that any loss of funding is likely to have a significant impact upon their respective futures. As they are mostly infrastructure bodies, umbrella groups or representative organisations, there will also be impact on the bodies, communities, groups or organisations that they claim to represent (these are their primary recipients of services, rather than individuals).

However, it is commonplace amongst the Voluntary and Community Sector to experience funding challenges such as those that the cessation of City Council funding will create. The cyclical nature and changing availability of funding for this sector makes these

organisations more vulnerable when changes to funding occur. On the other hand, it is often these types of organisation that demonstrate well their ability to adapt and respond to the changing financial landscape. The City Council will make all reasonable efforts to assist and support organisations where it becomes clear that no funding will be available.

Concerns were expressed about the effectiveness of the current arrangements by those who responded to the public consultation. Any protests about the impact on the currently contracted providers, their affiliated organisations and service users should be viewed with this in mind.

Information used to inform the equality impact assessment

The city has been a focal point for a range of academic research – most recently on hate crime by the University of Leicester’s Centre for Hate Studies.

The most influential information collected has been from the public consultation (see section on Consultation, immediately below).

The City Council has also actively engaged with communities on proposals for Transforming Neighbourhood Services (TNS) and Community Asset Transfer (CAT), both of which have foregrounded local VCS activities, interests and needs. Other services carry out public consultation on proposals that are likely to affect all communities and gain insight as to issues of concern from distinct communities as reflected by their protected characteristics. Voluntary Action LeicesterShire (VAL) also has a remit to consider the broader needs of the city in terms of the VCS and the community activities that it serves. The City Council has three contracts with VAL to “support collaboration and guarantee a collective voice for the city’s VCS”; to “provide infrastructure support for the city’s Voluntary and Community Sector” and to “support volunteers and volunteering in the city”. In pursuit of all three of these contracts, VAL garners information about the state of the local VCS and its service users.

Consultation

A twelve-week long public consultation, which considered the current and future possible arrangements, was conducted. Input was actively sought from those directly impacted by the review (i.e. representatives and service users from VCS organisations including those with which the City Council is currently contracted) and from the population of the city at large and to help develop informed proposals about any future provision (bearing in mind that it is not necessary, practical or realistic to expect City Council to enter into contracted arrangements for representation and engagement with everyone fitting within the protected characteristics of LGBT, Race, and Religion or Belief). The following consultation methods were used: an online survey through Citizen Space (open between 10 March and 29 May); public meetings at eight Neighbourhood & Community Centres across the city; four themed meetings based on the protected characteristics (LGBT; Race; Religion or belief); and discussions with the existing contracted providers. A

summary overview of the consultation findings is contained in the main report, with a more detailed account provided at Appendix A.

This public consultation (in keeping with an earlier one on this topic, conducted Oct 2013- Jan 2014) bore out a general feeling that change was desired: a change from the established way of doing things, without anything definitive being asked for in its place. Respondents appeared to know what they didn't want – but seemed unable to articulate or agree on what they did want.

Potential equality impact

Based on your understanding of the service area, any specific evidence you may have on service users and potential service users, and the findings of any consultation you have undertaken, use the table below to explain which individuals or community groups are likely to be affected by the proposal because of their protected characteristic(s). Describe what the impact is likely to be, how significant that impact is for individual or group well-being, and what mitigating actions can be taken to reduce or remove negative impacts.

Looking at potential impacts from a different perspective, this section also asks you to consider whether any other particular groups, especially vulnerable groups, are likely to be affected by the proposal. List the relevant that may be affected, along with their likely impact, potential risks and mitigating actions that would reduce or remove any negative impacts. These groups do not have to be defined by their protected characteristic(s).

Protected characteristics	Impact of proposal	Risk of negative impact	Mitigating actions
	<p>Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected.</p> <p>Why is this protected characteristic relevant to the proposal?</p> <p>How does the protected characteristic determine/shape the potential impact</p>	<p>How likely is it that people with this protected characteristic will be negatively affected?</p> <p>How great will that impact be on their well-being? What will determine who will be negatively affected?</p>	<p>For negative impacts, what mitigating actions can be taken to reduce or remove this impact? These should be included in the action plan at the end of this EIA.</p>

	of the proposal?		
Age¹	<p>Ending current arrangement</p> <p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of Age <i>per se</i>. However, as there are obviously people identifying with this protected characteristic within each of the communities served, the City Council acknowledges that this has been indirectly addressed as part of the communications activity.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to age within the four protected characteristics highlighted to be identified and progressed, allowing the City Council to determine effective means by which to achieve equality outcomes related to age.</p>	Implementation of any of the options proposed in the Executive Decision Report should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (and for ways in which each of these interact with other protected characteristics, such as Age).	See Action Plan at end of this EIA.
Disability²	Ending current arrangement	Implementation of any of the options proposed in the Executive Decision	See Action Plan at end of this EIA.

¹ Age: Indicate which age group is most affected, either specify general age group - children, young people working age people or older people or specific age bands

² Disability: if specific impairments are affected by the proposal, specify which these are. Our standard categories are on our equality monitoring form – physical impairment, sensory impairment, mental health condition, learning disability, long standing illness or health condition.

	<p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of Disability <i>per se</i>. However, as there are obviously people identifying with this protected characteristic within each of the communities served, the City Council acknowledges that this has been indirectly addressed as part of the communications activity.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to disability within the four protected characteristics highlighted to be identified and progressed, allowing the City Council to determine effective means by which to achieve equality outcomes related to disability.</p>	<p>Report should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (and for ways in which each of these interact with other Protected Characteristics, such as Disability).</p>	
Gender Reassignment³	<p>Ending current arrangement</p> <p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of Gender reassignment <i>per se</i>. However, as there are obviously people identifying with</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (of which, Gender reassignment is one) and for</p>	<p>See Action Plan at end of this EIA.</p>

³ Gender reassignment: indicate whether the proposal has potential impact on trans men or trans women, and if so, which group is affected.

	<p>this protected characteristic within each of the communities served, the City Council acknowledges the existence of indirect implications.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to the four highlighted protected characteristics (of which, gender reassignment is one) to be identified and progressed, allowing the City Council to determine effective means by which to achieve equality outcomes related to gender reassignment.</p>	<p>ways in which each of these interact with other Protected Characteristics.</p> <p>It is hoped that any indirect negative implications brought about by ending current arrangements will be more than compensated for by the City Council making support available under new arrangements for LGBT communities – as these have not been served in this way before.</p>	
<p>Marriage and Civil Partnership</p>	<p>Ending current arrangement</p> <p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of Marriage and civil partnership <i>per se</i>. However, as there are obviously people identifying with this protected characteristic within each of the communities served, the City Council acknowledges that this has been indirectly addressed as part of the communications activity.</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (and for each of the other Protected Characteristics, such as Marriage and Civil Partnership).</p>	<p>See Action Plan at end of this EIA.</p>

	<p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to Marriage and civil partnership within the four protected characteristics highlighted to be identified and progressed, allowing the City Council to determine effective means by which to achieve equality outcomes related to marriage and civil partnership.</p>		
<p>Pregnancy and Maternity</p>	<p>Ending current arrangement</p> <p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of Pregnancy and maternity <i>per se</i>. However, as there are obviously people identifying with this protected characteristic within each of the communities served, the City Council acknowledges that this has been indirectly addressed as part of the communications activity.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to Pregnancy and maternity within the four protected characteristics highlighted to be</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (and for each of the other Protected Characteristics, such as Pregnancy and Maternity).</p>	<p>See Action Plan at end of this EIA.</p>

	identified and progressed, allowing the City Council to determine effective means by which to achieve equality outcomes related to pregnancy and maternity.		
Race⁴	<p>Ending current arrangement</p> <p>Under current arrangements, funding is provided to some organisations working representing, working for or with certain communities and groups in the city identifying with race as a protected characteristic. The end of current funded arrangements will impact on the people, communities and groups which benefit from the services provided by those funded organisations.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to age within the four protected characteristics highlighted (of which, Race is one) to be identified and progressed, allowing the City Council to determine effective means by which to achieve age related</p>	Implementation of any of the options proposed in the Executive Decision Report, to a greater or lesser degree, should enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted. Race is one of these. The delivery of activities, initiatives and projects will be monitored to ensure that any unanticipated negative outcomes are quickly addressed or averted.	The provision of support (in the form of information, advice and guidance and casework services) by TREC and SDS has been taken out of scope of this process. Instead, this will be included within a separate, broader review of the City Council's advice services. Service users and clients for these services generally identify with the protected characteristic of race (and, to a lesser extent, with that of Religion or belief). Separate arrangements have been made with the organisations so that they will continue to be funded for these activities until a broader review of casework services is conducted at a later date. See Action Plan at end of this EIA.

⁴ Race: given the city's racial diversity it is useful that we collect information on which racial groups are affected by the proposal. Our equalities monitoring form follows ONS general census categories and uses broad categories in the first instance with the opportunity to identify more specific racial groups such as Gypsies/Travellers. Use the most relevant classification for the proposal.

	<p>equality outcomes.</p> <p>Under new arrangements there could be a perception of discrimination against particular people, groups or communities identifying with certain aspects of race as a protected characteristic.</p>		
Religion or Belief⁵	<p>Ending current arrangement</p> <p>Under current arrangements, funding is provided to some organisations working representing, working for or with certain communities and groups in the city identifying with religion or belief as a protected characteristic. The end of current funded arrangements will impact on the people, communities and groups which benefit from the services provided by those funded organisations.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to age within the four protected characteristics highlighted (of which, Religion or belief is one) to be identified and progressed, allowing the City Council to determine</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should, to a greater or lesser degree, enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted. Religion or Belief is one of these.</p>	<p>The provision of support (in the form of information, advice and guidance and casework services) by TREC and SDS has been taken out of scope of this process. Instead, this will be included within a separate, broader review of the City Council's advice services. Service users and clients for these services generally identify with the protected characteristic of race (and, to a lesser extent, with that of Religion or belief). Separate arrangements have been made with the organisations so that they will continue to be funded for these activities until a broader review of casework services is conducted at a later date. See Action Plan at end of this EIA.</p>

⁵ Religion or Belief: If specific religious or faith groups are affected by the proposal, our equalities monitoring form sets out categories reflective of the city's population. Given the diversity of the city there is always scope to include any group that is not listed.

	<p>effective means by which to achieve age related equality outcomes.</p> <p>Under new arrangements there could be a perception of discrimination against particular people, groups or communities identifying with certain aspects of religion or belief as a protected characteristic.</p>		
Sex⁶	<p>Ending current arrangement</p> <p>No direct implications, as current arrangements with service providers do not specify them working on the protected characteristic of <i>Sex per se</i>. However, as there are obviously people identifying with this protected characteristic within each of the communities served, the City Council acknowledges that this has been indirectly addressed as part of the communications activity.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related to sex within the four protected characteristics highlighted to be identified and progressed, allowing the City Council to</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should, to a greater or lesser degree, enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted (and for each of the other Protected Characteristics, such as Sex).</p>	<p>See Action Plan at end of this EIA.</p>

⁶ Sex: Indicate whether this has potential impact on either males or females

	determine effective means by which to achieve equality outcomes related to sex.		
Sexual Orientation⁷	<p>Ending current arrangement</p> <p>No overt implications as there is no particular focus on age as a protected characteristic <i>per se</i> in the current arrangements with service providers.</p> <p>Implementation of proposed options</p> <p>Should enable opportunities for activities, initiatives and projects focusing on issues related the four protected characteristics highlighted (of which, sexual orientation is one) to be identified and progressed, allowing the City Council to determine effective means by which to achieve age related equality outcomes.</p>	<p>Implementation of any of the options proposed in the Executive Decision Report should, to a greater or lesser degree, enable positive outcomes to be achieved in tackling negative issues/discrimination affecting people with one of the four protected characteristics highlighted. Sexual orientation is one of these.</p> <p>It is hoped that any indirect negative implications brought about by ending current arrangements will be more than compensated for by the City Council making support available under new arrangements for LGBT communities – as these have not been served in this way before.</p>	See Action Plan at end of this EIA.

⁷ Sexual Orientation: It is important to remember when considering the potential impact of the proposal on LGBT communities, that they are each separate communities with differing needs. Lesbian, gay, bisexual and transgender people should be considered separately and not as one group. The gender reassignment category above considers the needs of trans men and trans women.

Monitoring impact

Procurement exercise: Organisations expressing interest in obtaining this support will be required to do so through an assessment process that will be guided by applicant organisations' record of delivery (where appropriate), current engagement and potential. This assessment process will be deliberately "light touch" in nature, though it will require organisations to prove good practice in governance, equality and human rights as covered in legislation affecting all organisations.

Method statements: Applicant organisations will be required to provide satisfactory method statements, answering questions regarding how they will help the City Council honour the PSED in an effective, proportionate and sensitive manner among their communities, and how they will address other issues on which the City Council has made public commitments (e.g. child poverty, mental health, peaceful settlement of new arrivals, mitigation of impact of welfare reforms).

Regular monitoring: All organisations delivering any of the activities, initiatives or projects arising from this funding stream will be required to provide monitoring returns at specified intervals, using specified performance indicators and outcome requirements which will be scrutinised by lead officers at the City Council with a special eye on issues related to protected characteristics and human rights. From this monitoring, the City Council should be able to discern actual impact for people identifying with different protected characteristics, against anticipated outcomes as set out in the original proposal. Principles and practices permitting open feedback and suggestions from different communities should be accommodated within this monitoring framework.

EIA action plan

Equality Outcome	Action	Officer Responsible	Completion date
Representative profile of projects supported	Engage with communities, groups and organisations to make sure that different protected characteristics are involved.	George M Ballentyne (VCS Engagement Manager)	Ongoing, throughout duration of support.
Appropriate positive outcomes by Protected Characteristic	Monitor delivery of activities, initiatives and projects to ensure that any unanticipated negative outcomes are quickly addressed or averted.	George M Ballentyne (VCS Engagement Manager)	Ongoing, throughout duration of support.

Continued support for individuals, families and communities identifying with particular protected characteristics covered in existing provision.	Include regard of provision of support (in the form of information, advice and guidance and casework services) by TREC and SDS. Continue process of incorporating this within a separate, broader review of the City Council's Information, Advice and Guidance (IAG) services.	Caroline Jackson (Head of Revenues & Customer Service); George M Ballentyne (VCS Engagement Manager)	April 2017
Assistance for groups and organisations whose sustainability is affected by change in contracted arrangements.	The City Council will make all reasonable efforts to assist organisations where it becomes clear that no funding will be available. Through our current contract with VAL, we should be able to help VCS organisations in difficulty to find ways in which they their existence may become sustainable in new environment.	George M Ballentyne (VCS Engagement Manager)	Early part of new support arrangements (e.g. by Apr 2016).
Maintain level of engagement with people, communities and groups identifying with protected characteristics.	Employ range of options for public consultation and reference if/when City Council is changing or developing policies that might impact on people, communities and groups identifying with protected characteristics.	Irene Kszyk (Corporate Equalities Lead); George M Ballentyne (VCS Engagement Manager)	Ongoing, throughout duration of support.

Leicester City Council Scrutiny Review

**'THE IMPACT OF BETTING SHOPS ON
LOCAL COMMUNITIES WITHIN LEICESTER'**

17th November 2015

To be completed by the Member proposing the review		
1.	Title of the proposed scrutiny review	The impact of betting shops and associated businesses on communities within Leicester
2.	Proposed by	Cllr Mohammed Dawood
3.	Rationale Why do you want to undertake this review?	<p>State what prompted the review e.g. media interest /public feedback / new legislation / performance information.</p> <p>The commission is aware of growing concern about the impact of betting (and associated alcohol) outlets on local communities in the city. The recent review of licensing policy within the city, and the work on toolkits which are being developed to measure and assess the impact of gambling and alcohol on communities, particularly vulnerable ones has also given reason to investigate the impact of these outlets in Leicester.</p>
4.	Purpose and aims of the review What question(s) do you want to answer and what do you want to achieve? (Outcomes?)	<p>Defining clearly the key questions that the review is seeking to answer is critical to setting a clear scope and approach. E.g. it could be that the commission wants assurances that the service is delivering to a specific community or wants to assess the impact of a change in service.</p> <ul style="list-style-type: none"> • To establish the relationship between gambling and alcohol establishments and their location within communities, particularly vulnerable communities, within the city • To assess the impact of such establishments with communities across the city in terms of health, family stability, local economy and antisocial behaviour. • To prepare a framework which can assess the above impacts and allow members, officers and other agencies to make decisions and recommendations which protect and improve potentially vulnerable communities, homes and individuals • Make recommendations based on the conclusions drawn from the review to the Executive.
5.	Links with corporate aims / priorities How does the review link to corporate aims and priorities? http://citymayor.leicester.gov.uk/delivery-plan-2013-14/	<p>A healthy and active city Providing care and support Our children and young people</p>

6.	<p>Scope Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.</p>	<p>It is hoped that the review will achieve the following aims:</p> <ul style="list-style-type: none"> • Identify locations of venues which have gambling licences both within the city centre and communities away from the centre. • Identify locations of fixed odds betting terminals, both within premises licensed for gambling and other locations (for example premises licensed for alcohol) • Consult with local and city agencies about the impact of gambling on individuals and within communities. • The council's licensing policy for gambling is outside of the scope but the policy which is designed to protect vulnerable individuals will be assessed for its effectiveness and the way in which it is policed by licence-holders.
<p>Develop a draft Project Plan to incorporate sections seven to twelve of this form</p>		
7.	<p>Methodology Describe the methods you will use to undertake the review.</p> <p>How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?</p>	<p>A task group will be set up to take evidence from witnesses and oral and written evidence will be taken.</p> <p>Witnesses will include police, probation and council community safety officers to assess whether gambling and alcohol abuse may be related and reinforcing issues</p> <p>Evidence to assess the economic and social impact of gambling will be taken from housing estate management staff, where appropriate, internal debt management staff and external agencies such as Citizens' Advice. Church and other community organisations will also be asked to provide evidence.</p> <p>National specialist evidence relating the issue of gambling licensing and the impact of gambling on communities will be taken from: Specialist advisors (Heather Wardle of GeoFutures, who is working with Manchester and Westminster Councils) Waltham Forest Council (interested in the issue) and the Local Government Association</p>
	<p>Witnesses Set out who you want to gather evidence from and how you will plan to do this</p>	<p>See the attached project plan and above.</p>
8.	<p>Timescales How long is the review expected to take to complete?</p>	<p>Review is anticipated to be ready for the March 2016 Neighbourhoods Scrutiny Commission</p>
	<p>Proposed start date</p>	<p>November 2015</p>
	<p>Proposed completion date</p>	<p>February 2016</p>

9.	<p>Resources / staffing requirements</p> <p>Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively.</p>	<p>It is anticipated that the review can be incorporated within the existing resources of the Scrutiny Policy team. Around 15 days' of officer time is estimated to be required.</p>
	<p>Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.</p>	<p>Visits within the city may be undertaken as part of this review</p>
10.	<p>Review recommendations and findings</p> <p>To whom will the recommendations be addressed? E.g. Executive / External Partner?</p>	<p>Recommendations will be made to the:</p> <ul style="list-style-type: none"> The executive Council partners Licence holders The Local Government Association
11.	<p>Likely publicity arising from the review - Is this topic likely to be of high interest to the media? Please explain.</p>	<p>This topic is unlikely to have a high media profile. This could change depending on the nature of evidence arising during the course of the task group's work.</p>
12.	<p>Publicising the review and its findings and recommendations</p> <p>How will these be published / advertised?</p>	<p>To be included in the Project Plan</p>
13.	<p>How will this review add value to policy development or service improvement?</p>	<p>The review will explore the relationship between commercial activities and the health, welfare and community safety of residents in both the city centre and other communities.</p>
<p>To be completed by the Executive Lead</p>		

14.	<p>Executive Lead's Comments</p> <p>The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.</p>	<p>To come</p>
To be completed by the Divisional Lead Director		
15.	<p>Divisional Comments</p> <p>Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.</p>	<p>The extent and effectiveness of gambling policy in Leicester is limited by the national legislative framework.</p> <p>However, we wish to assist the inquiry, including ensuring that any results can be used to good effect, within the legal constraints that we must operate under.</p>
16.	<p>Are there any potential risks to undertaking this scrutiny review?</p> <p>E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?</p>	
17.	<p>Are you able to assist with the proposed review? If not please explain why.</p> <p>In terms of agreement / supporting documentation / resource availability?</p>	<p>We are able to assist with the proposed review.</p>
	Name	John Leach
	Role	Divisional Director
	Date	5 th November 2015
To be completed by the Scrutiny Support Manager		
18.	<p>Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team?</p> <p>(Conflicts with other work commitments)</p>	<p>The review will be supported by an SPO and will draw on support from other members of the team, therefore there won't be a negative impact on the work of the team.</p>

Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.	Yes, the SPO should be able to adequately support this review.
Name	Kalvaran Sandhu
Date	28 th October 2015

DRAFT

Neighbourhood Services and Community Involvement Scrutiny Commission
Impact of gambling on Leicester Community Project Plan

Key dates	Actions	Responsible officer
October 2015	<ul style="list-style-type: none"> • Prepare scoping document; • agree scope with chair • Obtain departmental comments. • Obtain scrutiny manager comments • Refer scoping document to OSC for confirmation 	Jerry Connolly/Alex Sargeson
November 2015	Agree Scoping document: NSCI scrutiny commission 17 th November 2015 Seek membership Refer to OSC for confirmation: (3 rd December 2015: agenda meeting: 20 th November: Outside consultant visiting council:	Jerry Connolly Jerry Connolly/Alex Sargeson
December 2015	First Task Group meeting: Summary of council gambling policy Summary of location of premises with gambling licences Assessment of location of FOBTs across the city Review of national and local policy relating to the impact of gambling Evidence from GeoFutures (working on gambling community impact toolkit assessment)	Jerry Connolly/Alex Sargeson
January 2016	Report progress to NSCI scrutiny Commission: 7 th January 2016 Further Task Group meeting Invite witnesses including Police Public Health Commercial stakeholders Community representatives Interested members	Jerry Connolly/Alex Sargeson
February 2016	Task group meeting	Jerry Connolly/Alex Sargeson
March 2016	Final report to NSCI scrutiny: 3 RD March Report to Overview Select Committee: 24 th March 2015	Jerry Connolly/Alex Sargeson

**NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION
WORK PROGRAMME 2015/16**

MEETING	MEETING ITEMS	LEAD OFFICER	ACTION AGREED
17th November 2015	Using buildings better/Transforming Neighbourhoods update Impact of gambling on local communities –scrutiny task group VCS: key decision	Miranda Cannon/Liz Blyth Jerry Connolly Miranda Cannon	
7th January 2016	Food safety review Ward meeting review Cooking skills survey Emergency Food action plan Emergency food – ward mapping Advice (outreach & localities) analysis report	John Leach Miranda cannon Caroline Jackson Caroline Jackson Caroline Jackson Caroline Jackson	
3rd March 2016	Gambling impact task group report Channel shift: update	Jerry Connolly Miranda Cannon	
21st April 2016			

**NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION
WORK PROGRAMME 2015/16**

MEETING	MEETING ITEMS	LEAD OFFICER	ACTION AGREED
Unscheduled reports and issues	Index of deprivation: Leicester CA annual report Details on the progress of the Community Asset Transfer Scheme Annual advice contracts: outcomes for the city (Autumn 2016?)		