



Leicester  
City Council

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

**DATE: THURSDAY, 12 MAY 2016**

**TIME: 5:30 pm**

**PLACE: Meeting Room G.01, 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

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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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](mailto: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 4 April 2016 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 submitted in accordance with the Council's procedures.

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

The Monitoring Officer to report on the receipt of any questions, representations and statements of case submitted in accordance with the Council's procedures.

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

To note progress on actions agreed at the previous meeting and not reported elsewhere on the agenda (if any).

#### **7. CHANNEL SHIFT DELIVERY PROGRAMME**

**Appendix B**

The Director of Finance submits a report outlining the Revenues & Customer Support Service Channel Shift (and Customer Access) transformation programme. The Commission is recommended to review and comment upon

achievements from November 2014 – to date and review and comment upon the outline programme of works and resources.

**8. TRANSFORMING NEIGHBOURHOOD SERVICES - NORTH WEST AREA** **Appendix C**

The Director of Neighbourhood and Environment Services submits a report providing an overview of progress to date of the Transforming Neighbourhood Services Programme, summarising the results of engagement work and consultation carried out in the North West area of the city and setting out the proposals that are intended to be implemented by the TNS programme in relation to the north west area. The Commission is recommended note the progress made to date, feedback and lessons learned regarding the engagement activity in the north west area and to comment on the proposals made in relation to the north west area.

**9. IMPACT OF GAMBLING ON VULNERABLE COMMUNITIES SCRUTINY REPORT UPDATE.** **Appendix D**

The Neighbourhood Services and Community Involvement Scrutiny Commission endorsed the task group's report on the impact of gambling on vulnerable communities at its meeting on 4 April 2016. An update is attached which sets out the actions and events which have taken place in relation to this review. The commission is asked to note the update.

**10. WORK PROGRAMME** **Appendix E**

A schedule of progress with the 2015/16 work programme for the Commission is attached. The Commission is asked to consider this and make comments and/or amendments as it considers necessary.

**11. ANY OTHER URGENT BUSINESS**



Leicester  
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# Appendix A

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

Held: MONDAY, 4 APRIL 2016 at 5:30 pm

P R E S E N T :

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

Councillor Corral  
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

\* \* \* \* \*

**51. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Cutkelvin.

**52. DECLARATIONS OF INTEREST**

Although not a member of the Commission, Councillor Sood, Assistant City Mayor (Communities and Equalities), declared an Other Disclosable Interest in the general business of the meeting, in that she was Chair of the Leicester Council of Faiths, was a JHMT Board member and was a Patron for CLASP.

In accordance with the Council's Code of Conduct, these interests were not considered so significant that they were likely to prejudice Councillors Sood's judgement of the public interest. She was not, therefore, required to withdraw from the meeting.

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

AGREED:

That the minutes of the Neighbourhood Services and Community Involvement Scrutiny Commission meeting held on 7 January 2016 be confirmed as a correct record.

### **54. PETITIONS**

The Monitoring Officer reported that no petitions had been received.

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

The Monitoring Officer reported that no questions, representations or statements of case had been received.

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

Members queried when the report requested on the work that Voluntary Action LeicesterShire was contracted by the City Council to provide would be submitted to this Commission, (resolution 3, minute 44, "Task Group Review of Ward Community Meetings", referred). It was noted that it was likely to be received in autumn 2016.

The Chair reported that work had focussed on completing the review of the impact of gambling on vulnerable communities. Outstanding issues could be added to the Commission's work programme for future consideration.

### **57. LEICESTER'S FOOD SECTOR:PUBLIC PROTECTION AND REGULATION BY LEICESTER CITY COUNCIL**

The Director of Neighbourhood and Environmental Services submitted a report on public protection and regulation in Leicester's food sector.

The Head of Regulatory Services presented the report, explaining that:

- The city had approximately 3,000 food businesses at any time, approximately two-thirds of which were restaurants and caterers;
- There was a high degree of churn amongst food businesses, with approximately 500 new businesses at any time. This affected performance figures for compliance with food regulation requirements;
- Some locations had a high level of churn, often with buildings that were less well built and/or maintained. This also could affect the food safety

rating these businesses received, as it was more difficult to prevent issues such as rodent infestations;

- A key regulatory activity for officers was programmed inspections. This included advice visits, inspections and follow-up visits;
- 82% of establishments in the city were now compliant. However, the national average was over 90%. The city's figure reflected the high level of churn and that many businesses were located in old buildings that were difficult to maintain to the appropriate standards;
- Nationally, the number of complaints about food establishments was rising, but the number of inspections was down, reflecting that resources available to local authorities had reduced;
- The Food Safety Agency (FSA) was developing a Regulatory Strategy. To date, no proposals had arisen from this, but it provided useful discussion points;
- There currently was a lack of customer pressure to improve standards, possibly as customers did not see storage and preparation facilities at many food establishments; and
- The Council did not have the power to fine businesses for food safety contraventions, but if legal action was taken against a business, the court could impose a fine.

Councillor Waddington, (Assistant City Mayor – Jobs and Skills), explained that food establishments currently were not required by law to display their food hygiene ratings. The Council was campaigning for this to be changed and this campaign was supported by the FSA. Councillor Waddington had written to the Department for Health requesting this and had received the reply attached at the end of these minutes.

The Team Manager (Environmental Health) advised Members that all regulatory visits to food establishments were unannounced. Officers tried to visit these premises when they were busy preparing food, in order to get a better impression of arrangements. If officers were aware of a language difficulty, they would try and arrange for a translator to be present. In addition, the FSA produced some information in languages other than English.

The Food Safety Team Manager confirmed that cleanliness was one of the most important aspects of food safety. This applied to all food premises, irrespective of their size.

The Commission noted that information on a premises' food hygiene rating currently could be found on the Council's website. It also was noted that, although customers could ask a food establishment what its food hygiene rating was, the establishment did not have to tell the customer. Local media often ran stories about failings in food safety, which were very helpful in raising

awareness, but there was still a lack of knowledge of how the system worked. The Council therefore wanted to give people that knowledge to empower them to make choices about where they ate.

The Head of Regulatory Services explained that the FSA had done a periodic inspection of the food function in 2014 and had made some criticisms. As a result, the FSA had required a number of actions to be taken and these had been included in an Improvement Action Plan. This included more stable resourcing to reduce the backlog of inspections, documenting procedures and introducing clearer oversight at local manager and senior manager levels.

These all had been achieved, along with an increase in compliance from 70% to over 80%. The FSA therefore had signed off the Improvement Action Plan, commenting very positively on the work being done.

The FSA also commented that the service should not be comparing itself to those in Nottingham and Derby. Instead, due to the nature of the food businesses in the city, comparisons should be made to an area such as the London Borough of Camden.

Councillor Waddington welcomed FSA recognition of the good work being done on food regulation and safety in the city and thanked all concerned for this work.

AGREED:

- 1) That officers involved in the Council's food function be thanked for their work;
- 2) That the improvements made to the Council's food function be commended;
- 3) That a report be made to this Commission on progress with implementing the 2016-2017 Food Regulation Service Plan and including a report on the arrangements that were subject matter of the Food Improvement Action Plan; and
- 4) That this Commission expresses its concern at the reducing levels of resources being made available by the government to public protection and regulation in the food sector.

## **58. QUALITY ASSURANCE ARRANGEMENTS FOR THE COUNCIL'S FOOD PROCUREMENT**

The Director of Finance presented a report setting out the processes and procedures undertaken by the Eastern Shires Purchasing Organisation (ESPO) and the Council as part of the evaluation of food tenders and, post-award, during contract management.



The Director explained that, although the Council no longer procured some items through ESPO, in order to be able to use more local suppliers, its food procurement was undertaken through a framework contract with ESPO. One reason for this was that the Council did not have expertise in establishing where food was sourced. In addition, ESPO undertook assurance work, such as product sampling. The Council did not have the resources to undertake this work itself.

The Head of Regulatory Services explained that, although food regulatory services did not have a formal working relationship with ESPO, when products had been found in food that should not have been there, the service was involved in detaining food, testing it and establishing its source.

In reply to a question from Members, the Head of Regulatory Services confirmed that, although many suppliers and/or producers self-certified their compliance with the requirements of the food procurement contract, ESPO did test these assurances. The City Council's food regulatory services currently were not aware of any concerns about procured food.

It was noted that schools worked with a number of organisations on food procurement, including the Halal Food Monitoring Committee. The Director of Finance undertook to establish whether schools also bought non-halal meat and to advise Members.

**AGREED:**

- 1) That the Commission supports the informal training programme being undertaken to ensure that ESPO is able to interpret risk analysis data applicable to the Council's procurement process;
- 2) That actions being taken in relation to food products identified as not compliant be endorsed;
- 3) That the procedures and arrangements followed by Education Catering in addition to external procurement controls be noted;
- 4) That the Director of Finance be asked to establish whether any schools obtaining food through the framework contract with ESPO purchase non-halal meat and advise Members accordingly; and
- 5) That all concerned be thanked for the work being done in relation to the procurement of food.

**59. TASK GROUP REVIEW OF THE IMPACT OF GAMBLING ON VULNERABLE COMMUNITIES**

The Commission received the report of the Task Group review of "The impact of gambling on vulnerable communities". The Financial, Legal and Equality

Implications for inclusion in the report were tabled at the meeting and are attached at the end of these minutes for information.

Councillor Gugnani, Chair of the Task Group, introduced the report, drawing attention to the following points:-

- From an early stage, the review had attracted the attention of the Association of British Bookmakers (ABB), who represented powerful stakeholders in the gambling industry. A complete session of evidence was received from the ABB's top representatives;
- Guidance and advice was received from the Local Government Association and the Gambling Commission, which both had followed the review with interest;
- The Task Group had drawn on a wide range of expert evidence, including important research for Westminster and Manchester councils on the risk of gambling causing damage within communities. Advice and guidance also had been received from Heather Wardle, the author of the research for Westminster and Manchester;
- Departments across the Council had been very willing to provide information and work on projects within this review, which had been an important aspect of the review. These included:
  - a) STAR (Supporting Tenants and Residents), which had interviewed people to establish if they had gambling problems; and
  - b) The Revenues and Benefits service had collated mapping information, identifying the location of betting shops in a range of social and economic contexts;
- The mapping referred to above already had been used by the Council's Planning service;
- This review had identified that the government was not undertaking a scheduled review of stake limits on fixed-odds betting terminals;
- One underlying issue identified was that it was assumed that many people were ashamed to talk about problems with gambling, so data was not being collected;
- A wide range of recommendations had been made as a result of the review. These included a proposed framework for measuring the risk of gambling within a particular area, which currently was not being done in most areas of the country; and
- It was recognised that there were risks associated with this review. For example, in other parts of the country, the gambling industry had put pressure on councils that wanted to take action through gambling licensing.

The Service Improvement Manager (Revenues and Customer Support) addressed the Commission, explaining that:

- Modelling had been undertaken to predict the impact of the recommendations made in the Task Group's report. From this, it was apparent that the report provided a very good evidence base, with indicators that would be valuable in the future. Members therefore were asked to endorse the recommendations made;
- The work by Heather Wardle referred to above identified various things, such as mental health or substance abuse, which could have causal or tangential links to gambling. These also had been mapped;
- There had been concern nationally that gambling institutions had moved from "back streets" to city centres. When mapped, it showed that these locations related very closely to areas of multiple deprivation and often were close to other indicators of gambling harm, such as money loan businesses and food banks. These were all issues that could be considered when deciding on applications for licenses for gambling establishments; and
- Although information had been provided on crime in the vicinity of gambling establishments, information was needed on the types of crime these were, (for example, whether there was a high incidence of acquisitive crime), both before and after the gambling establishments were in the area.

The Service Manager (Estate Management and Tenancy Support) tabled summary of the results of the survey of gambling by people using the STAR service. A copy of this is attached at the end of these minutes for information.

The Service Manager (Estate Management and Tenancy Support) explained that:

- The service mainly worked with Council tenants who, for a variety of reasons, were vulnerable people experiencing barriers to maintaining their tenancy;
- Data on gambling had not previously been gathered, so it was decided to aim to interview 50 service users, using a basic anonymous questionnaire;
- In total, 46 people were interviewed, approximately half of whom said they had issues relating to gambling. Many of those using gambling as a pass-time had high levels of debt and were not spending money on things such as paying bills or providing food for their family; and
- Officers working with STAR currently were not trained in dealing with gambling issues, but it was hoped that in the future routine data collection on gambling issues could be embedded in the service. This would help

officers support service users and identify the proportion of their income being used on gambling.

In response to questions from Members, the Licensing Team Manager confirmed that the number of fixed-odds betting terminals that could be installed in a gambling establishment was regulated and the Task Group Chair confirmed that the report contained a recommendation that betting establishments should not be located near children's play areas.

Councillor Sood, (Assistant City Mayor – Communities and Equalities), welcomed the Local Impact Assessment contained in the report. However, she expressed concern that:

- There was a need to talk to people with gambling problems and hear what those problems were, as they could vary widely;
- If people did not have a job, they could socialise by spending more time at gambling establishments;
- Hearing of other people's successes could encourage people to gamble more, so consideration should be given to not including comments from successful gamblers in the report;
- An increasing number of gambling establishments were opening near places of worship;
- The presence of gambling establishments had a negative impact on property values, as people did not want to live near the establishments; and
- Some people had been assaulted at gambling establishments, although many of these incidents were not reported.

Councillor Waddington, (Assistant City Mayor – Jobs and Skills), also welcomed the report and the detailed evidence contained in it. She advised the Commission that she would commend the report's recommendations to the Executive, stressing the need for action to be taken immediately. She also suggested that a representative from the Task Group should present the report to the Executive.

In summary, Councillor Gugnani thanked all Members and officers who had participated in the review for their input, with particular thanks being extended to the Scrutiny Policy Officer. Councillor Gugnani stressed that, as the report was gathering evidence, it was important to record that received on both the positive and negative aspects of gambling. He therefore asked the Commission to endorse the recommendations contained in the report.

**AGREED:**

- 1) That the report of the Task Group review of “The impact of gambling on vulnerable communities” be welcomed and the recommendations contained within it endorsed;
- 2) That the Chair of the Overview Select Committee be asked to endorse the report of the Task Group review of “The impact of gambling on vulnerable communities” for onward submission to the Executive for consideration, this process having been agreed by the Overview Select Committee, (minute 99, “Scrutiny Commissions’ Work Programmes”, 24 March 2016 refers);
- 3) That an update on progress with implementing the recommendations contained in the Task Group report on “The impact of gambling on vulnerable communities” be considered by this Commission in six months’ time; and
- 4) That, subject to approval of the recommendations contained in the report referred to above, the Scrutiny Policy Officer be asked to liaise with the Association of British Bookmakers and other stakeholders to establish a local forum with the aim of reducing the risk of the impact of gambling on vulnerable individuals and communities, this to be progressed as soon as possible.

**60. WORK PROGRAMME**

The Commission received and noted its current work programme.

**61. CLOSE OF MEETING**

The meeting closed at 6.58 pm





## Department of Health

MC1340/FSAPO01020775

From Jane Ellison MP  
Parliamentary Under Secretary of State for Public Health

Richmond House  
79 Whitehall  
London  
SW1A 2NS

Tel: 020 7210 4850

Councillor Sue Waddington  
Assistant City Mayor  
Leicester City Council  
City Hall  
115 Charles Street  
Leicester LE1 1FZ

22 MAR 2016

*Sue Cllr Waddington*

Thank you for your letters of 17 February to Liz Truss and 22 February to me about Leicester City Council's support for mandatory display of food hygiene ratings at food outlets in England. The Food Standards Agency (FSA) has responsibility for the Food Hygiene Rating Scheme (FHRS), and reports to Parliament through me.

Protecting public health and improving food safety are at the core of what the FSA does and the FHRS is a key element of this work. The transparency that the FHRS provides is an important commercial driver for businesses and FSA research findings provide evidence that it is working and driving up food hygiene standards. The success of the scheme to date is in no small part due to the commitment and support of local authorities, including Leicester City Council, to improve hygiene standards in food businesses.

The FSA is monitoring the impact of mandatory display in Wales, with a view to presenting a case to extend this approach in England. The Government will consider this evidence carefully, once it is available.

I hope this reply is helpful. However, if you have any further queries, you might wish to contact the FSA directly.

*With kind regards  
Jane Ellison*

**JANE ELLISON**





## 3 Financial, Legal and Other Implications

### 3.1 Financial Implications

Not applicable

### 3.2 Legal Implications

As of 6<sup>th</sup> April 2016 those seeking to apply to the local authority for a new premises licence or a variation to a premises licence under the Gambling Act 2005 will be required to set out a Risk Assessment detailing how the operator intends to mitigate against specific risks (including where relevant the risk factors around vulnerable communities as addressed within this report); against the criteria set out in a Local Area Profile which Leicester City Council is seeking to develop and include within its Statement of Gambling Policy.

Nicki Agalamanyi  
Solicitor-Advocate  
Legal Services  
0116 4541453

The Council's emerging Local Plan is still at a draft stage. Once finalised the Local Plan will need to be consulted upon, be subject to examination by an inspector.

The report makes recommendations in relation of planning policy and development of presumptions or reasons in favour of refusal for planning applications for betting establishments and payday loan premises. In relation to any reasons for planning refusal there must be a sound planning reason for refusal following an assessment of all the material considerations in relation to an application on a case specific basis. They will, where included in the Local Plan, be subject to scrutiny and approval of the Inspector. As such the proposed recommendations would, in the event they were able to be reflected in planning policy, need to be considered against all other material considerations and could not be an overriding consideration.

As identified in the report any development of planning policy or guidance must be properly supported and developed in light of a robust evidence base.

Emma Horton  
Head of Law (Commercial, Property & Planning)  
Legal Services  
0116 4541426

### 3.3 Equality Implications

The aims of the PSED are to: eliminate unlawful discrimination; promote equality of opportunity, and foster good relations between different groups of people. The PSED requires us to give consideration to these protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The purpose of this review and recommended actions are focused on protecting vulnerable groups and communities in the city by better understanding the impact of gambling on them and their families, in particular fixed odds betting; and to better monitor the impacts of gambling on vulnerable groups and communities identified through data gathered and shared. The recommendation that the council work in partnership with both the ABB and partners in the city will help to develop a cohesive approach to sharing knowledge and determining interventions; help to foster good relations and develop a shared understanding and commitment to reducing negative impacts experienced by individuals and communities.

The Council's draft Statement of Gambling Policy support a series of outcomes for local residents that are similar in nature to one of the equality outcomes cited in the Equality and Human Rights Commission's equality measurement framework – that of safety.

It is suggested the following equality considerations from the draft statement of gambling policy should inform the proposed actions of the report:

#### **Protection of vulnerable people:**

- That the licensing objective of protecting children from harm will be promoted.
- Action will be taken to ensure the safety of vulnerable people in licensed premises.

#### **Promotion of good relations:**

- Need to clarify Support to be offered to licence applicants, licence holders and potential objectors who are socially excluded.
- Account will be taken of the effect of specific applications on community cohesion, including the need to balance the benefits of cultural and community activities with limited local disturbance.
- Action will be taken to ensure that all applications, particularly those that affect disadvantaged groups, are dealt with fairly.

#### **Access to information about licensing:**

- The Licensing Policy and associated documents will be available on the internet, and in other formats upon request to promote transparency/understanding for all stakeholders.

Sonya King Equalities Officer (Children's)  
Internal: 374132 External: 0116 4544132

## **Supporting Tenants and Residents (STAR) Gambling Survey** **snapshot 1-5 February 2016**

There were 46 surveys completed in total across the 5 STAR teams. The STAR teams are based in Braunstone, New Parks, Beaumont Leys, St Matthews, Saffron and work with predominantly Leicester City Council tenants living in the city of Leicester.

STAR works with vulnerable people have a history of homelessness or who are likely to become homeless without support. The definition of vulnerability in this context includes vulnerability due to mental health, physical disability, learning disability, ill health, leaving care, drug/ alcohol dependency, illiteracy, and poverty. The severity of the welfare reforms has disproportionately affected these groups leading to dramatically increased levels of food and fuel poverty. This means that much of STAR support, centres around the tasks of supporting vulnerable people to navigate the benefit system, to enable them to pay their rent and maintain a basic standard of living.

STAR does not collect data on gambling. So it was agreed STAR would aim to survey 50 service users with a basic anonymous questionnaire. The questionnaire had 5 questions. The data collected is presented below, along with some additional data collected since the survey was completed including tenure and case type.

In total we completed 46 people surveys which represents 10 % of the number of people we work with on a case work basis.

Out of the 46 people surveyed 38 were council tenants, 1 person was a Housing Association tenant and 7 people did not provide this information. 38 of the people surveyed were receiving open cases to STAR with an allocated support worker, 3 were receiving support through a one off booked appointment. 5 people did not provide data about the support they were giving.

## Question 1

### **Do you think you or a family member may have a gambling problem?**

Out of the 46 people interviewed 20 said that they or a family member might have a gambling problem.

## Question 2

### **Why do you think this is: (in general terms how much is spent on gambling, and the impact of the spend on the client or family members...indicators might be going without meals/food etc)**

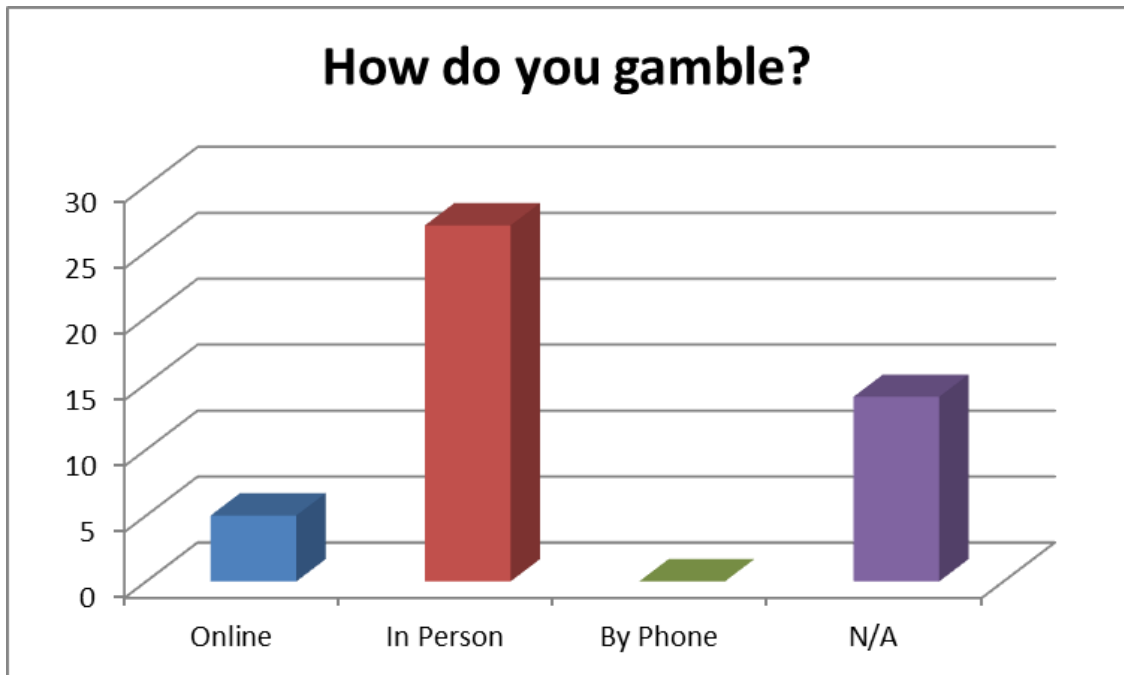
When asked why they thought this was and how this impacted their lives, these were some of the findings:

- ✚ People are spending between a few pounds and a few hundred pounds a week on gambling.
- ✚ In the majority of cases this has affected their ability to pay bills and often afford food.
- ✚ In even worse cases some admitted to borrowing and stealing to fund their addiction.
- ✚ Many stated that they did not have a problem and that the few pounds they spent a week, often on scratch cards or the lottery had no impact on themselves or others.

### Question 3

#### How do you gamble – betting shop/scratch cards/online?

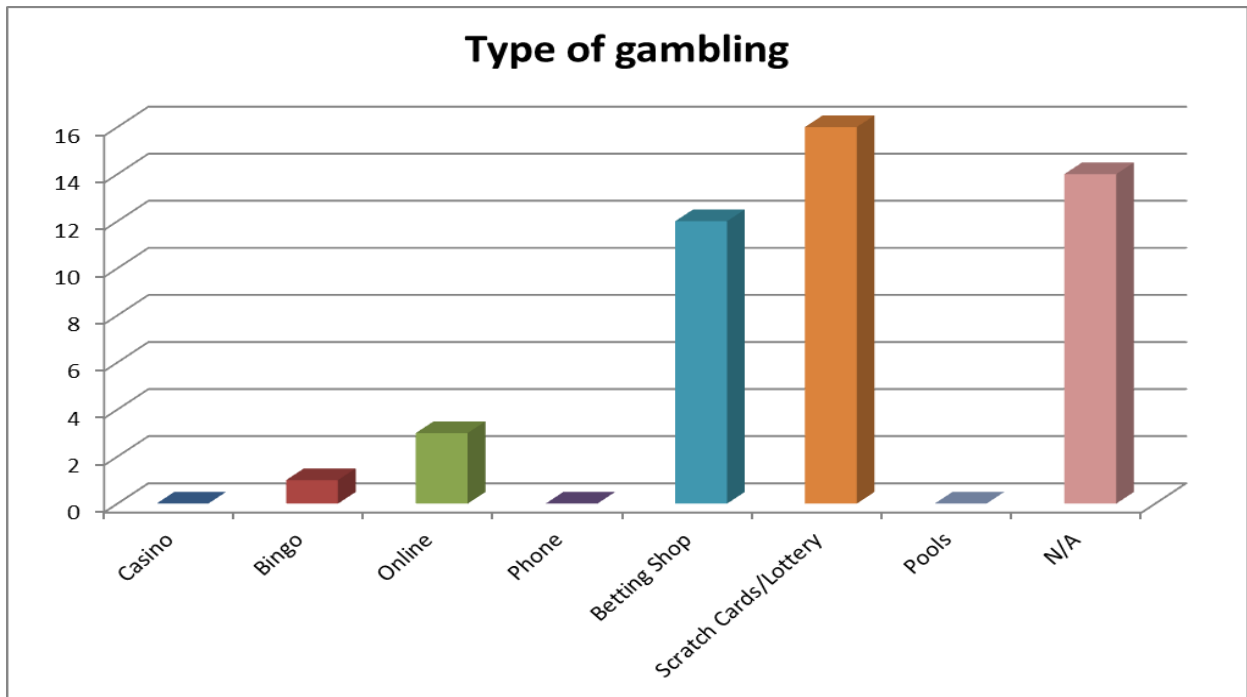
The chart below shows how those surveyed gamble. As we can see the majority does take place in person however there are some that use the internet.



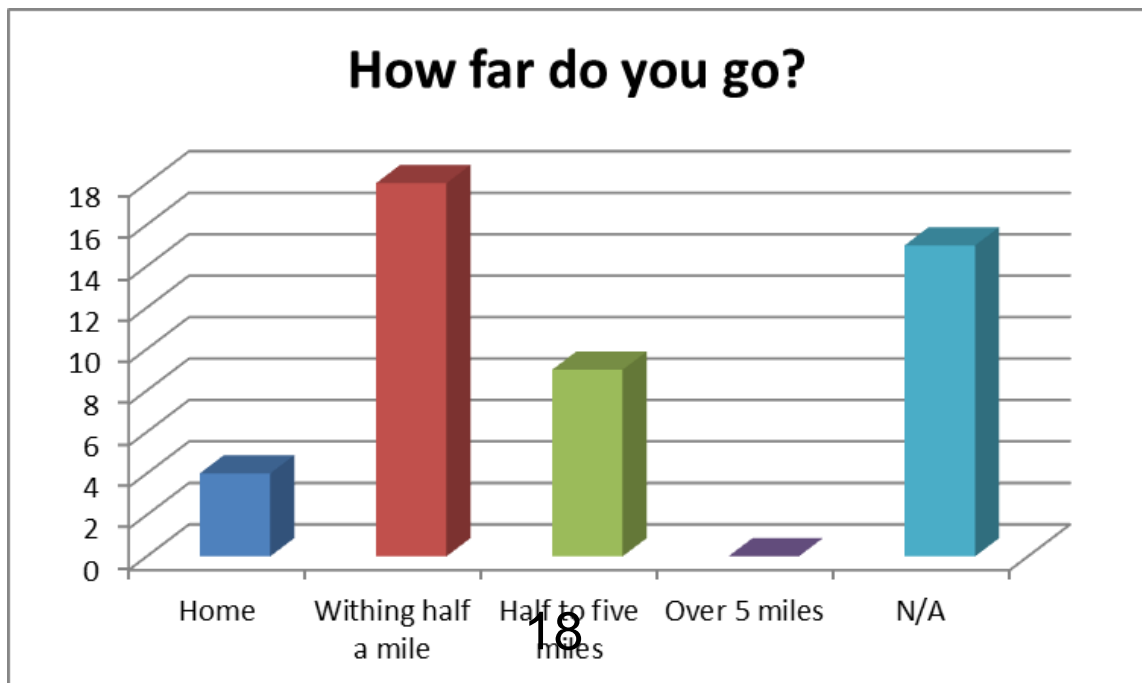
#### Question 4

#### Where you gamble (and how far is this from home?)

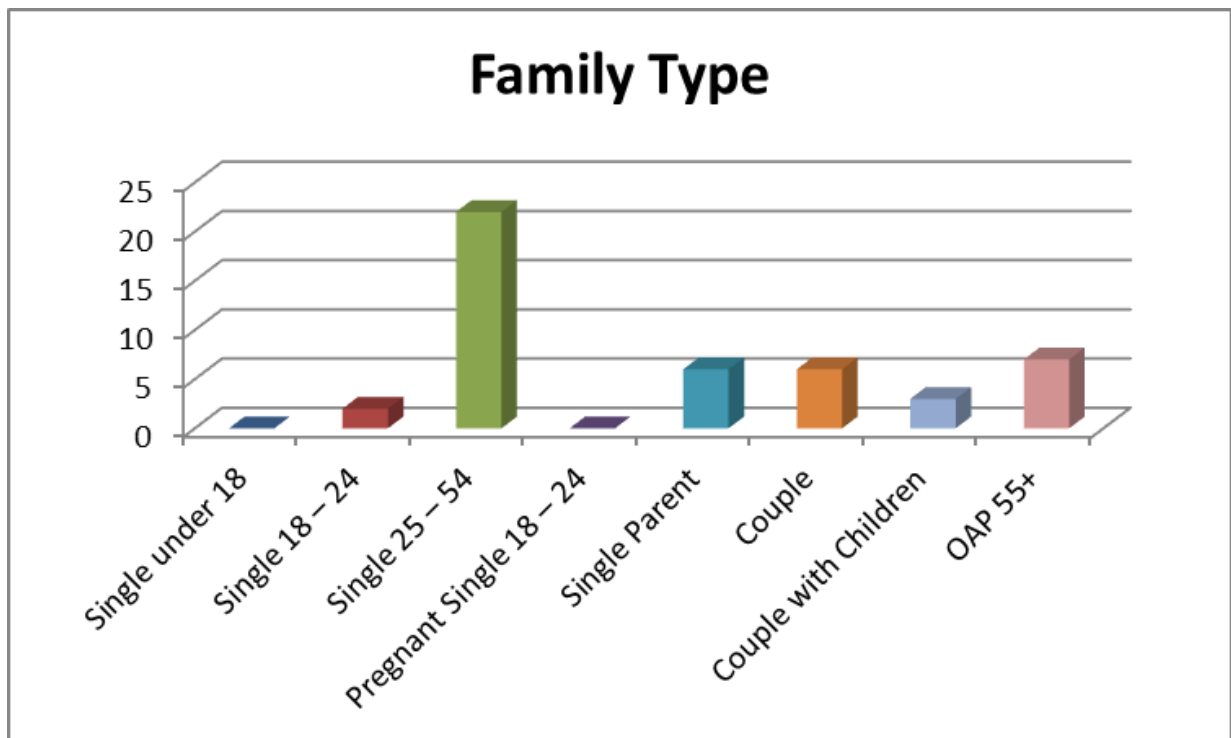
We next looked at types of gambling and found the majority surveyed gamble using scratch cards or by playing the lottery and also by using the local betting shops.



We also recorded how far people go from their home to gamble. The feedback suggests that when gambling online people tend to stay home. If it was scratch cards or the lottery they go to the local shop or the local betting shop. The trend being that the majority of people don't travel far from their homes.



Of all those surveyed 27 were male and 19 were female and the majority were single people as indicated in the chart below.



### Conclusion

The data showed that just under 50% of people saw gambling as a problem and could describe how it was negatively impacting on their life. This suggests that gambling is a larger problem than previously assumed. In order to quantify this data STAR would need to collect further data and add appropriate questions about gambling on our assessments etc (provided by Heather Wardle) and support workers need harm minimisation training around gambling just as they have around drugs and alcohol.





## Neighbourhood Services & Community Involvement Scrutiny Commission

# Briefing Report

## Channel Shift delivery programme

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Lead Councillor: Cllr Kirk Master.

Lead director: **Alison Greenhill**

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## Useful information

- Ward(s) affected: ALL
- Report author: Caroline Jackson, Head of Revenues & Customer Support Service.
- Author contact details: [caroline.jackson@leicester.gov.uk](mailto:caroline.jackson@leicester.gov.uk) Direct line 0116 4542501
- Report version number: Version 1.
- Date of report: 24<sup>th</sup> March 2016

### 1. Summary

The purpose of this report is to outline the Revenues & Customer Support Service Channel Shift (and Customer Access) transformation programme. The report will highlight the importance of channel shift and demonstrate the achievements made since November 2014. It will identify and outline programme resources and anticipated outcomes for 2016 for a wider Corporate programme delivered over two years to March 2018. The report was presented to the Executive on 24<sup>th</sup> March 2016.

The Executive welcomed the update, thanked the service for its achievements to date, and supported the work programme and investment. They held the following observations:

- Requested any future reports reference SMARTCITIES and explore funding opportunities.
- Skills and resources for the work programme would need to be reviewed as the programme advanced to ensure they meet the programme demand.
- To report back to the Executive later in the year with an update on the Top Ten work streams and associated estimated savings profile.

### 2. Recommendations

The Neighbourhood Services & Community Involvement Scrutiny Commission is asked to:

- a) Review and comment upon achievements from November 2014 – to date.
- b) Review and comment upon the outline programme of works and resources.

### 3. Supporting information including options considered:

#### 3.1 Background.

Leicester City Council's Customer Services operate from our main site at Granby Street, we handle on average over 9,000 face to face transactions a month, 61,000 calls answered and 6,000 emails responded to. We offer two outreach locations which between them handle up to 12% of the face to face transactions. The staffing complement supporting this activity is 90 officers including 6 managers.

During 2014\2015 the Customer Service Phone Line was offered 727,906 phone calls. In this same period the Customer Service Centre received 133,959 visitors.

A large % of these are extremely simple transactions...

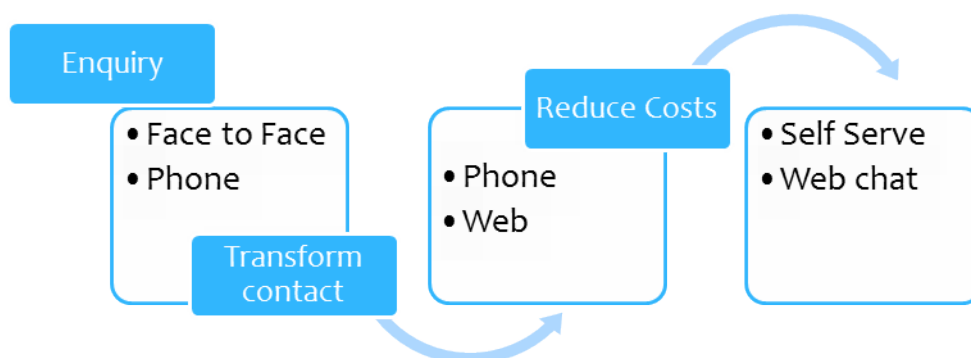
- ❖ I want to request a... bin... bus pass... application form
- ❖ I want to report a...pot hole... fly tipping... housing repair
- ❖ I want to book an... appointment ...visit...inspection

In November 2014 the Revenues & Customer Support Service appointed a senior project manager to support the service to deliver key transformational objectives. These included but not exclusively:

- ❖ Replacement of the Customer Record Management (CRM) system.
- ❖ Delivering a single customer contact centre.
- ❖ Transformation of customer interaction delivery model at Granby Street.

As the project progressed, soft market testing of the CRM system opened up the potential opportunities the service could exploit both internal to the service and to a wider corporate audience. It became clear revising both customer access and the opportunities channel shift presented would deliver savings for both the service and the corporate body. Channel shift for Leicester is:

- ❖ Moving as much customer contact away from expensive face to face and telephony channels as possible.
- ❖ In doing so improve service standards and the user experience.
- ❖ Protecting a core delivery service for those who really need it.



Below are the estimated transaction costs for Customer Service. The total cost of providing the current face to face and telephony service is £365,000 per month or nearly £4.5m p.a. As you can see from the detail below, Leicester's costs are actually lower than the national average.

- ❖ **SOCITM** published the estimated cost per transaction in the UK as:
  - Face to face £8.15
  - Telephone £2.59
  - Web £0.09
- ❖ **Leicester's costs** (excluding building running costs such as capital investment) these estimated costs are:
  - Face to Face £ 6.79
  - Telephone £ 2.12
  - Web £ 0.07

Customer Expectations are changing nationally and in Leicester in how they wish to interact with us. We know nationally 87% of adults are accessing the internet, of these

66% are doing so using a smartphone. The diagram showing Evolution of Customer Service demonstrates customer expectation. Here at Leicester we are ten years behind customer interaction expectations.



### 3.2 Achievements to date.

Over the past 12 months the project has delivered: see appendix A for a detailed breakdown.

- ❖ Procured a replacement CRM system. This went live on Wednesday 2<sup>nd</sup> March 2016.
- ❖ Our first digital hub was operational in December 2015 at Pork Pie Community Hub & Library.
- ❖ All city centre customer service facing locations have been brought together into one place (except one) at Granby Street.
- ❖ Payment transactions at Granby Street are now 100% self-service.
- ❖ Demonstrated the potential for achieving savings via transformational change, and these savings are currently being validated and will be reported in due course as part of the wider Using Buildings Better programme. Delivered savings through transformational change.
- ❖ Transferred some of our telephone payments to the automated payment line.

The project has been inwardly focussed for the majority of the year and has achieved real and tangible channel shift of customer contact from face to face to telephony to on line within the service.

#### Examples of Revenues & Customer Support Service success:

- ❖ Housing Benefit on line claim form 2011 – 50% completed on-line increased in 2015 to 86%. This demonstrates some of our most vulnerable customers have tangible computer literacy and do have access to PC's whether their own or at a library/friends/relative.
- ❖ Every year Leicester City Council sends out 130,000 council tax bills. Council

Tax saw a 47% reduction in face to face contact from 2014 to 2015 by actively directing customers to phone and on-line for queries. In 2014, telephone contact after annual billing increased by 91% from February. This compares with an increase in 2015 of 53% and 17% less than the previous year.

- ❖ Granby Street counter based face to face payment transactions in January 2015 were 1045 and by December 2015 had reduced to NIL. As a result this reduced the contact handling time, improved waiting times and allowed the service to refocus staff and introduce floor walking to promote self-serve. It improved the service for customers also in avoiding long waits.
- ❖ The Customer Service Line has historically been the primary point of contact for Leicester City Council customers to make telephone payments. In 2014/15 the Customer Service Line took 34,233 telephone payments, totalling £4,407,861. In contrast the automated payment line took 22,886 payments, £2,677,781 and the web service amounted to 127,920 transactions totalling £14,345,880. We saw this as an opportunity to shift contact. We channel shifted the contact from July onwards for payments from Parking Fines, Council Tax, Pest Control and Housing Rent Payments. Overall number of payments has remained static. However we are able to demonstrate that web payments now represent 64.4% of all payments taken.

Example of Corporate channel shift success delivered through the project:

- ❖ Call handling from September 2015 for Leicester City School Admissions Service started to be delivered by our Customer Contact Line. By introducing this service on the customer service line we reduced the call abandonment rate from 43.4% to 6.5% from September 2015. School Admissions revised all their literature to customers and promoted on-line only. This reduced calls by 1896 calls in Sept 2015 compared to Sept 2014. We have assisted School Admissions in identifying representative saving £48,835 to the service in 2015/2016

However with the procurement of the CRM system the opportunity and importantly the ability to look wider are here.

### **3.3 Delivery of a transformational channel shift programme**

The Director of Finance requested that a board form to oversee the governance of the project. The Channel Shift board met for the first time in September 2015. Miranda Cannon is the lead Director. Head of Revenues & Customer Support is the lead Officer. The board has met monthly since forming. The board has approved:

- ❖ A dedicated Channel Shift Transformational team. Appendix B details the team structure.
- ❖ The Customer Access Strategy 2015/18. Appendix C
- ❖ Developed an indicative three year programme with the next step being to approve the priority order of key projects within this. Appendix D

Our vision for customer access is a one council approach 'One Council, One contact' delivered through :

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

The benefits this investment will achieve are a cost reduction in overall customer contact, improved customer experience through greater access to service transactions and choice of how to interact with us. This will increase cost effective contact transaction and as a consequence increase customer satisfaction and bring about maximising income. Achieving channel shift is through the customer experience. It has to be smarter, efficient and speedier. This is a cultural change. In doing this we protect the expensive contact route for those who genuinely need it.

We have barriers to overcome such as organisational culture, systems integration, lack of skills, resources and buy in. However all of these can be overcome. We will continue to work within the service to deliver transformation, show how it can be done, work and support services who wish to transform and finally support those who are less able to transform for whatever reason. Having recently presented and discussed the principles of channel shift with senior managers across the organisation we are seeing an appetite for this work from services and further ideas for channel shift being put forward for consideration. The Channel Shift Board has agreed that a robust approach to assessing those proposals is needed which examines costs versus benefits in order to ensure that projects are done in an appropriate order with those areas where there is the greatest benefit to be gained done as early as possible. One example of this is housing repairs where the volume of calls is so high that there is significant benefit to be gained from shifting this activity on-line and in turn providing an improved service for tenants, for example by allowing them to track the status of their repair on-line.

The channel shift programme is a work-stream within the wider Using Buildings Better programme. The reason for this being that it will help us in achieving a consolidation of physical customer access points by enabling customers to transact with us efficiently and effectively on-line or to use self-serve facilities at multi-service centres such as that created at Pork Pie Community Hub & Library. The work to date has linked closely with the Transforming Neighbourhood Services (TNS) project particularly.

It is proposed that the channel shift transformational team and investment needed for channel shift is funded via a £2m reserve that has been specifically built up within the Corporate Resources and Support Department from savings achieved via a combination of early delivery of spending review savings, previous year underspends and savings realised from the achievement of customer service transformational change as outlined above. We are currently developing a matrix to formulate a hierarchy of activities based on maximum savings, compared to investment and resources. This matrix will assist us to identify the work streams in which we invest our resources to achieve and maximise channel shift and deliver savings.

#### Potential priorities from 2016:

- ❖ The service has developed a project plan to effect the transformation across through the channel shift route. The immediate priorities for the service are:
  - CRM goes live in 2 stages.
    - \* First in March 2016.
    - \* Stage 2 is our customer online portal in the summer of 2016.
- ❖ Recruit Channel Shift Transformation Team
- ❖ Plan for Children's front of house and facilitate move from Greyfriars into Granby Street Customer Service Centre.

The potential programme priorities include but are not limited to:

### **Transformation within Customer Services 2016/17**

- ❖ Customer portal live 'My Leicester' with soft public launch.
- ❖ Identify further opportunities for other digital hubs in the city linking in with the transforming neighbourhood services work.
- ❖ An IT integration to go live between the CRM and Biffa's waste management system within Customer Services to allow our customers to self-serve for Orange Bag and Bulky Waste requests.
- ❖ Implementation of a Customer Service social media feed, webpage and remote webpage assistance.
- ❖ Develop and analyse customer contact data to develop customer insight, re investigating this knowledge to improve service delivery at Leicester City Council.
- ❖ Ping-it payment solution allowing customers to make payments via smart phones goes live.
- ❖ Procure a replacement Customer Services Telephone System (Automatic Call Distributer (ACD)).
- ❖ Granby Street minor redesign as the delivery model changes to accommodate and drive self-serve.
- ❖ Managing staffing reductions in Customer Services

### **Transformation of Corporate Channel shift 2016/17.**

Supporting other services redesign to improve customer service and effect channel shift.

- ❖ Northgate Self-serve – in particular housing repairs and the links into the CRM.
- ❖ Waste management – automate customer transactions to improve the processes of orange bags and bulky waste requests.
- ❖ Improvements to our Parking permits process.
- ❖ Concessionary travel improvements via an Online Bus Pass implementation
- ❖ Travel aid
- ❖ Licensing
- ❖ Registrars
- ❖ Bereavement Service (Gilroe's Crematorium)
- ❖ Social Care duty and assessment
- ❖ Digitalise our Furniture Bank Reuse scheme.

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

### **4.1 Financial implications**

This report sets out how significant efficiencies have been, and will be, achieved from the channel shift delivery programme.

Colin Sharpe, Head of Finance, ext. 37 4081

## **4.2 Legal implications**

There are no implications arising directly from the recommendations of this report as the priorities listed are high level at this stage and dependent upon the recruitment of the new team. It is advised that legal services are involved in individual projects as they evolve in order to advise on any service/goods contract termination or procurement and to provide any advice on related issues such as best value guidance and consultation.

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

## **4.3 Climate Change and Carbon Reduction implications**

There will be a number of environmental benefits resulting from the Channel Shift programme.

In terms of the council's operational emissions, the delivery of one single customer access point will allow a number of council buildings to be disposed of from the council's own property portfolio. This will be in connection with other streams of the Using Buildings Better programme; Transforming Neighbourhood Services, CLABs rationalisation. Emissions from any disposed properties will no longer be included within the council's operational carbon footprint calculation, and there will be a more efficient use of space in the council's remaining buildings.

In addition to its own emissions, the council uses city wide emissions as a key indicator for progress against climate change. The consolidation of services through the wider Using Buildings Better programme, and the digital offers in neighbourhood services will remove the need for people to travel to different facilities for different services or to travel into the city centre. The movement to online services will remove the need for people to travel to a council facility in general, resulting in a reduction in carbon emissions.

Louise Buckley, Senior Environmental Consultant, 37 2293

## **4.4 Equalities Implications**

The attached EIA identifies the main protected characteristics likely to be affected by channel shift actions as: age, disability and race. The main issues that will need to be continually addressed through the lifespan of this project are the potential barriers people with these protected characteristics may have/experience in accessing council information online either at home or at a customer service centre: availability of assistive technology that enables disabled people to understand this information; support that enables people with poor English language skills to understand this information – either because of literacy levels or because they do not read or speak English; or support for those who are not confident in using or do not have ready access to online technology. The above equalities implications for each new initiative should be considered afresh to ensure that maximum access is afforded to all potential service users who would benefit from these channel shift actions.

Irene Kszyk, Corporate Equalities Lead, ext 374147.



#### **4.5 Other Implications**

None

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

**7. Summary of appendices:**

Appendix A: A summary of the Customer Service Transformation (2015/16)

Appendix B: Channel Shift Transformational Team Structure Chart

Appendix C: The Customer Access Strategy overview 2015/18 presentation

Appendix D: Three year programme plan 2016/19

Appendix E: CRM EIA approved 20151218

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



## Appendix A: A summary of the Customer Service Transformation April to December 2015-16.

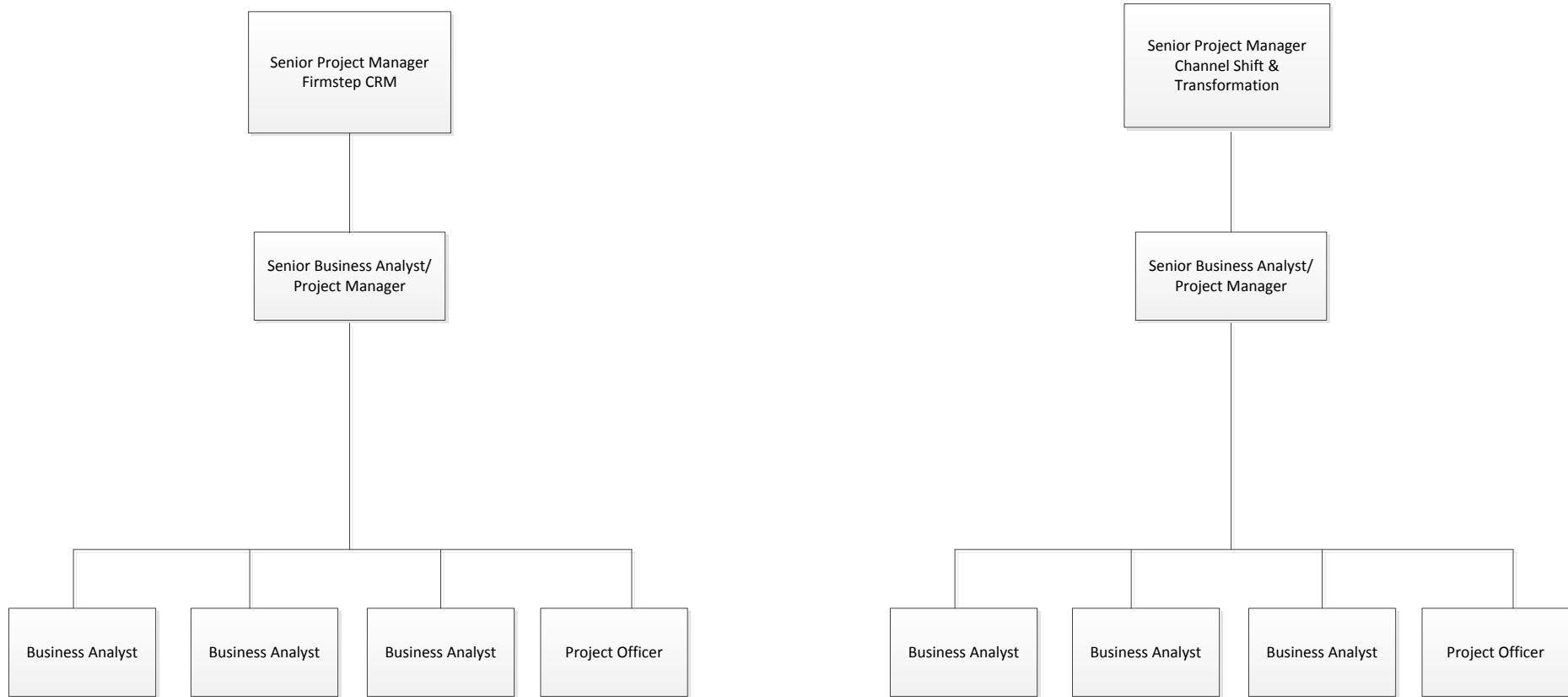
Channel Shift & Transformational Programme of work completed during November 2014 – December 2015

- Upgraded Qmatic Ticketing System to allow customers and officers to serve better. There is still major work to be carried out here.
- Implemented Stand Up Customer Kiosks within the Customer Service Centre
- Re-imaged and image standardisation of the sit down kiosks within the Customer Service Centre to be easier to navigate for our customers.
- School Admissions migration to Customer Service Line (CSL) plus online improvements.
- Reduction of Cash Payment Transactions within the Customer Service Centre (CSC).
- Implementation of Media Blending on the Customer Service Line to shift contact.
- Improvements to the Travel Aid process.
- Shifting of Customer Service Face to Face Contact to the Customer Service Phone Lines within the Customer Service Centre.
- Implementation of Multi-Function Device (MFD) scanning within the Customer Service Centre at source preventing the need for our customers to join queues.
- Signage Changes to encourage Channel Shift within the Customer Service Centre.
- Automated Payment Line Improvements within the Customer Service Line.
- Investigated options around Channel Shift Improvements at Gilroes Crematorium.
- Investigated improvements to the Pest Control Process.
- Garden Waste payment amendments on the Banking Automation Machines.
- Assisted the Blue Badge team in getting the Blue Badge process online.
- Banking Automation Improvements so that customers can pay on the banking automation machines.
- Working with parking over the improvements in the Penalty Charge Notice process.
- Working with Licensing on improvements to the way that they deal with Customers at the Customer Service Centre and moving them from Wellington House.
- Initiated work to look at business improvements within Registrars, Births, Deaths and Marriages.
- IVR changes to promote online activity instead of our customers using the phones.
- Reduction of verification transactions at the Customer Service Centre
- Introduction of more hard stops on the Customer Service Line to promote online activity.
- Migration of Electoral Registration phone calls to the Customer Service Line
- Improvements to the printing and mailing process within Revenues and Benefits

- Transfer of Saffron Lane Customer Service to Pork Pie community Centre.
- The digitalisation of Pork Pie Interact Hub.
- Improvements to the Housing Benefit online form.
- Shifting Council Tax contact and payments onto the web.
- Housing Options Face to Face (F2F) moving into the CSC
- Housing Options phones Tier 1 and triage for tier 2 (homeless duty) handled by CSL
- Consolidation of F2F contact for Adult Services moved into Granby Street.
- Procured a new Customer Record Management (CRM) system
- Built and implementation of the new CRM system
- Implementation of a new product called PayPoint ( credits fuel cards)
- Lead the IT procurement and Installation of the Department for Communities and Local Government Intelligence Hub
- Improvements to the Council Tax Special Payment Arrangement (SPAR) online form.
- Developed and implemented a Discretionary Housing Payment (DHP) online form.

## Appendix B

### Customer Services Transformation Team



The priorities of this transformation team are implementation and development of the new CRM, Channel Shift and Transformation across Leicester City Council.

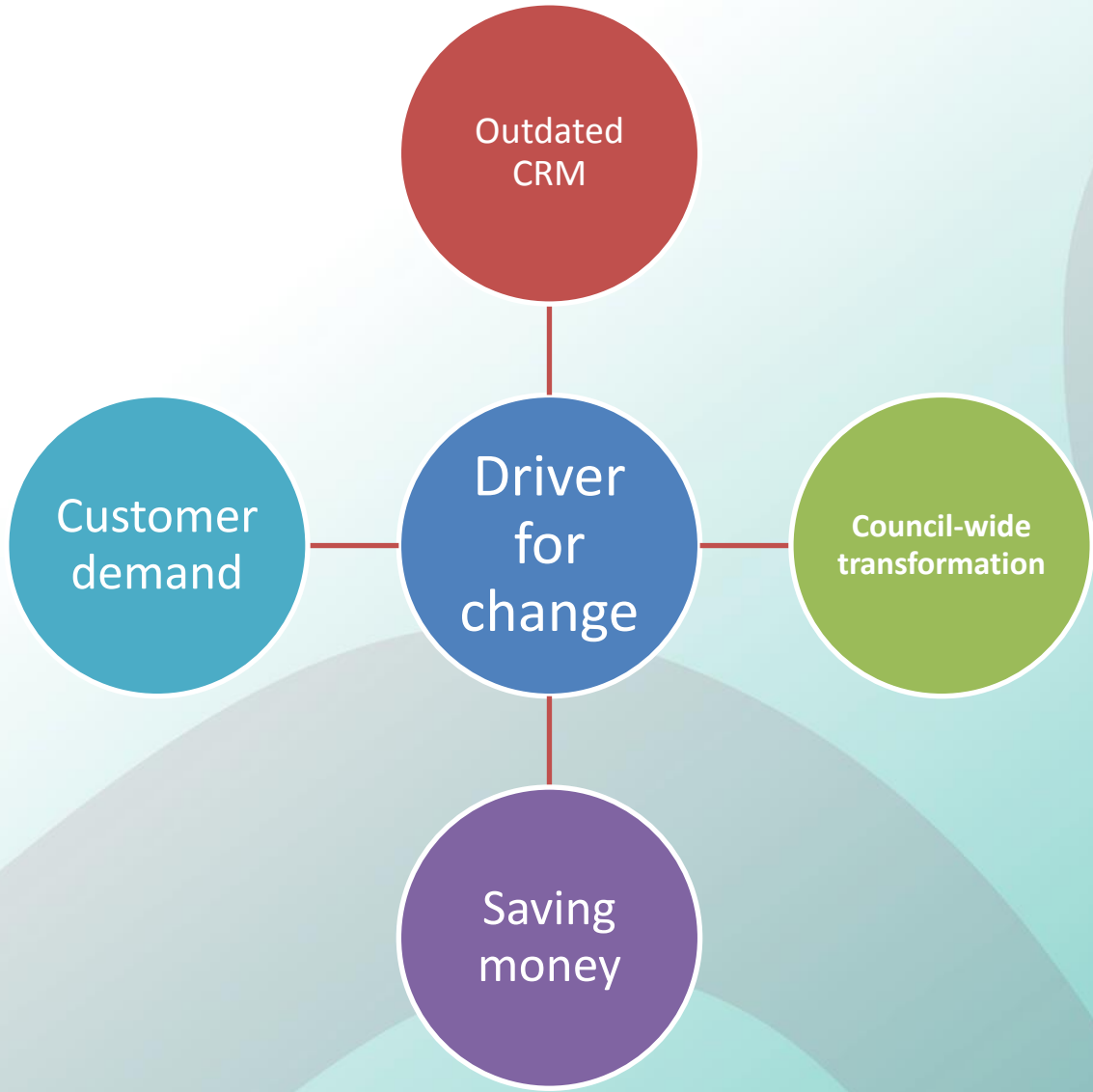




# Channel Shift Driver for Change

Sarah Moore

Senior Project Manager





Out  
dated  
CRM

Driver  
for  
Change

❖ Existing system  
(Customer Relationship Management)

❖ No Contract



❖ “Support” - End March 2016



❖ Development on the system stopped  
4 years ago



Council  
wide  
transform  
ation

Driver  
for  
change

- ❖ City council continues to face significant financial challenges - £85m since 2010 a further £55m by 2020
- ❖ Existing IT CRM product is 'closed' across our organisation
- ❖ Cannot transform without a sophisticated IT product
- ❖ We need to rationalise systems & transform this council



Customer demand

- ❖ 727,906 Phone calls offered to CSL during 2014/15
- ❖ Visitors to Granby Street 98,751 , Merlyn Vaz 8065 , New Parks 17,983, Saffron 9160 – total 133,959 during 2014/15

Driver for change

- ❖ 7000 email per month
- ❖ Large % of these are simple transactions
  - I want to request a...bin...bus pass...application form
  - I want to report a...pot hole...fly tipping...housing repair
  - I want to book an...appointment...visit...inspection
- ❖ Simple, easy to process and repetitive transaction

Saving money

Driver for change

- ❖ Current costs of contact – Face to Face £6.79  
Phone £2.12  
Web visits £0.07
- ❖ £365,000 per month or £4.5m p.a
- ❖ Waste Management £188k, 86,650 calls, 649 F2F.
- ❖ Housing Repairs £280k, 132,072 calls
- ❖ Customer contact is a big expensive business at present

# The Evolution of Customer Services and the Vision



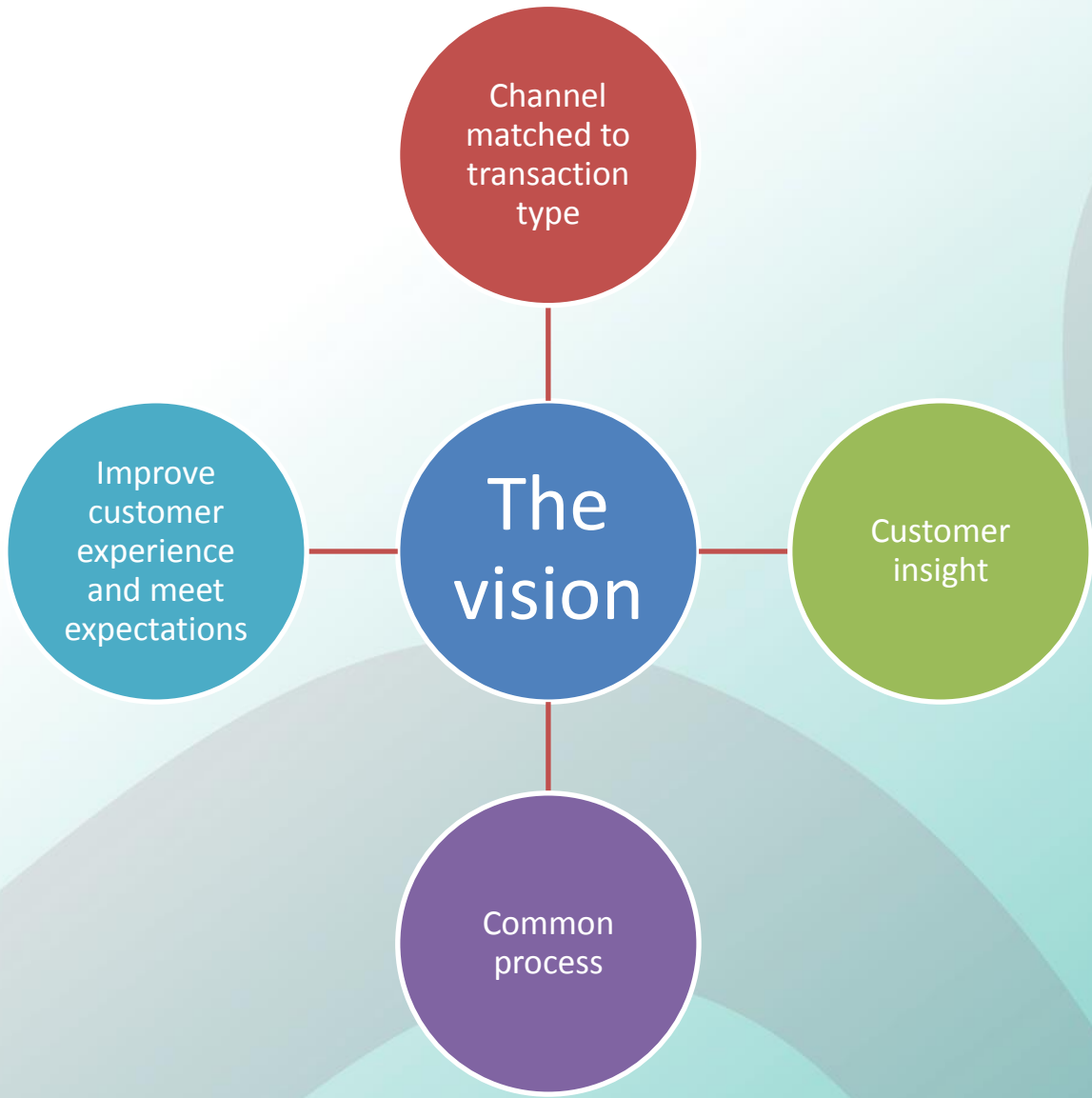
Tom Shardlow  
Customer Contact Manager

# THE Evolution OF Customer Service

Our customer expectations are changing... Leicester's customer engagement offer is 10 years behind the market and customer expectations.....

42





Channel  
matched to  
transaction  
type

44 The  
vision

- ❖ Self Service
- ❖ Contact migration
- ❖ Contact avoidance
- ❖ Front line staff focusing on those that need  
us
- ❖ Urgent contact prioritised



Common  
process

The  
45  
vision

- ❖ Common processes regardless of channel:
  - Phone
  - Web
  - Face to face
  - Mobile
- ❖ Rationalising of processes
  - Report it
  - Book it
  - Request it
- ❖ Automated and integrated

Improve customer experience and meet expectations

46 The vision

- ❖ 24/7 access to Council Services
- ❖ Reduced wait times
- ❖ Easy to use, intuitive processes
- ❖ Common feel and styling
- ❖ Increased responsiveness of service

Customer  
insight

The  
47  
vision

- ❖ Solid reporting ability
- ❖ Useful customer insight
- ❖ Holistic view of customer contact
  - for the customer
  - for the authority
- ❖ Rationalisation of information silo's, back office databases and processes.

# The Vision

- ❖ Transform the way that the Leicester City Council handles customer contact in order to save money
- ❖ To allow our citizens to feel like we run a council that works for them

# Integrations

## ❖ Current Process

- Fragmental uses unnecessary resources – Human, time ☹️
- Customer experience

## ❖ Fully integrated System

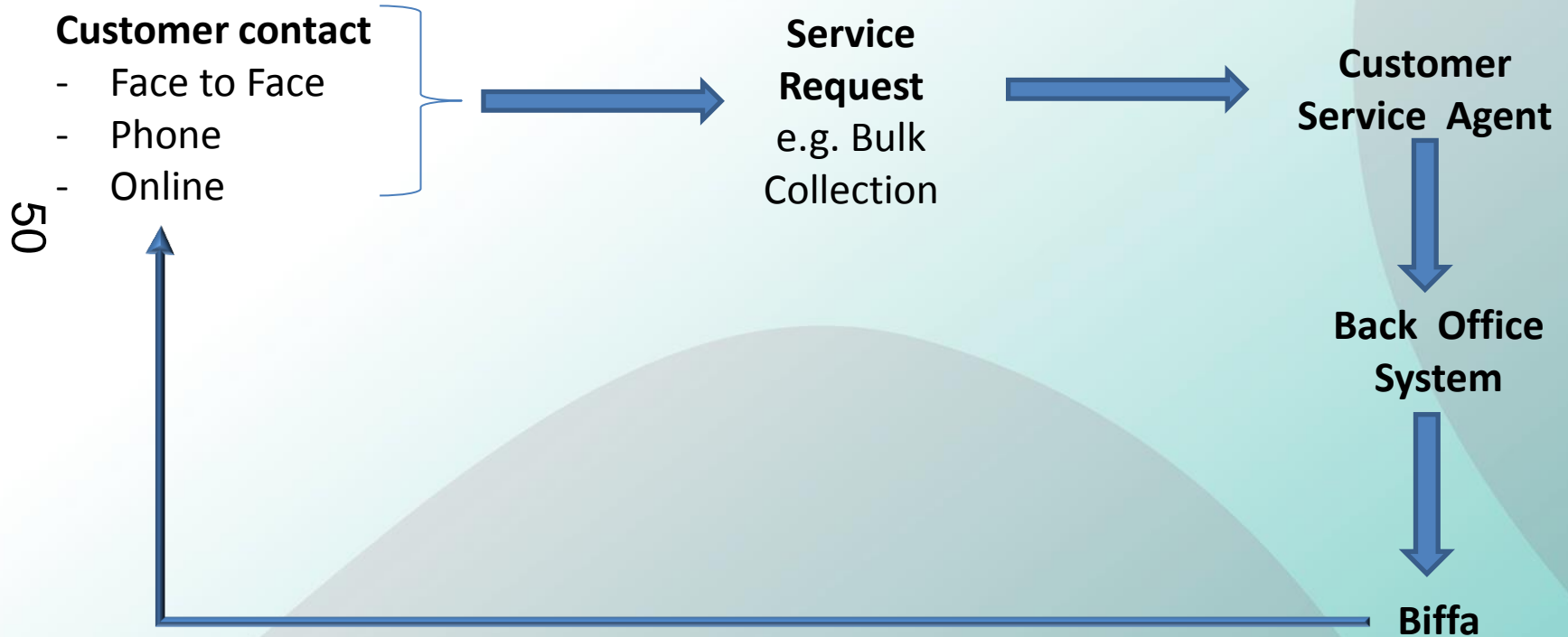
- Cuts out the middle process

## ❖ Future Process

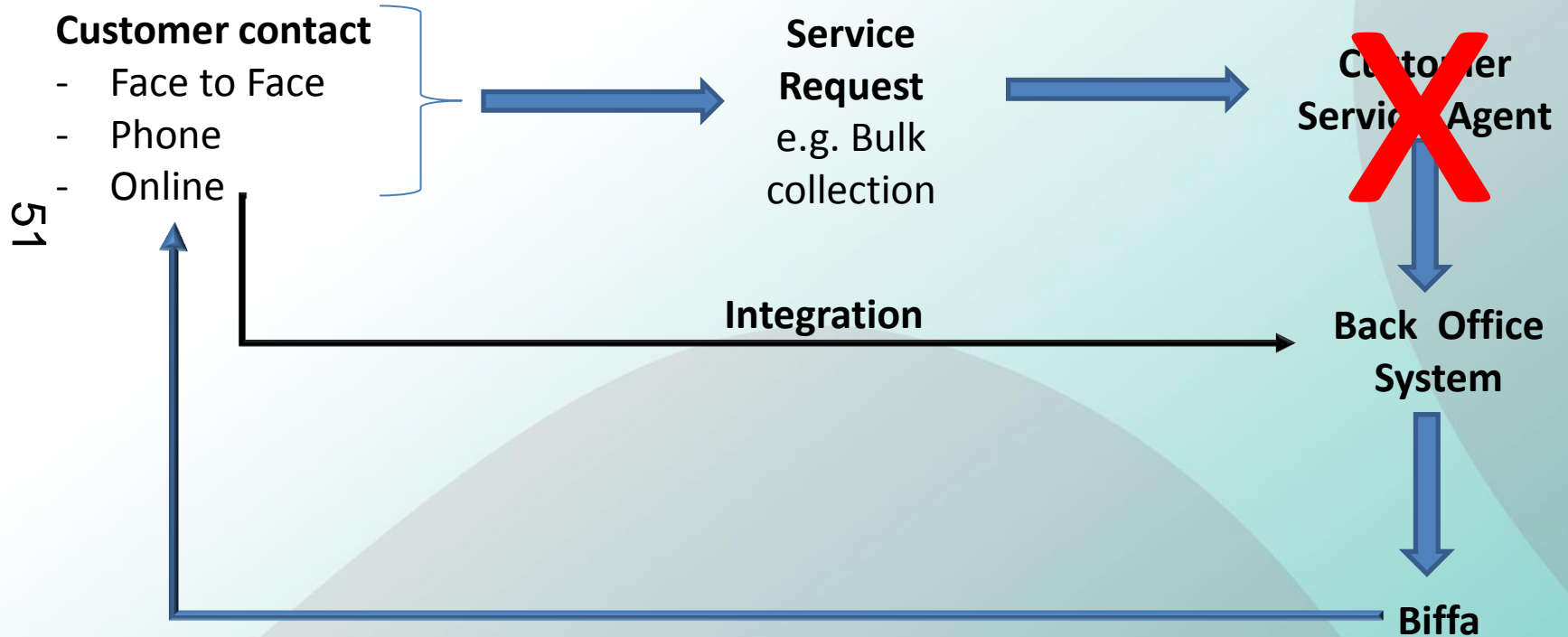


- Seamless
- Better for Business
- Better for customer

# Example of Waste Current process



# Waste direct integration







## **Appendix D: Three year programme plan 2016/19**

### **Quarter 4 2015\2016 we aim to deliver:**

- \* Plan Customer Services Digital Offer migration for two new sites as part of the TNS proposals
- \* CRM Stage 1 live
- \* Replacement Compliments, Comments & Complaints administrative system and now managed within the new CRM system
- \* During March\April 2016 we will recruit a Channel Shift Transformation Team

### **Quarter 1 & 2 2016/17 we aim to plan and deliver:**

- \* Migrate Customer Services Digital Offer migration for two new sites as part of the TNS proposals
- \* we will introduce a new customer portal "My Leicester"
- \* we will introduce online booking of appointments for Council
- \* explore replacing the ticketing system at Granby street
- \* Implementation of Customer Service social media feed, webpage and remote webpage assistance
- \* Integrate with Biffa and CRM
- \* Soft market test for a replacement Automated Call Distribution (ACD) IT system.
- \* Commence managing staffing reductions in Customer Services

### **Quarter 3 and 4 2016/17 we aim to plan and deliver:**

- \* Plan and deliver a fourth Customer Services Digital Offer as part of the TNS North East proposals.
- \* Issue tender for the replacement Automated Call Distribution IT system.
- \* Plan integration with Housing Repairs and CRM
- \* Plan integration with Uniform and CRM
- \* Plan integration with ONE and the CRM
- \* Customer contact data / customer insight delivered for Customer support for the first six months of operation.

- \* Data monitoring of the Channel Shift for the first six months will be released
- \* Ping-it payment promotion designed
- \* Plan and execute Granby Street redesign
- \* Install mobile phone power charges at Granby Street late 2016.
- \* Pest control contact digitalised
- \* Registrars digitalised
- \* Funerals, burials & Crematoriums digitalised
- \* Licensing digitalised
- \* Plan and design web chat and remote webpage assistance Live
- \* Housing Repairs integration live in Customer Services
- \* Parking digitalised
- \* Ping –it payment live

#### **Quarter 1 - 3 April 2017.**

- \* New ACD installed and operational
- \* Golden number live ( launched with new ACD)
- \* Plan and design web chat and remote webpage assistance Live
- \* Granby Street phase 2 reduction
- \* Priority face to face operational at 15% of 2015/16 level
- \* Floor walking /self-service at 85%
- \* Partner agencies move to ground floor
- \* Redesign the Ground floor Granby Street offer
- \* Customer Service line phase 1 reduction
- \* Phone line operations moves to 1<sup>st</sup> floor
- \* Redesign first floor Granby Street offer possibly for third party offer

#### **Quarter 4 January 2018**

- \* Customer Service line phase 2 reduction

- \* Estimate channel shift will achieve a further 25% reduction in calls
- \* Considering outsourcing Customer Service

**Milestone Aspirations:**

- \* Review all and any F2F customer offer with a view to transfer & embed in the Corporate Customer Service offer
  - \* Leisure Services – court/gym booking etc.
  - \* Area Housing Offices
- \* Transfer Children's Service Duty & Assessment line call handling to R&CS
- \* Transfer Adults Social Care Duty & Assessment line call handling to R&CS



## Appendix E: Equality Impact Assessment (EIA) Template: Service Reviews/Service Changes

Title of spending review/service change/proposal	Customer Relationship Management System Replacement
Name of division/service	Finance, Revenue & Customer Support
Name of lead officer completing this assessment	Sue Vernon, IT Business Manager
Date EIA assessment completed	14/12/2015
Decision maker	Caroline Jackson
Date decision taken	14/12/15

<b>EIA sign off on completion:</b>	<b>Signature</b>	<b>Date</b>
Lead officer	Sue Vernon	14/12/2015
Equalities officer	Irene Kszyk	2/3/2016
Divisional director	Alison Greenhill	2/3/16

**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.

## 1. Setting the context

Describe the proposal, the reasons it is being made, and the intended change or outcome. Will current service users' needs continue to be met?

The current Customer Relationship Management I.T system (CRM) used by Customer services to log Customer details and enquiries has essentially come to the end of its system life and is no longer supported - a decision has been made to replace it.

Currently most Customers predominantly interact with the City Council via the Phone, or Face to Face – Leicester City Council do offer access to services via their website, but take up, although growing, is limited, as is the number of services offered.

Replacing the CRM was an ideal opportunity to review the way our Customers interact with the Council, and the way we deliver our Services, and to offer them an additional, more robust, digital communication channel, with the additional benefits of being available 24/7 and of reducing Transaction costs for the Council. The main methods of Customer contact by the City Council, and the proposed improvements that the new CRM system will bring are described below. They are: on line forms; emails; phone; face to face.

### **On line forms (e-forms)**

cost £0.07p per transaction

### **Current position & Limitations:**

If the Customer has the digital knowledge, this option enables the Customer to self-serve at a time convenient to the Customer, as the website is available 24/7.

However, there are limited numbers of on line forms available for Customers to use and to date, not all Council services can be accessed on line.

Completing an e-form does not improve Customer response times as a completed e-form just generates an email to Customer Services, who then manually log the enquiry onto the existing CRM, and either log the enquiry onto the service database (for example Biffa), or email the service directly, for the service to log the enquiry – on a Monday for instance there will be a queue of

emails waiting for processing.

An on line form provides a method of contact, but there is no functionality to track an enquiry, or provide progress reports for the Customer unless the Customer contacts Customer Services again by phone, F2F or by emailing.

### **Future Provision & Proposed Improvement**

Current provision would be maintained, however the new CRM is a more digital offering that includes e-form functionality - work is already underway with Council services to improve existing and create additional e-forms, to be able to offer more on-line services to the Customer, and cost savings for the Authority.

As well as additional e-form provision, Customers will also be able to create an 'online' account, which will enable them to raise enquiries themselves, and to access their local information (Councillor surgery times etc).

More importantly, the new system also offers automation between existing Council systems, and the ability to 'feedback' enquiry updates to the Customer account directly – this will be a major improvement for the Customer, who will not have to revisit, ring in again, or resubmit an e-form, or email to find out the progress of the enquiry.

The new system will also be available via mobile devices , and will be fully accessible at all public serving Council buildings - Customer Service Centres , Libraries , Leisure Centres etc

It is recognised that a % of Customers are either :-

- Not digitally aware at all or
- Not confident in accessing services electronically

Customer Services Centres currently employ 'floor walkers' to help Customers, and library staff also provide advice. As an additional measure, the new corporate Bank Barclays will offer all staff the opportunity to train as 'digital eagles' to champion, and help Customers access on line services, and create on line accounts. This could incentives to include helping the Customer to access social media etc to promote social inclusion.

**Email**

cost £0.07p per transaction

**Current position & Limitations:**

Some Customers prefer to email Customer Services to report an enquiry. The limitations for the Customer are exactly as detailed above

As above – the project aim is that once the new CRM is fully operational, Customer use of email would probably decline.

**Phone**

cost £2.12 per transaction

**Current position & Limitations:**

The Customer phone line is open Mon – Fri 8-6 and Saturday 8-1. The phone line is the most popular communication channel for Customers, but due to the volume of calls, and limited opening hours, there are varying call wait times dependant on the service enquiry. This can lead to Customers abandoning their attempt to contact the City Council.

Certain services provided by the City Council are very ‘seasonal’ – a large influx of calls at this time results in further problems for a Customer getting through to the Council i.e. Child school place allocation, or electoral registration deadlines.

The internal enquiry logging process is exactly the same as above , and therefore the same limitations for the Customer apply

As is but the project aim is that once the new CRM is fully operational, the number of Customers that needed to ring in would naturally decrease, as Customer confidence in using the online channels increased.

The new CRM solution is fully scale able to handle peaks in internet traffic, which means that even at times of expected increases in Customer contact; the Customer would not experience delays when logging their enquiry.



**Face to Face at Customer Service Offices throughout the City** – Granby Street, the Pork Pie Library and outlying offices – cost £6.79 per transaction

**Current position & Limitations:**

There are various Customer Service Centres located throughout the City which Customers can visit.

There is a queueing ticketing system in operation, and waiting times vary depending on the nature of the enquiry.

At certain times of the year the queues and wait times can increase i.e. beginning of the financial year when the Council Tax, or Housing benefits letters are posted

As the same CRM system is used to log enquiries and therefore, as above, the same limitations for the Customer apply

**Future Provision & Proposed Improvement**

All Face to Face offices will remain as is but all offices will also use the new system. The aim of the project is to eventually reduce the amount of face to face contact needed by the Customer by improving accessibility and Customer confidence in using the online channel.

**2. Equality implications/obligations**

Which aims of the Public Sector Equality Duty (PSED) are likely be relevant to the proposal? In this question, consider both the current service and the proposed changes.

	<b>Is this a relevant consideration? What issues could arise?</b>
<p><b>Eliminate unlawful discrimination, harassment and victimisation</b></p> <p>How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p>	<p>The aim of the project is to increase service accessibility for all Customers of Leicester City Council.</p> <p>The Authority provides key community access points for online services with free access to computers for residents who do not have their own home PCs or mobile device to ensure that they are not digitally excluded from engaging with the council via the internet. These are provided at the Customer Service Centre, Libraries, Leisure Centres and the Pork Pie Library and Community Centre.</p> <p>The service will provide face to face support for local residents who are not confident in accessing online information as well as provide them with training to increase their confidence in accessing web based information and ensure that there are no barriers in place to their accessing information or services on this basis.</p> <p>The service is mindful that disabled people and those with limited English language skills could be disadvantaged if they have difficulty accessing information online, or face to face. The section below states how these barriers will be addressed to aim for inclusive access for all residents.</p> <p>Existing and additional staff will be offered training to enable them to support residents on their digital journey. Barclays Bank has recently become the corporate bank for the</p>

	<p>authority, and have offered help and support for our staff to become digital eagles and champion the “on-line” cause.</p> <p>This is in keeping with the City Mayor’s Delivery Plan neighbourhood and community priorities of:</p> <ul style="list-style-type: none"> <li>• Providing a more joined-up service to residents so that people can get the information and services they need when they need them.</li> <li>1 • Providing as many routes as possible for people to receive services – through a building, by telephone or over the internet.</li> </ul>
<p><b>Advance equality of opportunity between different groups</b> 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>As Customers are helped on their digital journey, customer empowerment will follow, allowing those that currently do not digitally engage the opportunity, knowledge, tools and confidence to be socially included. While our focus is on their engagement with the Council, the development of these skills and confidence in accessing information digitally, will also empower them to access other non-council services that they use (such as Universal Credit which will operate online) and also social media enabling them to become more socially connected as well.</p> <p>Our main aim is to improve the range and accessibility to Council Services for all service users. Information on what they can do to help themselves will also be available, signposted, enabling them to further empower themselves to</p>

	<p>address issues that may affect them. Service users will continue to be served by ensuring local access to services is provided and accessible to all and additional staff will be available so that they continue to receive support/provision.</p> <p>The new CRM system with its additional self-service offer and increased range of services available, together with the City Mayor's neighbourhood and community delivery plan will improve accessibility for all Customers.</p> <p>The self-service offer , and additional services will be communicated - a communication plan is currently being written (see consultation – 5)</p>
<p><b>Foster good relations between different groups</b> Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p>	<p>As mentioned above, increased confidence in accessing the internet will enable users to expand the information of opportunities for social and community engagement available to them that could otherwise be missing if they don't read local papers or follow local stories on television or radio. Engaging in broader social activities being promoted by the council and other local groups will encourage them to interact with local people who are themselves diverse, thus promoting good relations between different groups.</p> <p>Also, as part of the Communication plan for the CRM project, there is an initiative to offer interested service users the opportunity to test and provide feedback to the project team designing the new system. This initiative is to ensure that the Customer offering is as Customer friendly and clear as</p>

possible. It also provides them with an opportunity to engage with and understand the views of different people.

### 3. Who is affected?

Outline who could be affected, and how they could be affected by the proposal/service change. Include current service users and those who could benefit from but do not currently access the service.

All residents who currently access Council services could be affected by the project (Approximately 260,000 Source OPCS forecast figures). Detailed analysis has been carried out of Granby Street Customer Service contact between April 2015 and March 2015

Face to Face Transactions		Phone Lines		Online Contacts (Email & Eforms)	
Arrived excluding Casual callers	85,043	Calls offered	727,906	Total Online Contacts	44,777
% Served	94.6%	Calls answered	639,933		
Average wait time (mm:ss)	10:00	Calls abandoned	87,973 (12%)		
Longest Wait Time (hh:mm:ss)	02:04:18	Average Handling Time(mm:ss)	04:38		

### 4. Information used to inform the equality impact assessment

What **data, research, or trend analysis** have you used? Describe how you have got your information and what it tells you. Are

there any gaps or limitations in the information you currently hold, and how you have sought to address this, e.g. proxy data, national trends, etc.

As part of the corporate Transformation Agenda detailed analysis is regularly carried out , and the cost per transaction is :-

Face to face transaction £6.79

Phone contact £2.12

On line transaction £0.07

Bench marking with other Authorities has proved that channel shifting Customers to online has increased Customer satisfaction and achieved considerable savings for the Local Authority.

## 5. Consultation

What **consultation** have you undertaken about the proposal with current service users, potential users and other stakeholders? What did they say about:

- What is important to them regarding the current service?
- How does (or could) the service meet their needs?
- How will they be affected by the proposal? What potential impacts did they identify because of their protected characteristic(s)?
- Did they identify any potential barriers they may face in accessing services/other opportunities that meet their needs?

As service users themselves will not experience changes in the services they receive from the council, the consultation will take the form of communicating the aims of the CRM project and explaining its benefits to service users so they will become aware of the options available and how they can access the different channels.

A Communication Plan is currently being written, but the external campaign will include:-

- Link and Face articles

- Posters in all Council Buildings including Libraries, Leisure Centres, Community Centres
- Posters in non-Council Buildings (Doctors Surgery for example)
- Street advertising (including JC Decaux - responsible for Outdoor advertising, including promotional posters on Bus stops, advertisement hoardings etc)
- Promotion via Social Media - Facebook & Twitter
- Promotion via Councillor Surgeries
- Information to be included on Council correspondence
- Briefings to Resident & Tenant associations
- Opportunity to join a testing /feedback group to ensure on-line offer is as user friendly as possible

Officer knowledge on how CRM will influence their service delivery/customer experience is critical. Work has already started on internal communication – Senior Management and Internal Stakeholder meetings have been underway for a few months to raise awareness of the project. More detailed meetings are now being held with current business users of the system – most of their current interaction with the CRM system can be improved by using the workflow capabilities of the new system, and also by direct system integrations to back office systems, negating the need for manual intervention and having an impact on the existing business processes

## 6. 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).

Impact of proposal:	Risk of negative impact:	Mitigating actions:

<b>Protected characteristics</b>	Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected. Why is this protected characteristic relevant to the proposal? How does the protected characteristic determine/shape the potential impact of the proposal?	How likely is it that people with this protected characteristic will be negatively affected? How great will that impact be on their well-being? What will determine who will be negatively affected?	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.
<b>Age<sup>1</sup></b>	Moving to self-serve provision may have an impact on older users who are more likely to be unfamiliar with digital technology. Users may not be able to use a PC and this would be a negative impact due to their inability to access the service options.	If users have no confidence or awareness of how to access or use digital technology they are more likely not to use the council's website and what it offers in terms of information and service functionality. Therefore they are at risk of having limited information of services and activities available to them – limiting opportunities that could enhance their quality of life.	Current Customer Service provision will remain as is. Floor walkers and trained staff will be on hand to help Customers access the services. There are basic IT classes available through the library services; also there will be Digital Eagle support provided to develop basic IT skills including email, uploading documents.
<b>Disability<sup>2</sup></b>	Disabled customers with physical impairments that use a wheelchair or crutches, have a sensory impairment, learning	Access to services is restricted due to their impairment, customers may give up on trying to access the services. Therefore	Pork Pie Library and Community Centre is fully accessible for wheelchair users. PC screens can be set to a higher resolution for

<sup>1</sup> 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

<sup>2</sup> 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>disability, long standing illness could have difficulty accessing the building or accessing service information that they cannot understand because of their impairment.</p> <p>Disabled people reliant on assistive technology such as Dragon, Zoomtext, Jaws, etc will require PCs to have computer software that is compatible</p>	<p>they are at risk of having limited information of services and activities available to them – limiting opportunities that could enhance their quality of life.</p>	<p>those with a visual impairment. However, the PC's are not compatible with assistive technology required by disabled users.</p> <p>Floor walkers can support the customers. Online information will be in Plain English to ensure it is understandable to service users. The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.</p>
<b>Gender Reassignment<sup>3</sup></b>	At this stage none known	Currently there is no evidence to support that this protected characteristic is likely to be negatively impacted.	The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.
<b>Marriage and Civil Partnership</b>	At this stage none known	No data is locally available that demonstrates within this group will be negatively impacted by the new model but this must be	The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not

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

		monitored.	stereotyping or discriminating against anyone based on their protected characteristics.
<b>Pregnancy and Maternity</b>	No anticipated impact on this group.	There is no evidence to indicate this group will be negatively impacted	The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.
<b>Race<sup>4</sup></b>	Customers whose first language is not English may have difficulty understanding online information.	If customers are unable to understand the information available they may not use the centre or council website to access services. Therefore they are at risk of having limited information of services and activities available to them – limiting opportunities that could enhance their quality of life or meet statutory service needs.	If customers are not able to read English well they will still have access to phone translation services and face to face translation service support to ensure they understand the information they need. There will be floor walkers who will be able to sort out access to interpreters/translated materials. The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.

<sup>4</sup> 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.

			We will explore and where appropriate install assistive technology which will support one line activity such as a 'translate this page' facility or a piece of software which allows a customer to listen with 'BrowseAloud'. Web chat is also a useful alternative and some versions have a translation facility.
<b>Religion or Belief</b> <sup>5</sup>	At this stage none known	No data is locally available that demonstrates customers with different religions or beliefs will be negatively impacted by the new model but this must be monitored.	The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.
<b>Sex</b> <sup>6</sup>	At this stage none known	No data is locally available that demonstrates customers either male or female will be negatively impacted by the new model but this must be monitored.	The aim of the service is to ensure inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.
<b>Sexual</b>	At this stage none known	No data is locally available that	The aim of the service is to ensure

<sup>5</sup> 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.

<sup>6</sup> Sex: Indicate whether this has potential impact on either males or females

<b>Orientation<sup>7</sup></b>		demonstrates that LGBT communities will be negatively impacted by the new model but this must be monitored	inclusive access to all protected characteristics and staff will be trained to be aware of not stereotyping or discriminating against anyone based on their protected characteristics.
<p><b>Summarise why the protected characteristics you have commented on, are relevant to the proposal?</b> Age, disability and race influence whether or not a person would be able or comfortable enough to use digital technology to access information or online services, as explained above.</p> <p><b>Summarise why the protected characteristics you have not commented on, are not relevant to the proposal?</b> The other protected characteristics cited do not appear to directly influence a person's ability to use digital technology to access information on online services. The service will monitor take up of the range of channels on offer and also any other customer feedback to determine if any of the other protected characteristics (sex, sexual orientation, gender reassignment, religion or belief, pregnancy or maternity and marriage and civil partnership) influence take up of channels of communication.</p>			
<b>Other groups</b>	<b>Impact of proposal:</b> Describe the likely impact of the proposal on children in poverty or any other people who we consider to be vulnerable. List any vulnerable groups likely to be affected. Will their needs continue to be met? What issues will affect their take up of services/other	<b>Risk of negative impact:</b> How likely is it that this group of people will be negatively affected? How great will that impact be on their well-being? What will determine who will be negatively affected?	<b>Mitigating actions:</b> For negative impacts, what mitigating actions can be taken to reduce or remove this impact for this vulnerable group of people? These should be included in the action plan at the end of this EIA.

<sup>7</sup> 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.

	opportunities that meet their needs/address inequalities they face?		
<b>Children in poverty</b>	Speedy access to service contacts if problems in delivery arise is particularly important for families with children in poverty. The availability of free phones locally and support to signpost them to who they need to speak to is crucial to those who could otherwise not afford to contact services by phone otherwise or travel to the city centre to sort out problems which may arise.	Should local access to services such as Revenues and Benefits not be provided, there could be the risk that there could be delays in getting problems in payments sorted with a potential negative impact on household income coming in.	The availability of freephones and the presence of floorwalkers to provide face to face assistance will help ensure that local residents have access to services by phone or online as required, enabling them to make arrangements should face to face meetings be required with a specific service officer to address their problem.
<b>Other vulnerable groups</b>	Speedy access to service contacts if problems in delivery arise is particularly important for people who are vulnerable, particularly because of safeguarding reasons. The availability of free phones locally and support to signpost them to who they need to speak to is crucial to those who could otherwise not afford to contact services by phone otherwise or travel to the city centre to sort out problems which may arise.	Should local access to services vulnerable people are dependent on not be provided, there could be delays to potential problems being sorted out quickly resulting in additional stress for the service user.	The availability of freephones and the presence of floorwalkers to provide face to face assistance will help ensure that local residents have access to services by phone or online as required, enabling them to make arrangements should face to face meetings be required with a specific service officer to address their problem.
<b>7. Monitoring Impact</b>			
You will need to ensure that monitoring systems are established to check for impact on the protected characteristics and human			

rights after the decision has been implemented. Describe the systems which are set up to:

- monitor impact (positive and negative, intended and unintended) for different groups
- monitor barriers for different groups
- enable open feedback and suggestions from different communities
- ensure that the EIA action plan (below) is delivered.

### 8. EIA action plan

Please list all the equality objectives, actions and targets that result from this Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Outcome	Action	Officer Responsible	Completion date
Ensure EIA is kept up to date	Repeat this exercise at key checkpoints i.e. as each module is rolled out and by using feedback measures with customers to gain feedback on the new provision	Sarah Moore	Nov 2016
Ensure users across all protected characteristics are engaged and feed in views	Ensure these groups are supported to access all relevant services	Sarah Moore	Nov 2016

## Equalities Monitoring (including impairments)

In order to meet your needs and improve service we need to know a bit more about you. Please help us by completing this form which describes how you see yourself. This information will be kept confidential and is for our monitoring use only.

### 1) **Ethnic Background:** How would you describe your ethnicity?

#### a) **Asian or Asian British**

Bangladeshi       Indian       Pakistani

Any other Asian background (please write in).....

#### b) **Black or Black British**

African       Caribbean       Somali

Any other Black background (please write in).....

#### c) **Chinese**

Any other Chinese background (please write in).....

#### d) **Dual / Multiple Heritage**

Asian & White       Black African & White       Black Caribbean & White

Any other Heritage background (please write in).....

#### e) **White**

British       European       Irish

Any other White background (please write in).....

#### f) **Other ethnic group**

Gypsy/Romany/Irish traveller

Any other ethnic group (please write in).....

#### g) **Prefer not to say**

### 2) **Gender:** How would you describe your gender?

Female       Male       Trans woman       Trans man

Other .....       Prefer not to say

### 3) **Age**

Date of birth (day/month/year).....

Age in years .....

Prefer not to say

### 4) **Disability**

The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment, which has a substantial and long term effect (i.e. has lasted

or is expected to last at least 12 months) and has an adverse effect on the person's ability to carry out normal day to day activities.

**Do you consider yourself to have a disability, or a long term illness, physical or mental health condition?**

- Yes                       No                       Prefer not to say

If you have answered YES to the question above, please state the type of impairment that applies to you. People may experience more than one type of impairment, in which case tick all that apply. If none of the categories apply, please tick 'Other' and describe your impairment.

- Physical impairment (e.g. difficulty using your arms or mobility issues which means using a wheelchair or crutches)
- Sensory impairment (e.g. being blind/having a serious visual impairment, being deaf/having a serious hearing impairment)
- Mental health condition (e.g. depression, schizophrenia)
- Learning disability (e.g. Down's syndrome or dyslexia) or cognitive impairment (e.g. autism, head injury)
- Long-standing illness or health condition (e.g. cancer, HIV, diabetes, chronic heart disease, epilepsy)
- Other, such a disfigurement (please write in).....
- Prefer not to say

**5) Sexual Orientation: How would you describe yourself?**

- Bisexual                       Gay/Lesbian                       Heterosexual/straight
- Prefer not to say                       Other (please write in).....

**6) Religion or Belief: How would you describe your religion or belief?**

- Bahai                       Buddhist                       Christian                       Hindu
- Jain                       Jewish                       Muslim                       Sikh
- Atheist                       No religion                       Prefer not to say
- Other (please write in).....

**7) Postcode**

- \_\_\_\_ First 4 digits only
- Prefer not to say

Thank you for completing this monitoring form. The information you have provided will be kept in accordance with terms of the Data Protection Act 1998 and will only be used by Leicester City Council for the purpose of monitoring. Leicester City Council is the data controller for the information on this form for the purposes of the Data











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## Neighbourhood Services & Community Involvement Scrutiny Commission Report

**Transforming Neighbourhood Services  
North West Area**

Date: 12<sup>th</sup> May 2016

Assistant City Mayor, Councillor Kirk Master

Lead director: John Leach

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## Useful information

- Ward(s) affected: Abbey, Beaumont Leys, and Western
- Report author: Lee Warner / Adrian Wills
- Author contact details: 454 3540
- Report version number: 1

### 1. Summary

The purpose of this report is to:

- Provide an overview of progress to date of the Transforming Neighbourhood Services (TNS) Programme
- Present a summary of the results of engagement work and consultation carried out in the North West area of the city
- To set out the proposals that are intended to be implemented by the TNS programme in relation to the north west area

Recommendations:

- That the Scrutiny Commission note the progress made to date, feedback and lessons learned regarding the engagement activity in the north west area.
- The Scrutiny Commission is invited to comment on the proposals made in relation to the north west area

### 2. Main report:

#### 2.1 Background

The TNS programme is scoped to identify different ways of organising how services are delivered within the neighbourhoods of the city of Leicester, with a view to reducing the costs of delivery by around 30% while maintaining the quality of our services. TNS is a building based programme and assumes that services will continue to be delivered in the model put forward.

The programme approach is to consider each of 6 geographical areas in turn to identify methods by which the service delivery model can be transformed through opportunities to co-locate services and make better use of the assets available.

Initially the scope of the programme covered four service areas:

- Community Services
- Libraries
- Adult Skills & Learning
- Neighbourhood based customer services

In addition buildings occupied by some other council services with a presence in the neighbourhoods were included where they could form a part of the future delivery model, for example, by sharing locations. In the North West area this included Neighbourhood Housing Offices, Supporting Tenants and Residents (STAR) Offices and Early Years pre-school settings delivered in community centres.

In October 2015 the Council announced a city-wide review of its buildings called “Using Buildings Better” (UBB). The Transforming Neighbourhood Services programme now forms part of this wider programme and is extended to include other neighbourhood based service points. The inclusion in UBB also enables dependencies with other relevant areas of work including a wider review of staff accommodation and channel shift to be better managed.

In the North West area this has meant the inclusion of council run youth centre buildings. A further piece of engagement work was undertaken in November 2015 to engage residents, users and stakeholders around the two additional buildings.

The full scope of the North West area includes the following buildings:

- Braunstone Frith Community Centre
- Beaumont Leys Library
- Beaumont Leys (Home Farm) Neighbourhood Housing Office
- Beaumont Leys (Marwood Road) STAR
- Home Farm Community Centre
- Mowmacre (Jersey Road) Neighbourhood Housing Office
- New Parks Neighbourhood Housing Office
- New Parks Community Centre
- New Parks Library
- New Parks STAR
- New Parks Youth Centre
- Stocking Farm Community, Healthy Living and Youth Centres
- Tudor Centre

Under the Council’s UBB programme Children, Young People and Family (CYPF) Centres form part of the Early Help work stream. However CYPF Centres are also considered within the TNS programme where there are opportunities to achieve joined up solutions for groups of buildings.

## **2.2 Development of the draft model**

In order to develop the proposals for buildings in the North West the following activities have been undertaken:

- Data collection exercise to identify the buildings in scope, costs associated, services provided, usage statistics, historical information
- An initial engagement exercise was carried out for the city as a whole between April and July 2013 to raise awareness and gain an overview of the general views and attitudes of residents towards neighbourhood services
- A more in-depth and focussed engagement process was carried out between 3rd November 2014 and 19th December 2014 to collect suggestions and comments from service users and residents in the north west area
- Following the inclusion of youth services in the programme, a targeted engagement process focusing on two youth centre buildings in the area was carried out between 2nd and 29th November 2015
- Analysis of the data collected and the responses received through both engagement exercises has been used to construct this draft model which was

presented to the City Mayor and Executive in February 2016

- Consultation on the draft model in March and April 2016 (see section 2.2.1)
- Refinement of the model into that proposed in this report following the results of the consultation and further detailed design work surrounding the proposed projects

### **2.2.1 Engagement Activity**

Details of the previous engagements between November – December 2014 and November 2015 have been previously reported. The main outcomes of these previous exercises were:

- Good support for the principle of retaining services over buildings
- Strong support for the co-location of services, providing busy places from which multiple services can be accessed
- Support for the retention and improvement of Beaumont Leys Library offices, New Parks Library & Housing Office, Tudor Centre, Stocking Farm Healthy Living Centre and New Parks Youth Centre.

Following the previous report in February 2016, a consultation exercise has been carried out on the draft proposals that were presented to the City Mayor and Executive at that time. Views were sought on the suitability and practicality of those proposals.

The consultation took place between 1<sup>st</sup> March and 11<sup>th</sup> April 2016. An initial stakeholder meeting was held to gain views on the proposals from those who had attended the initial stakeholder meetings and community groups and residents most likely to be affected by the proposals. An open meeting was held at Beaumont Leys Library on 15<sup>th</sup> March to gain the views of residents, groups, partners and stakeholders across the North West area. Around twenty meetings were held during the consultation period with residents, stakeholder groups and community groups who use the buildings.

A consultation questionnaire was promoted online and at Council run buildings and GP surgeries in the north west area throughout the exercise.

A full report of the engagement carried out in November and December 2014 and November 2015 is attached to this document as Appendix A

A full report of the consultation carried out in March and April 2016 is attached to this document as Appendix B.

### **Consultation Outcomes and Alterations to the Proposals**

At the closure of the consultation on the 11<sup>th</sup> April a total of 393 completed response forms were received representing a high response rate compared to previous area consultations. The following points provide a summary of the outcomes of the consultation:

- There is a general concern that training, guidance and support is needed for groups to understand expectations and requirements placed upon groups when entering into asset transfer arrangements.
- There is good support for elements of the proposals, in particular improvements to Beaumont Leys Library and offices, retention of New Parks Library and

- Housing Office, Tudor Centre and Stocking Farm Healthy Living Centre.
- There is good support for the retention of New Parks Youth Centre and the proposal to explore better use of the building with partners.
  - There is good support from existing users for the proposed asset transfer of Home Farm Community Centre, so long as this did not lead to existing users being displaced.
  - Concerns were raised around the proposed demolition of the Community Hall and Youth Centre buildings at the Stocking Farm Community Centre complex, particularly with regard to the availability of a large community space on the site.
  - Concerns were raised by users of Mowmacre (Jersey Road) and Beaumont Leys (Home Farm) Housing Offices about their ability to access the proposed relocated service at Beaumont Leys Library and in particular the location of the bus stops which necessitate a walk through the shopping centre to reach the Library building.
  - Concerns were raised by users of the New Parks Customer Service Centre relating to the proposed assisted self-service facility. Some users highlighted the value placed on face-to-face contact, and expressed concern that some people did not have access to online services.

### **Lessons Learned**

The following are a summary of the lessons learned from the engagement and consultation process:

- The method of engagement with the groups has resulted in a high quality level of response, particularly given the ability to tailor conversations to answer specific concerns when meeting groups individually
- There has been a significantly increased response rate compared to the previous consultation on proposals in the West area of the city. This could be due to the early engagement of stakeholders on the eve of consultation.
- The longer period between initial engagement in November/December 2014 and consultation on proposals in March/April 2016 due to the expansion of the TNS programme has required additional conversations with stakeholders to ensure the outcomes of early engagement work are carried forward. The extensive engagement of stakeholders during the consultation period may be one reason why the consultation response rate was higher at this stage.
- The overall approach of involving stakeholders and members of the public early has been good as it helps to ensure that all concerns are heard, and provides sufficient time to respond to these concerns on an evidenced basis.
- The process undertaken has led to good co-operation between stakeholder individuals and groups, as well as other services
- Co-ordinated briefing sessions were held for staff across all impacted service areas prior to the commencement of the consultation. This has made a notable difference to the engagement of service users on site.
- A similar model of engagement will be used for the other areas of the city
- The process has highlighted the potential staffing impact on staff whose primary base is one of the sites proposed for closure and/or asset transfer and the need to commence an appropriate change consultation process

### **Impact of Consultation on Model**

Following the consultation the following amendments have been made to the proposed model for the north west area:

- Following a number of alternative suggestions regarding the use of buildings on the Stocking Farm complex in the context of the immediately surrounding area it is recommended that further work is undertaken outside of the TNS process. The work will review strategic options for the site in the context of the directly surrounding area and the consultation feedback regarding community space in the area. An equivalent saving on building running costs will be required.
- A proposal to work with partners at Braunstone Frith Recreation Centre has been incorporated as a secondary option for the centre should there be no suitable bids for Community Asset Transfer of the building.

## **2.3 Draft Model Summary**

### **2.3.1 Principles of the model**

The following principles have been used to develop this model:

- Retention of locality based services are a higher priority than the retention of specific buildings
- A key principle of shared buildings providing multiple services
- A reduction of around 30% of current Neighbourhood Services spend is to be achieved.
- The services provided should remain and where possible be enhanced
- The model is based around the use of the buildings only. It is to be noted that an organisational review of Neighbourhood Services staff has taken place in parallel.
- Opportunities for alternative use should be investigated for buildings identified as surplus to requirements

### **2.3.2 Rationale**

A target saving of a 30% reduction in building running costs for Neighbourhood Services buildings has been identified through the TNS programme. In addition there is a requirement to identify building running cost savings for other public facing buildings in the area under the Using Buildings Better programme and via other elements of the UBB programme including staff accommodation and channel shift.

The proposals are to invest in well located and well used buildings to deliver multi-service centres. This was the most popular suggestion for re-organising services during the engagement period. The following buildings are proposed based on analysis of the responses from the stakeholder engagement exercises and local buildings data.

**Beaumont Leys Library** is proposed as a multi-service centre for the following reasons:

- There was very strong support for the building and high use of the facility for a range of services including access to community activities, reading, computers and Wi-Fi, advice and information and staff support.
- The building is large enough to accommodate multiple services and contains



office space to house support staff from housing and STAR offices.

- Focus groups and analysis of respondents' postcodes where supplied confirm the building is extremely well located in the Beaumont Leys shopping centre with excellent bus routes and car parking provision.
- Over one quarter (27%) of all respondents to the initial engagement questionnaire said they use the building already.
- The building is well located to serve new housing developments in Ashton Green. Transport infrastructure for the Beaumont Leys shopping centre has been upgraded to provide an improved bus interchange and cycle paths connecting to the Ashton Green development.

**New Parks Library and Neighbourhood Housing Office** is proposed as a multi-service centre for the following reasons:

- The initial engagement demonstrates very strong support for the building and high use of the facility for a range of services including access to community activities, reading, computers and Wi-Fi, advice and information and staff support.
- The site is extremely well located in the local shopping parade on the main Aikman Avenue which runs the length of the New Parks estate. There is a bus stop directly outside the building. Many residents highlighted the location as a reason to focus on this building.
- The buildings were the second most well used site in the responses to the initial engagement questionnaire.
- The library building is a recent new build in excellent condition and with good internal accessibility.

**Stocking Farm Healthy Living Centre** is the most well used building on the Stocking Farm Community Centre complex. The proposal consulted upon was to develop use of this building and also to retain the locally listed farmhouse and ball court.

- The HLC building was the third most well used building in the initial engagement questionnaire.
- The HLC building is relatively new and in good condition.
- Usage is high with a 7 day activity timetable and over 12,000 visits per year.

Following consultation a number of alternative suggestions were made for reconfiguration and demolition of the buildings on the site. It is recommended that further work is undertaken outside of the TNS process. The work will review strategic options for the site in the context of the directly surrounding area and the consultation feedback regarding community space in the area whilst still delivering an equivalent saving in building running costs.

**The Tudor Centre** is proposed for minor investment to increase opportunities for out of hours use. There was strong support for retaining the Tudor Centre and the services delivered there at the focus group meetings during the engagement period

- The building is in good condition with good parking facilities and a wide range of community and adult learning activities which are well used by the local community
- The building can be easily configured to create a self-contained area to optimise out of hours use for trusted groups.

**New Parks Youth Centre** was identified as the most well used building by young people in the neighbourhood during the targeted engagement in November 2015.

- Focus groups identified the location of the centre on the edge of the school

grounds as important.

- The building running costs are low.
- The focus groups agreed better use needed to be made of the building outside of the limited opening hours and that there are opportunities for other services to share, to further reduce or transfer running costs.

### **2.3.3 Draft Model in detail**

The overall model is to reduce the number of buildings in operation by combining the services provided into fewer, multi-purpose centres. The main focus of these multi-purpose centres will be the Beaumont Leys Library and offices, New Parks Library & Neighbourhood Housing Office and the Tudor Centre. Service provision at the large Stocking Farm complex will be retained but the building estate will be reduced following a further review of strategic options for the site in the context of the wider area and feedback from the recent consultation.

Youth sessions will continue to run at New Parks Youth Centre but opportunities to share or transfer the building will be explored. Youth sessions will continue to run at the Stocking Farm site but in a reduced set of buildings following a further review of options for the Stocking Farm site.

The following section describes the proposed model in relation to each building in the area.

#### **Western Ward**

##### **New Parks Centre Library and New Parks Housing Office/Customer Service Centre**

*(The initial proposal to retain the linked buildings received good support during the consultation)*

It is proposed to retain this building and provide investment for alterations to make it suitable for the provision of multiple services. These would include the conversion of the neighbourhood customer services area into a community room and the installation of customer service self-serve facilities in the library area.

- Move adult learning services from New Parks Community Centre into the first floor of the library
- Move New Parks STAR in to the Housing Office
- Change customer services provision to an assisted self-service facility located in the library
- Refurbish the Customer Service Centre to deliver a new community room to accommodate some community use from New Parks Community Centre

##### **New Parks Community Centre**

*(The initial proposal to asset transfer the community centre received interest from community groups. Concern was expressed about the potential demolition of the centre and reduction of community space in the area)*

It is proposed that this building is made available for lease under the Councils Community Asset Transfer policy in the short term. Provision for the Council run pre-school to remain if required would be a condition of the lease.

- Make the building available for lease in the short term, for up to five years.
- Demolish the Community Centre if there is no interest in short term lease
- Move community and learning services to the improved New Parks Centre

Library and Neighbourhood Housing Office

- Work with individual groups to identify the best location for them to operate, based on individual needs, should relocation from other sites be required.

**New Parks STAR Office**

- Move services into New Parks Housing Office
- Re-let the shop

**New Parks Youth Centre**

*(The initial proposal to retain the service and explore better use of the building received good support during the consultation)*

- Continue to deliver youth sessions at the centre
- Work with local partners to increase use of the building.

**Braunstone Frith Community Centre**

*(The initial proposal to make the building available for asset transfer was met with concern by members of the community. There was interest in asset transfer from community groups).*

- Make the building available to let under the Council's community asset transfer policy
- If there is no interest in asset transfer work with existing partners currently using the building to develop use of the building to achieve a cost neutral solution within 12 months and then to make the building available to let under the Council's community asset transfer policy
- If there is still no interest in community asset transfer then market the building to a commercial organisation.
- If groups need to move, work with them to identify the best location for their needs

**Beaumont Leys Ward**

**Beaumont Leys Library and Offices**

*(The initial proposal to retain the building and develop it as a multi-service centre with community space was well received during the consultation)*

Retain the building and relocate a number of offices into the vacant area to reduce building running costs. Incoming offices will include:

- Beaumont Leys (Marwood Road) STAR Office
- Beaumont Leys (Home Farm) Neighbourhood Housing Office
- Mowmacre (Jersey Road) Neighbourhood Housing Office
- Other teams identified through the Accommodation Strategy

Improvements will include:

- Install self-service equipment for library and customer service use
- Refurbish community space and storage space for use by groups in the wider area.

**Home Farm Community Centre**

*(The initial proposal to make the building available for asset transfer was received positively. There was interest in asset transfer from community groups))*

It is proposed that this building is made available under the Council's community asset transfer policy. Provision for the Council run pre-school would be made under the terms of the lease as required.

- Make the building available under the council's community asset transfer policy, to community groups first
- Market to commercial organisations if there is no interest in asset transfer from community organisations
- If groups need to move, work with them to identify the best location for their needs

**Beaumont Leys (Home Farm) Neighbourhood Housing Office**

*(The initial proposal to move the service to Beaumont Leys Library was met with concern by some users local to Home Farm)*

- Move services into the improved Beaumont Leys Library
- Market the property commercially

**Abbey Ward**

**Mowmacre (Jersey Road) Neighbourhood Housing Office**

*(The initial proposal to move the service to Beaumont Leys Library was met with concern by some users local to Mowmacre)*

- Move services into the improved Beaumont Leys Library
- Market the property commercially

**Beaumont Leys (Marwood Road) STAR Office**

*(The initial proposal to move the service to the Beaumont Leys Library was met with concern by some users local to Stocking Farm)*

- Move services into the improved Beaumont Leys Library
- Re-let the shop

**Stocking Farm Community Centre, Youth Centre and Healthy Living Centre**

*(The initial proposal to demolish the community hall and youth centre buildings was met with strong concern by some users of the two buildings)*

Following a number of alternative suggestions regarding the use of buildings on the Stocking Farm complex in the context of the immediately surrounding area it is recommended that further work is undertaken outside of the TNS process. The work will review strategic options for the site in the context of the directly surrounding area and the consultation feedback regarding community space in the area. An equivalent saving on building running costs will be required.

**Tudor Centre & Healthy Living Centre**

- Enhance the facility to ensure a broad range of activities can be delivered

**2.4 Costs and Benefits**

**2.4.1 Current Costs**

**Neighbourhood Services**

The budgeted running costs (based on financial year 2013 / 14) for **Neighbourhood Services** buildings scoped into the North West area are shown in the table below:

Neighbourhood Services Buildings	Budgeted Service Building

	<b>Running Cost</b>
Beaumont Leys Library & Offices	£67,000
Braunstone Frith Community Centre	£7,000
Home Farm Community Centre	£35,000
New Parks Centre Library	£54,000
New Parks Community Centre	£26,100
Stocking Farm Community & Youth Centre	£42,200
Tudor Community Centre	£43,000
<b>Total scoped</b>	<b>£274,300</b>

Note: 2013/14 budget figures have been used for consistency.

### **Housing**

The budgeted running costs (based on the financial year 2014 / 15) for Housing service buildings scoped into the North West area are shown in the table below. The budgets are held in the HRA account:

<b>Housing Services Buildings</b>	<b>Budgeted Service Building Running Cost</b>
Mowmacre Neighbourhood Housing Office	£16,000
Marwood Road STAR	£13,300
Beaumont Leys Neighbourhood Housing Office	£36,000
New Parks Neighbourhood Housing Office	£34,000
New Parks STAR	9,400
<b>Total</b>	<b>£108,700</b>

### **Youth Services**

The budgeted running costs (based on the financial 2014 / 15) for Youth service run buildings scoped into the North West area are shown in the table below.

<b>Youth Services Buildings</b>	<b>Budgeted Service Building Running Cost</b>
New Parks Youth Centre	£11,000
<b>Total</b>	<b>£11,000</b>

#### **2.4.2 One-off costs**

Building improvement works required for Beaumont Leys Library, New Parks Housing Office & Library, and minor works for the Tudor Centre have been estimated for budgeting purposes. The actual costs will be subject to detailed design and building condition.

<b>Building</b>	<b>Estimated Allocation</b>	<b>Source</b>
Beaumont Leys Library*	£100,000	Transformation fund
Tudor Centre	£20,000	Transformation fund
Sum reserved for potential demolition works	£273,000**	Transformation fund
Contingency	£100,000	Transformation fund
<b>Total transformation fund</b>	<b>£493,000</b>	
New Parks Library & Housing Office	£100,000	HRA capital programme
<b>Total HRA capital programme</b>	<b>£100,000</b>	
<b>Total one off costs</b>	<b>£593,000</b>	

\*For public facing works only. Potential office accommodation works fall outside of the TNS programme and are addressed by the Accommodation Strategy Board.

\*\*Demolition costs would not be incurred if buildings are asset transferred instead. This may be the case for New Parks Community Centre. Demolition costs for the Stocking Farm complex are based on the current proposals.

The costs stated specifically do not include for demolition costs of additional buildings if required, ie if asset transfer or marketing fail.

Individual project managers will be appointed to deliver the construction projects and also any transfers.

### 2.4.3 Financial Benefits

#### Neighbourhood Services

At the point of releasing the buildings the following financial benefits will be achieved by the release of Neighbourhood Services buildings (full year basis):

<b>Neighbourhood Services Building</b>	<b>Efficiencies</b>
Home Farm Community Centre	£35,000
New Parks Community Centre	£26,100
Braunstone Frith Community Centre	£7,000
Stocking Farm Community Centre	£20,000
<b>Total</b>	<b>£88,100</b>

Comparing the total savings shown in the table above (£88,100) with the total Neighbourhood Services building running costs of the area (£274,300) shows that this is in line with the principle of the programme of aiming to reduce building running costs by at least 30%. Under the proposals the saving stated for Stocking Farm Community Centre is dependent upon the outcome of a further review of this site.

## Housing

The Housing Revenue Account would benefit from the following savings when the buildings are released (full year):

<b>Housing premises related costs</b>	<b>Efficiencies</b>
Mowmacre Neighbourhood Housing Office	£16,000
Marwood Road STAR	£13,300
Beaumont Leys Neighbourhood Housing Office	£36,000
New Parks STAR	£9,400
New charge for office space at Beaumont Way Offices	<b>-£36,500</b>
<b>Total</b>	<b>£38,200</b>

Within the disposals, there is also the potential to gain capital receipts from the sale of buildings / land. No targets have been set by the programme in terms of achieving capital receipts and so at this stage these have not been estimated.

### 2.4.4 Non-financial benefits

There are a number of non-financial benefits that apply to this draft model as follows:

- The result would be continued delivery of services while achieving a 30% reduction in spending
- The model is in line with the majority of views received from the engagement process which suggested greater co-location of services.
- The provision of convenient, co-located services at well located buildings.
- The introduction of self-service facilities into the libraries will release staff to support community activity and access to council services in the building.
- Multi-service centres will provide more opportunities for volunteers to get involved in a wider range of services
- Investment in multi-service sites ensures the longer-term viability of the services in the area
- A potential reduction in energy use of approximately 30% and associated carbon dioxide savings that will contribute towards achieving corporate environmental improvement objective to reduce the council's greenhouse gas emissions

### 2.5 Risks and Dependencies

The following list describes the risks and issues currently identified

- The model is partly dependent on the credibility, acceptability and quality of the offers made by other organisations to take over the costs and management of the buildings made available through asset transfer, as this will form the basis of the efficiencies available. Support sessions for community groups will be made available from an independent organisation which are aimed at providing advice, guidance and support in relation to managing community asset transfers and the expectations and requirements made of the community groups.
- Potential implications relating to cleaning staff could financially impact on some community groups dependent on the service provision they intend to offer through asset transfer. This should be explored at the support sessions stage.

- For all improvement works the identification and remedial actions required arising from unforeseen conditions and any presence of asbestos may increase the costs and delay completion of any works
- There are four council run pre-schools operating in Neighbourhood Services buildings in the north-west. A separate review of pre-school provision is currently underway. TNS projects and the pre-schools review will need to be carefully coordinated to ensure decisions do not impact negatively on buildings or services. Alternative arrangements will be need to be agreed where pre-schools are to continue in buildings identified for disposal. Where buildings are proposed for asset transfer one option is to make provision for the Council run pre-school under the terms of the lease as required. In this case a full saving would not be made on the building.
- There are some individual groups in the area which have specific needs which may be difficult to relocate in alternative locations. In some cases the most suitable alternative locations may be available in non-council settings.

The following list describes the dependencies that have been identified to this point:

- The Using Buildings Better programme encompasses six work streams to review the wider council buildings estate. TNS proposals will need to link in with assumptions and proposals put forward by other work streams as part of the overall picture. There will be crossover with the accommodation strategy where back office functions are linked to TNS proposals, for example at Beaumont Leys Library and the Neighbourhood Housing Offices.
- The completion of the projects will rely significantly on other support services within the council, particularly property, planning and housing.
- There is a potential to utilise capacity at existing Children's Centres in the area to assist with the relocation of groups where this is suitable and applicable. There may also be opportunities for Neighbourhood Services buildings to host some Children's Centre activities.

### **3. Details of Scrutiny**

The final proposals will be presented to the Neighbourhood Services and Community Involvement Scrutiny Commission on 12<sup>th</sup> May.

The scrutiny commission has been kept updated with regard to the progress of TNS and recently Using Buildings Better Programmes. The most recent report was delivered on 17<sup>th</sup> Nov 2015.

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

#### 4.1 Financial implications

Ongoing revenue savings would accrue to the General Fund Neighbourhood Services



budget and the Housing Revenue Account. These should be achievable from 2018/19 however saving will be released earlier if possible. One off capital funding for improvements and reconfigurations will be required from the corporate Service Transformation fund and the HRA.

Colin Sharpe, Head of Finance, ext. 37 4081

#### 4.2 Legal implications

The product of any consultation must be taken in to consideration in the decision making process in a transparent way and with the responses being detailed within the report and integrated within the assessment the Council is meeting this obligation.

In relation to Stocking Farm it is noted that there is the possibility of the intentions behind this facility being amended with a review to take place. As we have undertaken a consultation on the proposals in relation to the property already fairness/expectation of those consulted may dictate that we should re-consult on any substantial changes as to the proposals with the site. Dependent upon the review it is advised that further advice be sought from legal in order to ensure the requirements in relation to consultation are understood prior to a decision being made. However if it were reflected to reflect the product of consultation this will not be necessary.

There will be a requirement for legal support in relation to legal agreements relating to/resulting from the scheme and it is advised that this is sought as soon as possible to allow the next stages of the project to assist in its delivery.

Emma Horton, Head of Law (Commercial, Property & Planning)  
Ext 37 1426

#### 4.3 Climate Change and Carbon Reduction implications

The Council has a corporate carbon dioxide (CO<sub>2</sub>) reduction target of 50% of the 2008/09 level by 2025/26 and the consolidation of neighbourhood buildings and the co-location of services will contribute towards achieving this target. It is estimated that a 30% reduction in energy use and associated carbon dioxide emissions could be achieved from the overall programme. Calculations for the current schemes in West and South Leicester have predicted carbon savings to reach 42%. The corporate Energy Cost Reduction Fund should be considered as a source of funding for energy efficiency improvements in the retained buildings.

Louise Buckley, Senior Environmental Consultant, 37 2293

#### 4.4 Equalities Implications

The iterative approach taken for the North West area maximises the opportunity for the council to be informed by local service users of their preferences and needs (sense making) regarding local service provision/location - a key element of ensuring that we meet our Public Sector Equality Duty. On the basis of early consultation a model offer has been developed on how services should be organised locally. The next proposed phase of consultation on the proposed model enables the council to sense check its proposals with those affected and finalise details for final approval. It is also provides

another opportunity to ask if there are equality issues that require attention. This iterative engagement with local service users enables us to ensure that we understand local need and preferences and ensure it is effectively met in our final proposal. Analysis of consultation findings by protected characteristic and type of household also enables us to consider wider issues, such as impacts of welfare reforms and their effect on potentially vulnerable populations such as children in poverty.

Irene Kszyk, Corporate Equalities Lead, ext. 374147.

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

A range of services deliver in the buildings scoped into the North West area. Service delivery strategies will need to be aligned to ensure a robust service offer for the area as a whole. The services working with the programme are:

- Neighbourhood Services
- Adult Skills & Learning
- Neighbourhood based customer services
- Youth Services
- Council run pre-school settings
- Community wellness
- Neighbourhood Housing Offices
- Supporting Tenants And Residents (STAR) offices

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

None

**6. Summary of appendices:**

Appendix A: North West area engagement Report, January 2016

Appendix B: North West area consultation report, April 2016

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

No

**8. Is this a “key decision”?**

Yes

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

The decision is significant in terms of its effects on communities living or working in an area comprising two or more wards in the city.

# Transforming Neighbourhood Services

## North West Area Engagement

Findings of the focus groups and public engagement  
As at 1<sup>st</sup> December 2015

*Prepared by:*

- *City Development & Neighbourhoods*



*This report provides a summary of the findings of the focus groups and public engagement exercises which took place in November/December 2014 and November 2015.*

*It includes information about:*

- *The issues and options under consideration;*
  - *The consultation method;*
  - *The public response and views expressed;*
  - *The decisions taken in light of what was learnt.*
-

## **1. EXECUTIVE SUMMARY**

This report summarises the outcomes of the focus groups and public engagement in order to develop proposals for the reorganisation and consolidation of neighbourhood buildings in the North West area of the city, being managed as part of the Transforming Neighbourhood Services (TNS) Programme. The TNS programme forms one strand of the “Using Buildings Better” programme which was launched in October 2015 to review around 250 operational council buildings.

Copies of the engagement forms used for the TNS North West engagement exercise are included as Appendices A and B to this document.

This engagement is part of a longer period of such activity as follows:

- An initial engagement exercise was carried out between April and July 2013 to raise awareness and gain an overview of the general views and attitudes of residents towards neighbourhood services
- Focussed engagement with residents and service users in the North West area of the city to help develop draft proposals for the transformation of the area (subject of this report)
- Draft proposals will then be developed based on the evidence received along with factual information collected from the relevant services and information around future usage from service providers and funders
- A further period of consultation following completion of draft proposals will be held prior to any decisions being made

Two engagement exercises were undertaken in the North West area:

- An initial engagement on 12 neighbourhood buildings 3<sup>rd</sup> November 2014 until the 19<sup>th</sup> December 2014
- A targeted engagement on 2 additional youth centre buildings in the context of the original 12 neighbourhood buildings in the North West area

Both engagement exercises used the same methodology:

- A series of focus group meetings based on locality and age groups
- A questionnaire available in various locations across the area and online for people to provide individual responses and comments

In general responses and comments received were all supportive of the buildings that each individual used, however, a general agreement is apparent that the services provided are more important to people than the buildings from which they are currently provided.

### **Summary of initial engagement November – December 2014**

A total of 20 people attended the focus groups.

The main messages drawn from the focus groups are that:

- There was a general agreement with all of the groups that the services provided were more important than particular buildings
- There is support for transferring of assets through the Community Asset Transfer procedure

- Significant support for Libraries and the functions they perform and likewise the activities in community centres are important for local areas.

A total of 354 completed form responses were received and people were asked to identify which buildings they used and the reasons for it. The main reasons stated were:

- Ease of access, including long opening hours
- Friendliness of staff
- Convenience of location
- Good facilities and / or good accessible book stock
- Range of activities available
- Free internet access

People were also asked for ideas in terms of reorganising the services in the area in order to save money. The ideas drawn from these responses are summarised as follows:

- Amalgamate services provided into fewer buildings, based on location and proximity of other sites
- Transferring the ownership of the buildings to community groups
- Better advertising to increase usage and income
- Increasing room hire charges and other charges
- Asking for voluntary contributions from users of the sites

**NOTE: The initial engagement work was carried out prior to the alterations made to ward boundaries as part of the Ward Boundary Commission Review**

### **Summary of targeted engagement November 2015**

A total of 43 people took part in 5 focus group meetings held at New Parks Youth Centre, Stocking Farm Youth Centre and City Hall. 39 of the attendees were young people (under 19yrs).

A total of 133 questionnaires were completed, most on paper, but some online.

The key points from the feedback from this exercise are:

- There was general agreement amongst all of the groups that the services provided were more important than particular buildings
- The support of the youth workers was generally identified as the single most important feature of the youth service.
- Although there was strong support for specific buildings from many attendees, the key building consideration was the provision of a safe space which the young people felt was theirs.
- Sufficient space for youth activities and provision of facilities such as a kitchen, space for table tennis and a pool table, and a sexual health room were identified as essential.

## **2. BACKGROUND**

### **Transforming Neighbourhood Services – North West Area**

The TNS programme is scoped to identify different ways of organising how services are delivered within the neighbourhoods of the city of Leicester, with a view to reducing the costs of delivery by around 30% while maintaining the quality of our services.

The programme approach is to consider each of 6 geographical areas in turn to identify methods by which the service delivery model can be transformed through opportunities to co-locate services and make better use of the assets available.

Initially the scope of the programme covered four service areas:

- Community Services
- Libraries
- Adult Skills & Learning
- Neighbourhood based customer services

In addition some other council services with a presence in the in the neighbourhoods were included in the where they formed a part of the future delivery, for example, by sharing locations. In North West area this included Neighbourhood Housing Offices, STAR Offices and Early Years pre-school settings.

In October the Council announced a city-wide review of its buildings called “Using Buildings Better”. The Transforming Neighbourhood Services programme now forms part of this wider programme and is extended to include other neighbourhood based service points.

In the North West area this has meant the inclusion of council run youth centre buildings in the area. A further piece of engagement work was undertaken in November 2015 to engage residents, users and stakeholders around the two additional buildings.

The scope of the North West area includes the following buildings:

- Tudor Centre
- Braunstone Frith Community Centre
- Beaumont Leys Neighbourhood Housing Office
- Mowmacre Neighbourhood Housing Office
- New Parks Neighbourhood Housing Office
- Stocking Farm Community and Healthy Living Centres
- Home Farm Community Centre
- Beaumont Leys Library
- New Parks Community Centre
- New Parks Library
- New Parks STAR
- Marwood Road STAR

*From October 2015*

- New Parks Youth Centre
- Stocking Farm Youth Centre

### **3. CONSULTATION METHOD**

#### **Objectives and techniques**

The following activities have been undertaken in the North West neighbourhood:

- Data collection exercise to identify the buildings in scope, costs associated, services provided (both internally and commissioned through voluntary sector organisations), usage statistics, historical information
- An initial engagement exercise was carried out for the city as a whole between April and July 2013 to raise awareness and gain an overview of the general views and attitudes of residents towards neighbourhood services
- A more in-depth and focussed engagement process carried out between 3<sup>rd</sup> November 2014 and 19<sup>th</sup> December 2014 to collect suggestions and comments from service users and residents (***subject of this report***)
- Following the inclusion of youth services in the programme, a targeted engagement process focusing on two youth centre buildings in the area was carried out between 2<sup>nd</sup> and 29<sup>th</sup> November 2015

The next steps are:

- Analysis of the data collected and the responses received through the engagement exercises to construct a draft model, which will be presented to the City Mayor and Executive.
- Consultation on the draft model following this, prior to a finalised set of proposals being submitted for approval

Both engagement exercises involved two main components:

- A series of focus group meetings based on locality and age groups
- A form available in various locations across the area and online for people to provide individual responses and comments

The details of the meetings held are as follows:

- Stakeholder meeting, Beaumont Leys Leisure Centre, 29<sup>th</sup> October 2014
- Focus Group Session, Beaumont Leys Library, 1<sup>st</sup> December 2014
- Focus Group Session, Home Farm Community Centre, 1<sup>st</sup> December 2014
- Focus Group Session, Tudor Centre, 2<sup>nd</sup> December 2014
- Focus Group Session, New Parks Library, 3<sup>rd</sup> December 2014
- Focus Group Session (young people), New Parks Youth Centre, 2<sup>nd</sup> November 2015
- Focus Group Session (young people), Stocking Farm Youth Centre, 2<sup>nd</sup> November 2015
- Focus Group Session (parents and residents), New Parks Youth Centre, 9<sup>th</sup> November 2015
- Focus Group Session (parents and residents), Stocking Farm Youth Centre, 9<sup>th</sup> November 2015

Representatives from the Young People's Council have conducted their own engagement in conjunction with the arranged focus groups, and submitted feedback through the



standard form.

A further focus group was held with members of the Young Peoples Council from the North West area to consider the addition of Youth Centres to the program.

Alongside this a number of informal meetings have taken place with individual stakeholders and groups to discuss the proposals.

A leaflet containing details of the proposals and a 'tear-off' response form was used to gather opinions on the proposals. These were widely distributed in the area, and a total of 2,000 leaflets were circulated in November and December 2014, and a total of 1,000 leaflets were circulated in November 2015.

The forms were also available on-line to receive comments from the 3<sup>rd</sup> November 2014 until the 19<sup>th</sup> December 2014 and from 2<sup>nd</sup> until 29<sup>th</sup> November 2015.

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## **4. PUBLIC RESPONSE AND VIEWS EXPRESSED**

### **4.1 Initial engagement exercise, 3<sup>rd</sup> November – 19<sup>th</sup> December 2014**

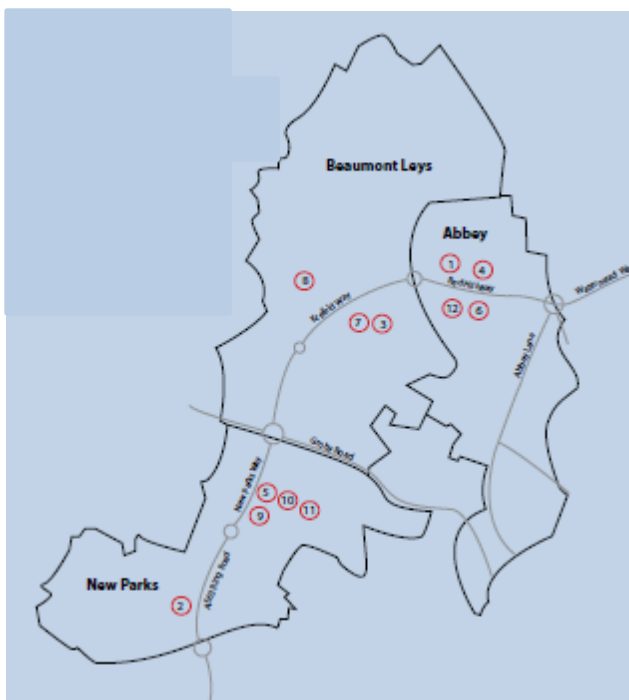
#### **Focus Groups**

Following lessons learned in the South and West areas of the city focus groups were identified based on where people live and how old they are. Three separate age ranges were identified as follows:

- Children and younger people
- Working age people
- Older people

Children and Younger People were engaged through support of representatives of the Young People's Council.

The North West area of the city was subdivided into three wards based geographic areas to represent individual communities better and to link with the current facilities offered. The following picture shows a map of the area using the old ward boundaries:



A total of six focus groups were set up, one for working age and older people in each geographical area. Members for the focus group were recruited as volunteers.

Meetings were held, in a workshop format, for each of the focus groups in order to get opinions, based on responses to the following questions:

- Which centres do you use and why? Which centres do you not use and why?
- Would you use another centre if yours closed and why?
- What are your key concerns for the services in your area?

## **Focus Group Views and Comments**

The following lists are the views and comments drawn from the Focus Group discussion meetings.

### **General Queries and Views**

- There was a general agreement with all of the groups that the services provided were more important than particular buildings
- There is support for transferring of assets through the Community Asset Transfer procedure
- Significant support for Libraries and the functions they perform and likewise the activities in community centres are important for local areas.

### **Beaumont Leys Library (1<sup>st</sup> December 2014)**

#### **Session 1:**

- There was support for libraries and the service and activities delivered from them. There was a consensus that Beaumont Leys library would be an ideal site for a multi-service centre
- The group supported the potential to transfer the running of some buildings through the Community Asset Transfer process
- The group agreed that services are the key consideration – they need to be delivered where they are needed
- The group suggested that transport, access and opening times in general would need to be considered for solutions going forward
- Beaumont Leys shopping centre was considered as an option for location of Neighbourhood Services
- There was a perception that Barley Croft Community Centre is not a preferred location to meet. One group runs roller skating sessions for 13 – 19yrs at Home Farm Community Centre. However the sessions are not well attended as the target audience struggles to access this location.

#### **Session 2: (6 attendees, including. 2 police community support officers)**

- There was strong support for retaining the current Beaumont Leys Library which is seen as an essential service. The library offers good customer service here, diverse uses, a community atmosphere and a range of sessions for children.
- There was agreement that the unoccupied side of the Beaumont Leys Library building should be brought back into use.
- The location of the Beaumont Way building was seen as good because of its immediate proximity to the shopping centre and sports centre, good parking and bus services, and recent investment in the transport infrastructure.
- It was suggested that both Home Farm and Jersey Road Housing Offices should move into the library building to create more efficient joined up services.
- It was agreed that the visibility of Beaumont Leys Library should be enhanced. Suggestions included opening up the entrance and refreshing the plaza outside which looks tired. One option would be to create a new entrance half way down so it is more accessible and a direct way in.
- There was discussion around the potential for the Beaumont Leys “village” to develop further in the future.
- Home Farm was considered for multi-services, but there was a consensus that there is insufficient space to develop here.

- It was suggested that Home Farm services including the Community Centre, Housing Office and STAR office could be well accommodated at Beaumont Way.
- Home Farm Community Centre was seen as appropriate for asset transfer as the building would provide a good base at the heart of local community.
- There was support for the Council sale of empty properties to avoid them standing empty and becoming subject to vandalism. It was suggested developers could convert some of these properties into flats as there is a shortage of one bedroom dwellings.
- The group summarised their discussion as follows: improve Beaumont Leys Library and co-locate other services within the same building to develop a multi-service centre.

### **Home Farm (1<sup>st</sup> December 2014)**

- There was a suggestion that Home Farm Community Centre should be offered for Community Asset Transfer. It was thought that local people and community groups who use the centre would support this approach.
- It was suggested that the Housing Office no longer needed so much space. There was a feeling that fewer people visit the office as services are provided in other ways.
- There was support for retaining Beaumont Leys Library – which was seen as essential for providing computer access, for Job Seekers Allowance claimants for example.
- A local youth group provider commented that there are limited services in Home Farm for under 13's. The group runs youth provision for 13-25 year olds but felt under pressure to provide sessions for younger children, but needed a large space to deliver the sessions from.
- The youth group provider commented that working at Barley Croft Community Centre could be challenging because it is attached to the school which could have negative associations for some young people and adults.
- The group commented that there are fewer established community groups in Home Farm compared to other parts of the city.
- The group suggested that Home Farm Community Centre does not have good usage, aside from one large organisation. For this reason it was felt there was no need for a staffed reception desk. However the nursery upstairs is good.
- The group suggested there was a need for more computer access the area.

### **Tudor Centre (2<sup>nd</sup> December 2014)**

#### **Session 1 (3 Attendees)**

- There was strong support for retaining the Tudor Centre and the services delivered there.
- The group agreed that The Healthy Living Centre is particularly well-used and serves an important function in promoting and supporting health and wellbeing in the community.
- The group commented that the STAR service is important to residents.
- There was a consensus that more youth services were needed in the area. The group feel that the Stocking Farm Youth Centre is currently underused even though they have the facilities.

- There was a suggestion that a skate park was needed in the area.

### **Session 2 (6 Attendees)**

- There was a discussion around better use of buildings. It was suggested that the Housing Office could be moved into the Tudor centre. The old Housing Office could be taken on by a community group or the land used to develop a housing scheme.
- There was agreement that the Tudor Centre is an extremely valuable resource for the community and is well used.
- The group commented that Stocking Farm Healthy Living Centre is also well used by local residents and has helped many people in the area. The group acknowledged the importance of the range of services offered including drug and alcohol support.
- There was a consensus that the Stocking Farm Youth Centre is not fully utilised.
- The group agreed that the Stocking Farm complex is not well signed and that local people had reported they could not find it. There was an Issue with visibility of the complex and with access from Marwood road entrance where the gate is often locked.
- There was support for Beaumont Leys Children, Young People and Family Centre (previously known as Surestart) which is important for many parents and children and has high use in the holidays.
- In summary the group agreed that the Tudor Centre is vital as a hub for the community.

### **Session 3 (3<sup>rd</sup> December 2014) (1 Attendee)**

- It was noted that Beaumont Leys Library is well used and would provide the best location for other services to move into. The building is well-lit with good access off the main road and a bus stop immediately outside. Ideally the library opening hours would be extended.
- It was suggested that the STAR office could be co-located with other services in the larger building.
- It was suggested that the Police station could be used as a community setting.
- As part of the process it is crucial to provide strong support and alternative settings for groups affected by changes to buildings use and support should be given to all groups that are affected.

### **New Parks Library (3<sup>rd</sup> December 2014) (1 attendee)**

- Braunstone Frith Community Centre currently accommodates private childcare provision. There is high demand for these services at very local level and thought will need to be given to this depending on proposals for the centre.
- The co-location of local services in a larger multi-use centre should be workable within the area.
- Community Asset Transfer for low use buildings would be welcomed.
- The Children, Young People and Family Centres, library and the community centre all provide valuable services and activities for local people.

- It was noted residents valued the high quality of childcare provision at the pre-school based at New Parks Community Centre. This should be considered as part of any proposals for the Centre.

### Written and Online Comments and Responses

In total 354 responses were received up until the closing date of the consultation. Only 267 responses provided a valid postcode.

The following table shows a breakdown of the wards in which respondents who provided a valid postcode reside:

WARD	Neighbourhood	Responses	%	WARD	Neighbourhood	Response	%
Beaumont Leys	North West	79	29.6	Latimer	North East	1	0.4
New Parks	North West	75	28.1	Stoneygate	East	1	0.4
Abbey	North West	50	18.7	Thurncourt	East	1	0.4
Western Park	West	15	5.6	Westcotes	West	1	0.4
Fosse	West	12	4.5	Countesthorpe	Not within City boundary	1	0.4
Castle	Central	6	2.2	Ellis	Not within City boundary	1	0.4
Braunstone Park and Rowley Fields	West	3	1.1	Millfield	Not within City boundary	1	0.4
Anstey	Not within City boundary	3	1.1	Ravenhurst and Fosse	Not within City boundary	1	0.4
Birstall Watermead	Not within City boundary	3	1.1	Birstall Wanlip	Not within City boundary	1	0.4
Groby	Not within City boundary	3	1.1	Forest Bradgate	Not within City boundary	1	0.4
Rushey Mead	North East	2	0.7	Rothley and Thurcaston	Not within City boundary	1	0.4
Forest	Not within City boundary	2	0.7	Thurmaston	Not within City boundary	1	0.4
Belgrave	North East	1	0.4	Markfield Stanton and Fieldhead	Not within City boundary	1	0.4
<b>Total responses with correct postcode</b>						<b>267</b>	

#### Key:

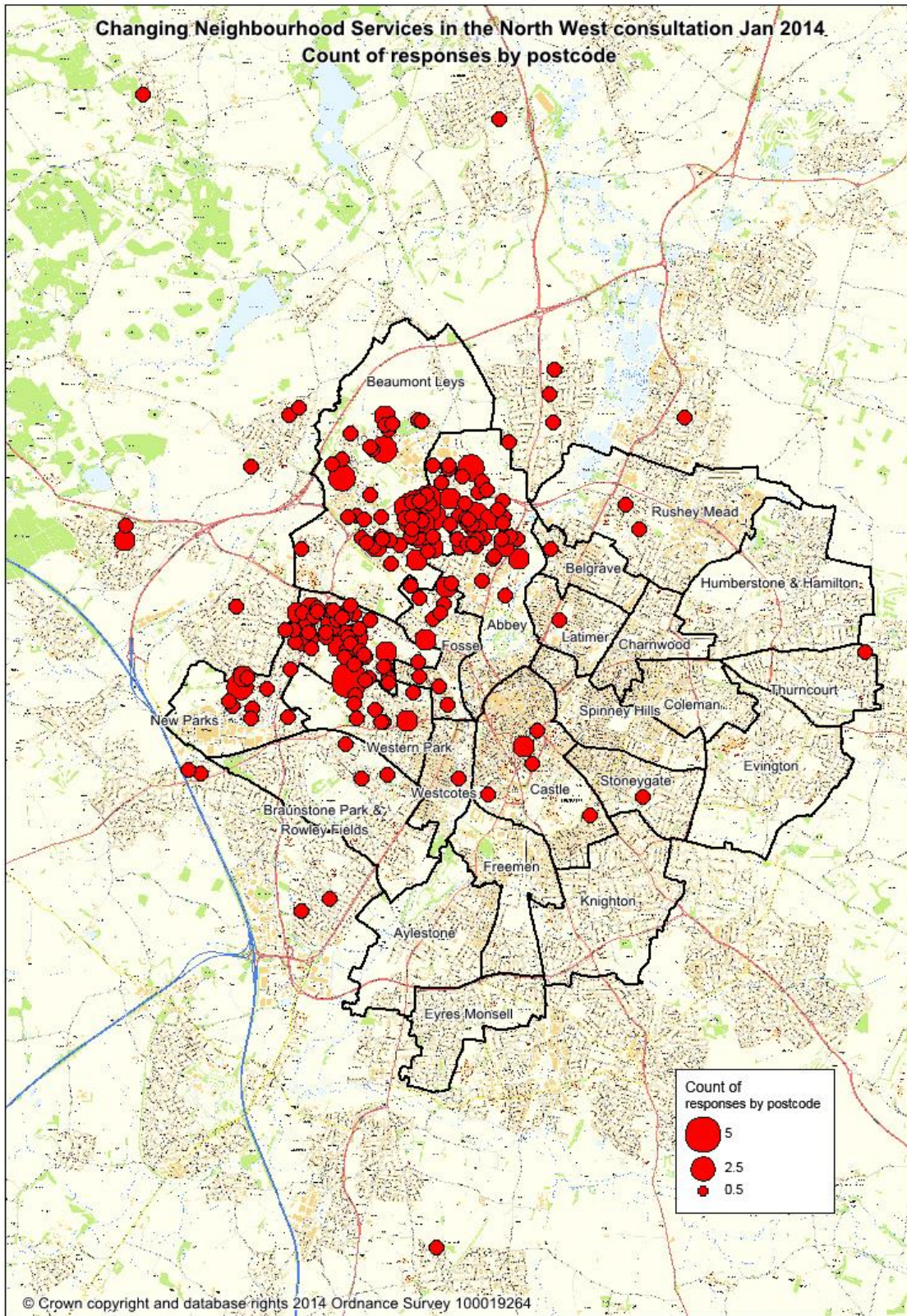
Green shaded cells represent the North West area – the focus of this engagement

Red shaded cells represent areas not within the City Boundary

Neighbourhood	N	%
North West	204	76.4
West	31	11.6
Central	6	2.2
North East	4	1.5
East	2	0.7
South	0	-
Not within City boundary	20	7.5
<b>Total</b>	<b>267</b>	

The following map shows the locations of respondents, where a valid postcode was provided as part of their response:

Changing Neighbourhood Services in the North West consultation Jan 2014  
Count of responses by postcode

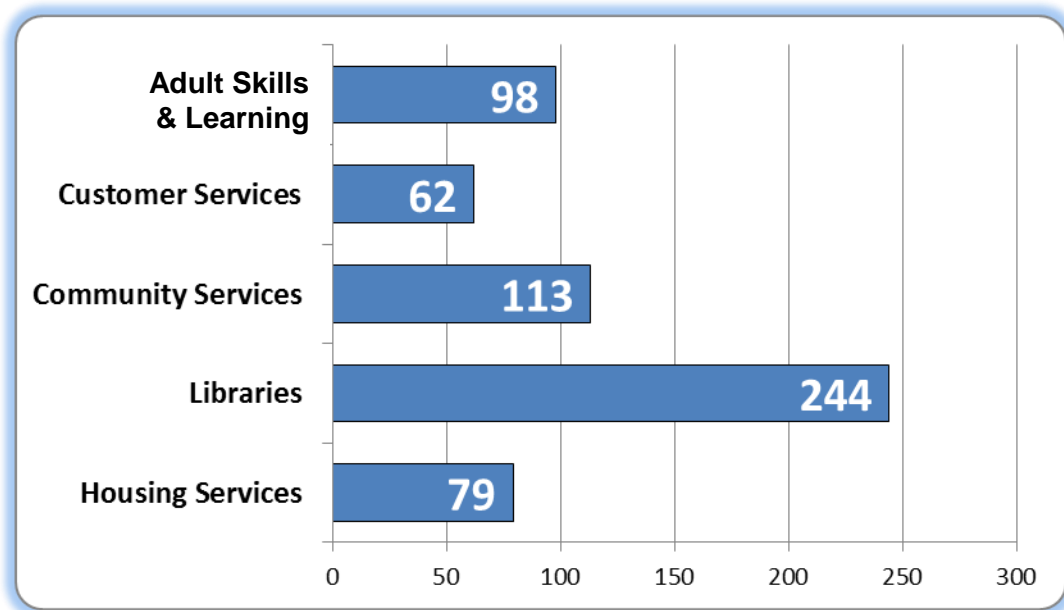


## Views and comments

This section contains details of how people responded to the consultation questions. A copy of the questionnaire used has been included as Appendix A to this document.

### Q.1. Which neighbourhood services do you use?

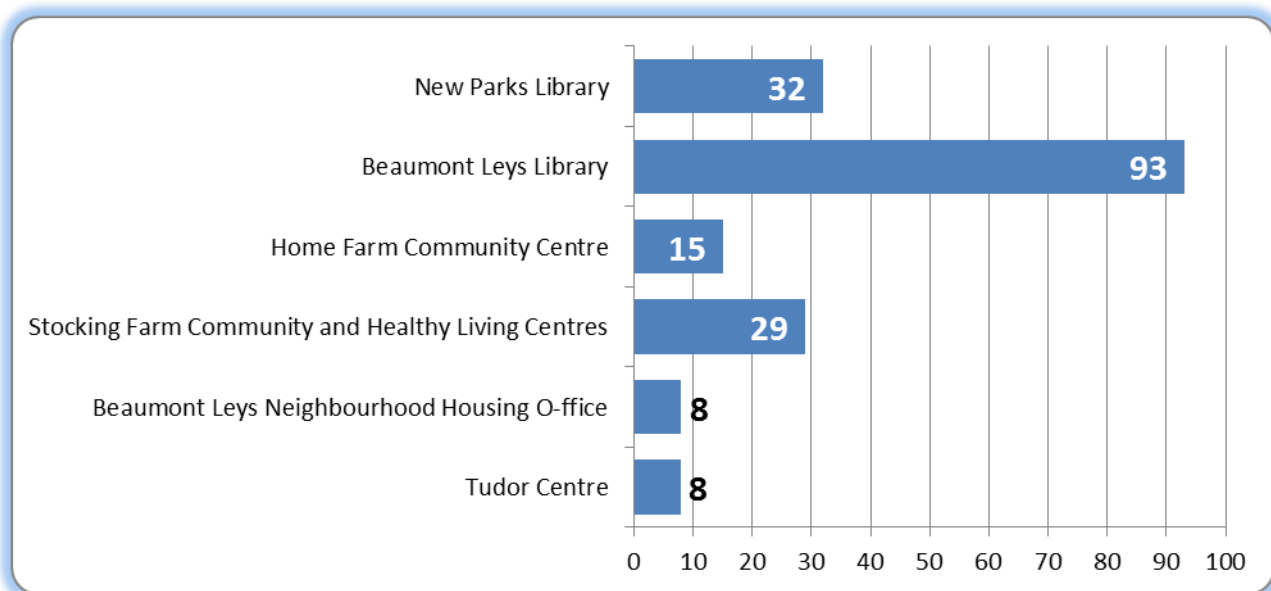
A total of 343 respondents provided an answer to this question (97% of a total of 354 respondents). Respondents were allowed to make multiple choices for this question and the following chart shows the percentage that selected each option:



### Q.2. Which building(s) do you use for these services and why? (For example: ease of access, friendliness of staff and so on)

A total of 346 respondents provided an answer to this question (98% of a total of 354 respondents). Respondents were provided a free text field to respond to this question and not all of the responses named a specific location which they use. The following chart shows the number of responses for each centre, where they were provided, or could be directly inferred:





Respondents also provided the reasons why they access services at particular buildings. In summary, the reasons given were as follows:

- Friendliness of staff
- Ease of access, including long opening hours
- Convenience of location
- Good facilities and / or good accessible book stock
- Range of activities available
- Free internet access

The following is a selection of the comments which were made in response to this question:

*“Beaumont Leys library. I use this library every day. I am a job seeker and I have signed a job seeker contract to job search online for 2 hours a day. Obviously on job seekers allowance I cannot afford broadband. If I did not have this facility I would be sanctioned and money stopped...”*

*“Beaumont Leys Library. I attend 3 social groups here. The premises are ideal. The staff are friendly and accommodating .For this reason I travel to this library even though I could go to one nearer to my home. I attend the Story Cafe, Knitting Group and Book Group. I am retired and these groups help me to keep in touch with people in pleasant surroundings, without these I would feel very isolated and excluded. The library plays a very important role in allowing communities to meet up, exchange views and information.”*

*“Beaumont Leys library is big enough to offer more than books (which it has a very good selection of) and pcs. There is space for an excellent toddler group as well as other groups like the knit and natter and reading groups which I attend. I frequently see teens use the numerous tables for study (although there still isn't enough at exam time). The staff are really welcoming, helpful and friendly too. It is also in the best place to serve all of Beaumont Leys with an excellent selection of bus services and parking.”*

*“I use Beaumont Leys Library very regularly, which to me is a lifeline! I use it for book borrowing, dvd hire, the Art Class on Mondays and Fridays as well as various other groups etc. My opinion of*

*this building is that it is perfect, as it is fully accessible, which is important to me as I am disabled, as well as being ideal for prams and pushchairs. It is also located in the middle of a busy shopping centre and a hub for a great number of bus routes that stop here. The computers and free wi-fi are also very handy... It is for all of these reasons that I feel that the service provided at this library CANNOT be met at any of the other suggested centres."*

*"Beaumont Leys Library. Convenient & easy parking. Friendly staff. Well organised building. Multi use of building. This area is used by most members of the public, i.e. public baths, gym, church, shopping ctr, police stn."*

*"Beaumont Leys NHO (Housing Office). Beaumont Leys Library. Children use library, I use housing office, HB, rent. Staff are friendly, helpful."*

*"Home Farm centre because I learned English and last year I did crime and justice course. It helps me to feel more confident and helps me to get job in future. I can use library because we read more books in the library."*

*"Home Farm Community Centre and Tudor Centre because in Home Farm I learn English. I used Tudor Centre for my children for nursery."*

*"New Parks Library, 1 mile from my home. Very helpful staff with good computer skills."*

*"I use all services as it helps me and my family. As for me, adult learning is very important to get my education, housing office to get support and pay my payments, library to support me and my children for learning, room hire for events and community to bring us together."*

*"(New Parks) The library for computer job searches and book borrowing also job club on Wednesdays. I don't think you can get any friendlier staff anywhere. The housing office and customer services are all in one anyway and the list is too many to mention for all the services they supply."*

*"(New Parks) Helpful, friendly staff (library). Easy to access instead of town (customer services). Opening hours (library). Good range of books (library) particularly children's"*

*"(New Parks) Library - homework on PCs, read books. Youth Centre: good fun, stops me feeling bored at home."*

*"(New Parks Youth Centre) I use these services because I feel very comfortable with the people that work there and they make the place very fun and just let us relax and support people all the time"*

*"(New Parks Youth Centre) I use the services because I feel safe in the environment and the people are really friendly."*

*"STAR are a good point of contact for accessing all local services."*

*"Beaumont Leys Stocking Farm. Because it is near my home and shops, Doctors, Dentist. Very helpful staff and kind."*

*"Stocking Farm healthy living centre. Friendly staff, local, nice modern and clean."*

*"Stocking Farm Healthy Living Centre. I use the health room to run a clinic through Leicester Recovery Partnership. The client group can access here easily & find the staff friendly. The clients are also able to find out 'first-hand' about what is going on in their community & can find things to*

*get involved in."*

*"To see drug worker. Healthy living centre. This place is cool"*

*"Stocking Farm Healthy Living Centre. Monday Playgroup."*

*"I use the healthy living centre. I do my maths and English in this building with Leicester College and it's a fantastic place to come because all the staff are very friendly and polite so it's a very welcoming place to come and learn."*

*"It is (easy) for me to get to the Tudor Centre, and things are on ground floor. And (I) like it there the staff and friendly and very helpful."*

*"Community Centres Libraries - New Parks and Beaumont Leys. Reasons for use: Meeting people (friendly staff), Access to services."*

The following chart categorises all of the comments made in response to Question 2 with regard to each building to show the key considerations for services users. Note that many respondents made several points.

Why building used	Beaumont Leys Library	Beaumont Leys NHO	Braunstone Frith CC	Home Farm CC	Marwood Road STAR	Mowmacre NHO	New Parks CC	New Parks Library	New Parks NHO	New Parks STAR	Stocking Farm CC & HLC	Tudor Centre CC	Other / Not specified	TOTAL
Friendliness of staff	45			2				46	5		19	2	6	125
Ease of access	45			2				16	12		8	2	6	91
Access to books & reading	35							17					16	68
Adult activities - informal learning	17			10				16				2	1	46
Computer & Wi-Fi access	16							19					7	42
Enquiries & advice, council services		31								1			1	33
Community information and friends											3		17	20
Homework help & study	1							6					12	19
Health advice, activities & facilities											19			19
Young children's activities	15													15
Youth activities													11	11
Building welcoming and safe											5		1	6
Room hire							3							3
Nursery facility												1		1
Networking and delivering services											1			1

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

A total of 231 respondents answered this question out of the total of 354 (65%). This was an open question and did not put any restrictions on the respondent as to how to answer. In a general sense, the following are key points that are raised within the responses:

- Amalgamate services provided into fewer buildings, based on location and proximity of other sites. The most popular suggestions for multi-service centres where buildings are specified are:
  - Beaumont Leys Library
  - New Parks Centre Library & Housing Office
- Transfer ownership of suitable community buildings to community groups
- Better advertising to increase usage and income
- Increase income through room hire and other charges
- Ask for voluntary contributions from users of the site

In addition a significant number of responses focused on the need to improve services and facilities in order to increase usage. This is to deliver better value for money and ensure local services are fit for the future. These comments tended to focus on the quality of the services provided rather than the number of service points retained. Respondents focused on three areas for improvement:

- Delivering improved and joined up services
- Delivering more activities (eg adult learning and youth sessions)
- Providing better facilities (eg Wi-Fi)

Some respondents did not make suggestions for making savings, but were keen to express support for particular services. In many cases respondents also expressed support for the buildings where they accessed these services and were eager to make the case for no change at these sites. The most comments of this type were received for Beaumont Leys and New Parks Libraries.

The following is a selection of the comments which were made in response to Question 3:

*“One idea is to merge the Mowmacre Hill Housing Office with the Beaumont Leys Library - it would appear that a considerable part of the library building is no longer used to its full extent. This library building is very handy for me as I drive and can easily park in the car park to access it.”*

*“I would like to see the Beaumont Leys library used more efficiently as it is a large building and more community services could be offered from there rather than having a number of smaller community centres.”*

*“I would like more activities at Home Farm like sewing and more courses.”*

*“(New Parks) Just have one building for all three services.”*

*“(New Parks) The library and housing office is already joined by a door. The only way is for star to move to library.”*

*"A community partnership or lead organisation could run New Parks Community Centre retaining all the services that it currently offers and provide new opportunities. This would save Leicester City Council money and put communities at the heart of their local areas."*

*"It would make sense to locate several services in one building and adopt a 'one-stop-shop' approach. However, I would question whether some of the buildings in Beaumont Leys especially are fit for this purpose. It may make good sense to lease the community centres (Home Farm, Beaumont Lodge, etc) to community associations, whilst making sure that these groups have the support in place to do this."*

*"Use the first floor of New Parks Library to provide the services offered at New Parks Community Centre, e.g. multiple access centre."*

*"E.g. modify opening hours, investigate possibilities to increase usage, make better use of buildings and staff."*

*"Move the Beaumont Leys Neighbourhood Housing Office into the Home Farm Community Centre."*

*"Use key buildings as hubs like the library and get services to work from these buildings, saving on running cost of other buildings, make space count."*

*"Reduce the heat in the building. Energy-saving lights, solar panels, allow a small business/coffee shop in the foyer that pays rent."*

*"Encouraging the locals to volunteer"*

*"The library is the key the community"*

*"I think instead of closing these facilities down, it might be worth keeping the services all in one building instead of the various ones, e.g. for Beaumont Leys - have the Housing Office/Library & other services in one building."*

*"Transfer Home Farm Housing Office to Beaumont Leys Library"*

*"Combining some of your housing offices."*

*"I believe it is important to retain as many of the services as possible, as reduction will adversely affect the poorest and unemployed sections of the community. I understand unemployed people have to apply for jobs online & yet they are probably less able to afford this within their own homes. Perhaps reorganising the Housing offices by merging with community buildings could make some saving, although constant moving must cause a lot of expenditure."*

*"Advertise building more so better usage."*

*"...close down buildings that aren't used on a regular basis or buildings that are in need of a lot of repair."*

*"Close the large building at Stocking Farm, nobody uses it."*

*"Services need to be better promoted so they are very visible - need to shout a bit more about what they do"*

*"Get more things for the youth centre."*

The following chart categorises the ideas and suggestions made by respondents to Question 3. Note that some respondents made several suggestions.

**“Do you have any ideas or suggestions about how we could reorganise neighbourhood services to save money?”**

Suggestion category	Number of respondents
Amalgamate services provided into fewer buildings	40
Support for local building(s)	25
Improve facilities to increase use	21
Increase income with more room hire and sales	16
Provide more activities to increase use	14
Better advertising to increase usage and income	13
Continue to supplement services with volunteer help	12
Revise opening hours	9
Sell or lease under-used buildings	9
Energy saving schemes to reduce running costs	5
Introduce self-service for simple transactions	4
Procure cheaper services and equipment	3
Consult with local groups	2
Other suggestions	26

#### **4.2 Further engagement exercise, 2<sup>nd</sup> – 29<sup>th</sup> November – 19<sup>th</sup> 2015**

With the launch of the Council's "Using Buildings Better" programme in October 2015 the scope of the Transforming Neighbourhood Services (TNS) project was extended to include additional Council run public buildings.

As a result the scope of TNS in the North West area was extended to include the two Council run youth centre buildings in New Parks and Stocking Farm.

A further exercise was undertaken to engage residents, users and stakeholders of the youth centres in the wider context of all 14 buildings now under consideration in the North West area.

The engagement exercise ran between 2<sup>nd</sup> and 29<sup>th</sup> November 2015 and used the same methodology as the earlier engagement. The questionnaire was adapted to include the two additional buildings.

##### **Focus Groups**

Two focus groups were held at each youth centre, based on age:

- Young people
- Parents, residents and adult stakeholders

In addition a further focus group was held with the members of the Young People's Council who have an interest in the North West area.

Meetings were held in a workshop format for each of the focus groups in order to get opinions, based on responses to the following questions:

- What services and buildings do you use in the area?
- Which buildings in this area could you get to and use?
- What are your most important considerations your youth services?
- Do you have any suggestions about how we could reorganise services to make savings?

A total of 43 people attended the focus groups.

##### **Focus Group Views and Comments**

The following lists are the views and comments drawn from the Focus Group discussion meetings.

##### **General Queries and Views**

- There was general agreement amongst all of the groups that the services provided were more important than particular buildings
- The support of the youth workers was generally identified as the single most important feature of the youth service.
- Although there was strong support for specific buildings from many attendees, the key building consideration was the provision of a safe space which the young people felt was theirs.
- Sufficient space for youth activities and provision of facilities such as a kitchen, space for



table tennis and a pool table, and a sexual health room were identified as essential.

### **New Parks Youth Centre, 10<sup>th</sup> November 2015 (15 young people)**

- The group identified staff help and support as the most important aspect of the service to help with personal issues and confidence building and to help with issues at school.
- Access to the Sexual Health Service and a private room is important.
- The group agreed the youth centre provides them with a suitable meeting space to be with friends and to make new friends.
- The group thought that the library was not appropriate for youth sessions, because young people need to be free to talk openly and express themselves without being told off by staff or offending young children or older people. Asked if the first floor library space could be used for youth sessions at dedicated times, the group thought the space would not be big enough and would not feel like their own.
- Although New Parks Youth Centre feels very safe the group felt less safe walking home at night time as the building is located past a stretch of open land not within sight of housing. Therefore they arrange to leave together in groups.
- A few people live next to Allextion Youth Centre but come to the New Parks building as they found it more attractive and welcoming.
- The group identified a kitchen and breakout space as other key facilities which must be considered for a youth service building.
- The group agreed the building was not open long enough and that this was not an efficient use of the facility.
- The group identified proximity to the local school as an important factor. It was agreed that convenience, visibility and easy access have resulted in good use of service. The location was considered to have a special value for helping young people who are having issues at school.
- The current facilities are regarded as good, but the most wanted improvement is the provision of free Wi-Fi for social media, searching the internet and finding information for homework and leisure.
- Only a few young people used other council buildings in the area. A couple visit the library, 4 or 5 use New Parks Leisure centre. The young people felt it was not feasible to visit Braunstone Leisure Centre as it is too far away, and they do not feel safe crossing the park or using the alleyway after dark.

### **New Parks Youth Centre, 17<sup>th</sup> November 2015 (4 parents and residents)**

- One parent who regularly visited staff at the Youth Centre during the daytime recognised the help and support offered by staff working there.
- The facilities offered include a sexual health room, office, meeting rooms and kitchen. It was suggested that other services could make use of these facilities to use the building more efficiently.
- Attendees identified alternative youth provision in the area, including New Parks Boys Club (which is open to young men and women) and Allextion Youth Club both of which are non-council run services. Although some of their young people had attended these centres they preferred New Parks Youth Centre as they felt the building was better suited to their needs.
- For wider services in the area the group agreed that multi-service centres were a good

option. The New Parks Library and Neighbourhood Housing Office were suggested as the best option for multi-services in New Parks.

- Beaumont Leys Library was discussed as a good option for a multi-service centre, but that this would not be accessible for residents and especially young people living in New Parks.

### **Stocking Farm Youth Centre, 10<sup>th</sup> November 2015 (20 young people)**

- The Youth Sessions are valued because they “take us off the streets” and “keep us out of trouble”.
- The staff are highly valued for their help and support with a wide range of issues. “The youth workers treat us like young adults not like when we are at school”
- Geographical location was a key issue as the young people all said they lived locally. They use this building because “it’s our nearest Youth Centre”
- The friendly and welcoming atmosphere was also identified as important – some have tried other centres but prefer Stocking Farm “I used to go to Allextion, but I like this one better”
- The Stocking Farm Youth Centre building is popular because of facilities such as the pool table, kitchen and ball court. The ball court is well used both during youth sessions and when the youth centre is not open.
- Most of the young people did not use any other council buildings, even within the Stocking Farm complex. The Community Hall and Healthy Living Centre were seen to be for other age groups and users. Nobody used the libraries or leisure centres in the North West as they were considered to be too far away.
- Two members of the group travelled from another area to use the centre because of the atmosphere. Three group members had tried Barley Croft Youth Centre but did not visit regularly as they preferred Stocking Farm.
- Suggestions for using buildings more efficiently were to close some of the other buildings on the site and to move services into the youth centre during the daytime.

### **Stocking Farm Youth Centre, 17<sup>th</sup> November 2015**

- There were no attendees for this session possibly due to bad weather.

### **Young People’s Council – North West based members (5 members attending)**

- Other than the youth centres, buildings used by attendees were New Parks and Beaumont Leys Libraries and leisure centres. Their family members also used the New Parks Community Centre pre-school by preference.
- The ball court at Stocking Farm is well used both during and outside of youth session hours.
- The youth centres were seen as important in helping young people with a wide range of personal and social issues.
- Young people tend to use only their local youth centre, but can travel on foot and by bike within the local area.
- The group thought that Stocking Farm users would be able to travel to Home farm Community Centre, and could also cross the ring road to the Tudor Centre as it is well lit with good crossings.
- There was support for a multi-service centre which could include space for youth sessions. However the space would need to be big enough and have storage space and good facilities.
- Shared space was felt to present some issues especially where the space was shared with

younger children. It was felt that young people would not visit a centre where they were surrounded by resources and pictures intended for young children, or health messages for adults.

- There was a consensus that general proposals must be based on service usage figures and building capacity.

### Written and Online Comments and Responses

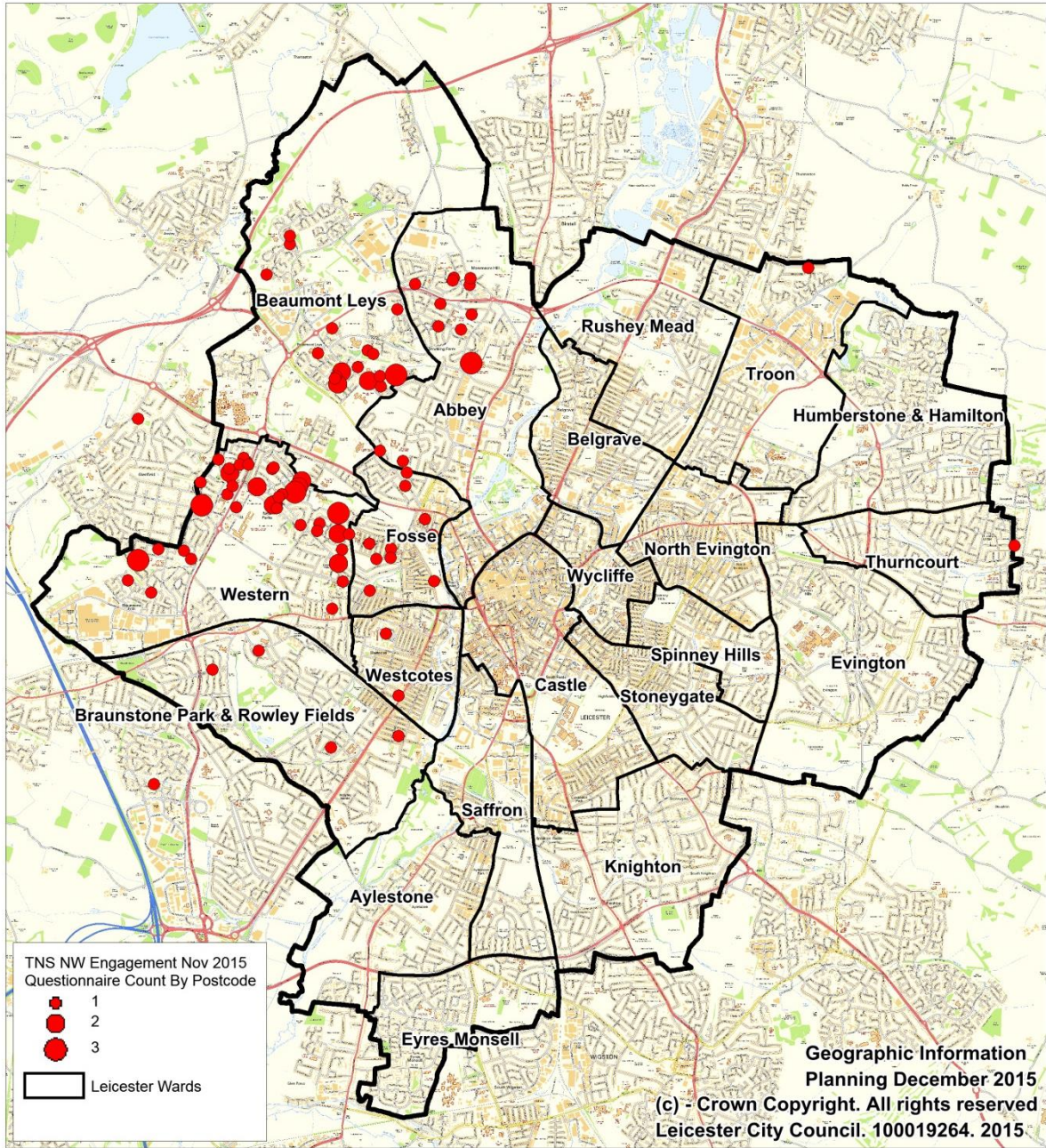
In total 133 responses were received up until the closing date of the consultation. Of these 108 responses provided a valid postcode.

The following table shows a breakdown of the wards in which respondents who provided a valid postcode reside:

Ward	Number of responses	%
Abbey	14	13%
Beaumont Leys	22	20%
Braunstone Park & Rowley Fields	4	4%
Fosse	11	10%
Saffron	1	1%
Troon	1	1%
Westcotes	2	2%
Western	53	49%
<b>Grand Total</b>	<b>108</b>	

The following map shows the locations of respondents, where a valid postcode was provided as part of their response:

TNS North West Engagement 1 - 29 November 2015 - Questionnaire Postcodes

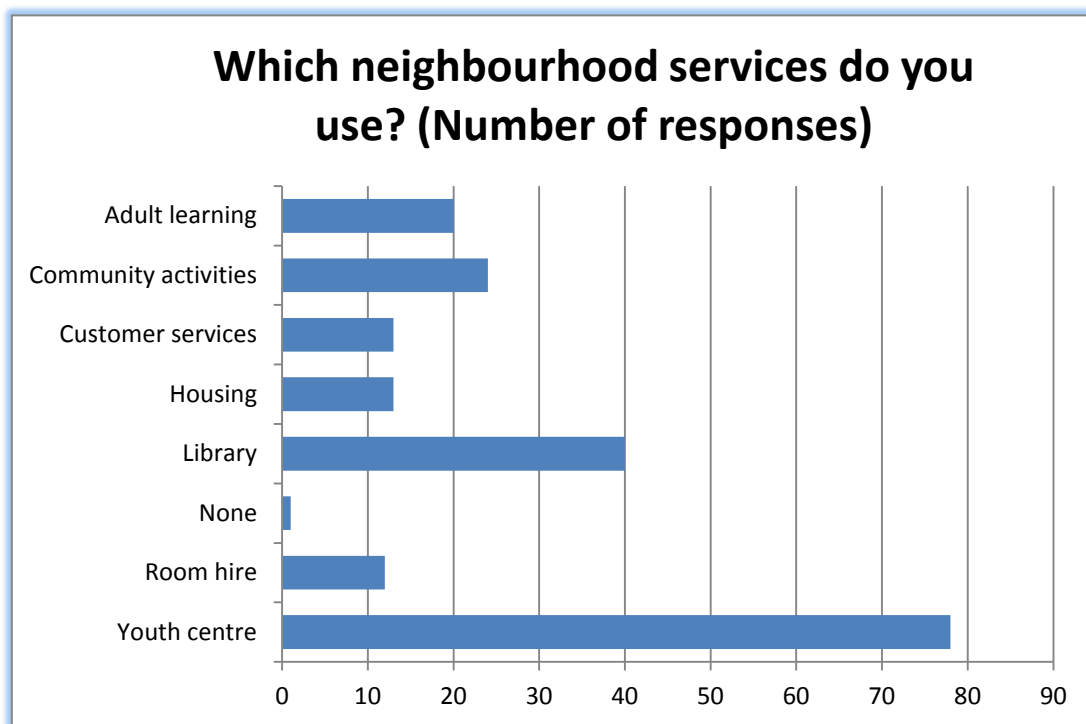


## Views and comments

This section contains details of how people responded to the consultation questions. A copy of the questionnaire used has been included as Appendix A to this document.

### Q.1. Which neighbourhood services do you use?

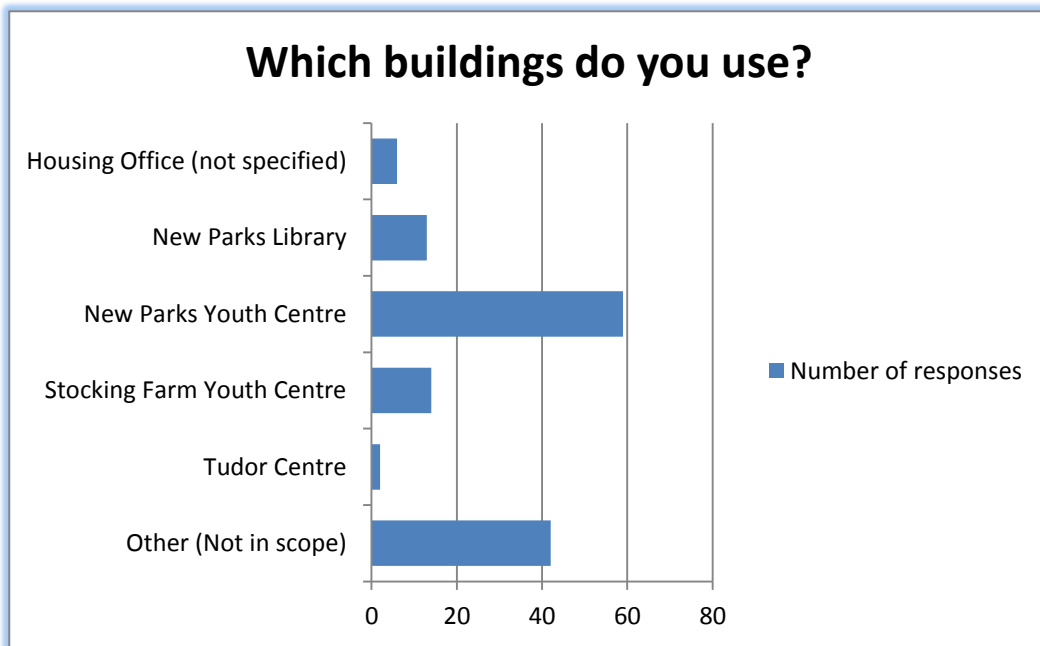
A total of 133 respondents provided an answer to this question (100% of a total of 133 respondents). Respondents were allowed to make multiple choices for this question and the following chart shows the percentage that selected each option:



The consultation targeted youth centre users. 78 out of 133 respondents stated they used a youth centre. 40 respondents stated they used the library.

### Q.2. Which building(s) do you use for these services and why? (For example: ease of access, friendliness of staff and so on)

A total of 124 respondents provided an answer to this question (93% of a total of 133 respondents). Respondents were provided with a free text field to respond to this question and not all of the responses named a specific location which they use. The following chart shows the number of responses for each centre, where they were provided, or could be directly inferred:



It is to be noted that users at Stocking Farm preferred to give their views in person at the focus group, and many did not therefore complete a questionnaire.

Although Barley Croft Community and Youth Centre is not one of the buildings included in the engagement exercise a number of questionnaires were completed at this site. The majority of respondents commented on the community activities provided at the centre with very few comments on the youth sessions which run from here.

Respondents also provided the reasons why they access services at particular buildings. The majority of the reasons given related to the services provided in the building and the staff as opposed to the building itself. However there are some key considerations around building location and facilities relating to the Youth Centres. In summary, the reasons given were as follows:

	New Parks Youth Centre	Stocking Farm Youth Centre	Barley Croft Community & Youth Centre	New Parks Library	New Parks Housing Office	Tudor Centre CC	Other Youth Setting / Not specified	TOTAL
Friendliness of staff	17	10	16	9				53
Ease of access	18	4	4		1	1		27
Community activities			14	9				23
Safe place to be / Our place	15	4		3				19
Food / lunch club / snacks	7		5	4				16
Something to do / have fun	11	3						14
Meeting friends	6	2	3					11
Activities & facilities eg Pool, table tennis, private room	6	3	2					11
Young carers sessions	4							4
Health clinic	3							3
Council transactions					3			3
Networking and delivering services	1	1					1	3
Volunteering opportunities	1		1					2
Computer and internet access				2				2
Homework help & study				1				1

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

88 respondents answered this question. A summary of the ideas received is given below:

- Fund raising through volunteers
- Host an after school club (charged for)
- Co-locate services at the Youth Centre
- Create a multi-service centre at New Parks Library & Customer Service Centre
- Introduce Wi-Fi to increase usage
- More weekend events at youth centres when they are closed
- Make youth centres available for private hire, eg birthday parties
- Provide help for parents at youth centres
- Reduce opening hours at the youth centre
- Do not locate youth sessions in Children, Young People & Family Centres
- Close buildings with low usage
- Less investment in road works to fund youth buildings
- Introduce small charges at youth centre sessions
- Increase opening hours to achieve better value
- Hire out rooms at youth centres when not in use

- Provide adult learning courses eg money management in youth centres
- Promote services better



## **5. CONCLUSIONS**

This engagement is to be used to help construct draft proposals for transformation of services in the North West area of the city.

The method of engagement using focus groups has been very well received by both members of the community and staff and has proved a successful method of seeking points of view and suggestions to take into account. The key messages to be taken forward from this engagement period are:

### **Factors to consider for buildings used:**

- Ease of access, including long opening hours
- Friendliness of staff
- Convenience of location, bus routes and local
- Good facilities and / or good accessible book stock
- Range of activities available
- Free internet access
- For young people especially, a safe place where young people feel they belong

### **Suggestions for saving money:**

- Amalgamate services provided into fewer buildings, based on location and proximity of other sites
- Transfer the ownership of the buildings to community groups
- Better advertising to increase usage and income
- Increase room hire charges and other charges
- Allow rooms to be hired for private events
- Ask for voluntary contributions from users of the sites

### **Suggestions for future use:**

- Majority of people supportive of the buildings they currently use and overall strong support for Libraries and the Stocking Farm Healthy Living Centre
- Beaumont Leys Library, New Parks Library and the Tudor Centre are suitable for multi-service use.

### **Lessons Learned**

The following are a summary of the lessons learned from the engagement process:

- The focus groups have been very positive and have proven to be a good method of engagement with members of the public
- There has been a good response rate to the engagement process with 487 completed questionnaires and 63 people attending focus group meetings
- The overall approach of involving stakeholders and members of the public early has proven beneficial as not only does it help to ensure that all concerns are heard, it also provides sufficient time to respond to these concerns on an evidence basis
- The process undertaken has enjoyed good co-operation between stakeholder individuals

- and groups, as well as other services
- A similar model of engagement will be used for the other areas of the city

Appendix A – Engagement questionnaire 3<sup>rd</sup> November – 19<sup>th</sup> December 2014

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

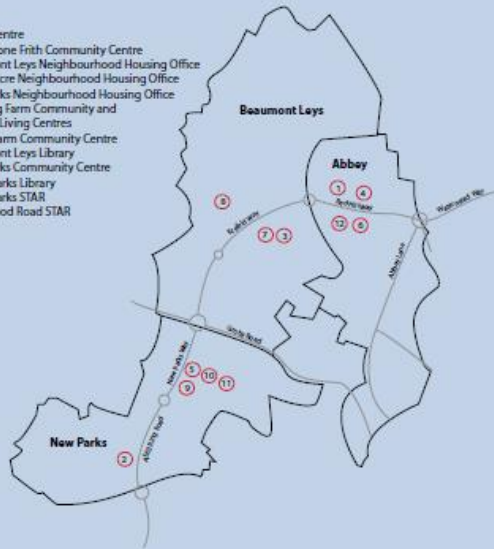
The closing date is 19 December 2014

[leicester.gov.uk/tns](http://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



## Changing neighbourhood services in your area

North west: Abbey, Beaumont Leys and New Parks

Your local services are going to change. We want to work with you to make these services fit for the future.



[leicester.gov.uk/tns](http://leicester.gov.uk/tns)



### 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

- Reducing the number of buildings we operate from
- Merging services into shared buildings: this has worked well elsewhere in Leicester and has led to 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 19 December 2014.

1. Come to a focus group. Ask staff in your local centre for details.
2. Submit your views online: [leicester.gov.uk/tns](http://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 2015.

If you have any questions please email [tns@leicester.gov.uk](mailto: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  
 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? .....

Appendix B – Engagement questionnaire 2<sup>nd</sup> – 29<sup>th</sup> November 2015

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](http://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 Centre
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: Abbey, Beaumont Leys and New Parks

Your local services are going to change.



[leicester.gov.uk/tns](http://leicester.gov.uk/tns)



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](http://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](mailto: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? .....

# Transforming Neighbourhood Services North West Area Consultation Report

Findings of the public consultation  
as at 12<sup>th</sup> April 2016

*Prepared by:*

•*City Development & Neighbourhoods*



*This report provides a summary of the findings of the engagement and public consultation.*

*It includes information about:*

- *The issues and options under consideration;*
  - *The consultation method;*
  - *The public response and views expressed;*
  - *The proposals made in light of what was learnt.*
-



## **1. EXECUTIVE SUMMARY**

This report summarises the outcomes of the engagement and public consultation exercises undertaken on draft proposals for the reorganisation and consolidation of building stock in the North West area of the city, being managed as part of the Transforming Neighbourhood Services (TNS) Programme.

A copy of the consultation questionnaire used for the exercise is included at the end of this document as Appendix A.

This period of consultation is part of a longer period of such activity as follows:

- Data collection exercise to identify the buildings in scope, costs associated, services provided (both internally and commissioned through voluntary sector organisations), usage statistics, historical information
- An initial engagement exercise was carried out between April and July 2013 to raise awareness and gain an overview of the general views and attitudes of residents across the city towards neighbourhood services
- A more in-depth and focussed engagement process was carried out between 3<sup>rd</sup> November and 19<sup>th</sup> December 2014 to collect suggestions and comments from service users and residents in the North West area
- Following the inclusion of youth services in the programme, a targeted engagement process focusing on two youth centre buildings in the area was carried out between 2<sup>nd</sup> and 29<sup>th</sup> November 2015
- Analysis of the data collected and the responses received through the engagement exercises to construct a draft model, which was presented to the City Mayor and Executive on 11<sup>th</sup> February 2016.
- Consultation on the draft model (**subject of this report**) in order to present a final draft for approval to implement to the City Mayor and Executive in April 2016.

The consultation period ran from 1<sup>st</sup> March 2016 until 11<sup>th</sup> April 2016 and was carried out in two main parts:

- A series of meetings, by arrangement and request, with various resident groups, community groups and voluntary organisations who use the facilities being consulted upon. These included an initial stakeholder meeting held at New Parks Centre on 29<sup>th</sup> February and an open meeting held at Beaumont Leys Library on 15<sup>th</sup> March 2016.
- A questionnaire available in various locations across the area and online for people to provide individual responses and comments

In general responses and comments received were all supportive of the buildings that each individual used, however there was a general agreement that the services provided are more important to people than the buildings from which they are currently provided.

The main messages drawn from the meetings held with groups are that:

- There was a general agreement with all of the groups that the services provided were more important than particular buildings
- People attending the groups were protective of the sites that they currently use

- A number of groups are interested in opportunities to take on buildings under potential Community Asset Transfer arrangements
- Some groups expressed concern that their activities may not be able to continue in the same way as before.
- Alternative options were explored for groups and activities which might be affected if the proposals went ahead.

At the closure of the consultation on the 11<sup>th</sup> April 2016, a total of 393 completed form responses were received and people were asked to identify if any of the proposed changes would result in them no longer accessing services. The majority of responses were neutral or positive (meaning they would continue to access services). A number of responses requested that no changes are made and that services and buildings remain as they are. The main reasons stated for not continuing to access services were:

- Concerns raised around the installation of self-service facilities, especially with regard to Customer Service and Housing transactions.
- Greater distance to travel to access services, especially with regard to the relocation of some Neighbourhood Housing Offices.
- Some community groups do not want to relocate to another centre due to considerations around travel, convenience and suitability of the space and facilities.
- A perception that services will no longer be available to the same level of quality if they were to relocate to a different centre or building

People were also asked for any other comments relating to the proposals. The suggestions drawn from these responses are summarised as follows:

- Support for the continued use of Healthy Living Centres
  - Some interest received in potential Community Asset Transfers of Buildings
  - Comments raising concerns over consequences for existing groups should buildings be managed by a different organisation
  - Alternative suggestions for the reconfiguration of buildings, especially at the Stocking Farm site
-

## **2. BACKGROUND**

### **Transforming Neighbourhood Services – North West Area**

The TNS programme is scoped to identify different ways of organising how services are delivered within the neighbourhoods of the city of Leicester, with a view to reducing the costs of delivery by around 30% while maintaining the quality of our services.

The programme approach is to consider each of 6 geographical areas in turn to identify methods by which the service delivery model can be transformed through opportunities to co-locate services and make better use of the assets available.

Initially the scope of the programme covered four service areas:

- Community Services
- Libraries
- Adult Skills & Learning
- Neighbourhood based customer services

In addition some other council services with a presence in the in the neighbourhoods were included where they formed a part of the future delivery, for example, by sharing locations. In the North West area this included Neighbourhood Housing Offices, STAR Offices and Early Years pre-school settings.

In October 2015 the Council announced a city-wide review of its buildings called “Using Buildings Better”. The Transforming Neighbourhood Services programme now forms part of this wider programme and is extended to include other neighbourhood based service points.

In the North West area this has meant the inclusion of council run youth centre buildings in the area.

The scope of the North West area includes the following buildings:

- Beaumont Leys Library and offices
- Beaumont Leys (Home Farm) Neighbourhood Housing Office
- Beaumont Leys (Marwood Road) STAR Office
- Braunstone Frith Community Centre
- Home Farm Community Centre
- Mowmacre (Jersey Road) Neighbourhood Housing Office
- New Parks Centre Library
- New Parks Community Centre
- New Parks Housing Office and Customer Service Centre
- New Parks STAR Office
- New Parks Youth Centre
- Stocking Farm Community Centre, Youth Centre and Health and Living Centre
- Tudor Centre and Healthy Living Centre

### **3. CONSULTATION METHOD**

#### **Objectives and techniques**

This consultation builds upon previous development and engagement work undertaken for the TNS programme with the goal of developing a model for the North West area of the city. Overall, the following activities have taken place:

- Data collection exercise to identify the buildings in scope, costs associated, services provided (both internally and commissioned through voluntary sector organisations), usage statistics, historical information
- An initial city wide engagement exercise was carried out between April and July 2013 to raise awareness and gain an overview of the general views and attitudes of residents towards neighbourhood services
- An in-depth focussed engagement process was carried out in the North West area between 3<sup>rd</sup> November and 19<sup>th</sup> December 2014 to collect suggestions and comments from service users and residents
- Following the inclusion of youth services in the programme, a targeted engagement process focusing on two youth centre buildings in the North West area was carried out between 2<sup>nd</sup> and 29<sup>th</sup> November 2015
- Analysis of the data collected and the responses received through the engagement exercises to construct a draft model, which was presented to the City Mayor and Executive on 11<sup>th</sup> February 2016.
- Consultation on the draft model for the North West area from 1<sup>st</sup> March – 11<sup>th</sup> April 2016 (**subject of this report**) in order to present a final draft for approval to implement to the City Mayor and Executive in April 2016.

#### **Summary of citywide engagement, April – July 2013**

Details of the previous engagements between April – July 2013 have been previously reported.

The main outcomes of these previous exercises were:

- Good support for the principle of prioritising services over buildings
- Strong support for the co-location of services, providing busy places from which multiple services can be accessed

#### **Summary of North West engagement, November – December 2014 and November 2015**

During November – December 2014 a total of 7 focus groups were held across all three wards of the area to consider 12 Neighbourhood buildings. Questionnaires were available online and at all council facilities in the area asking people to identify which buildings and services they used and ideas to reorganise services to save money. A total of 354 responses were received.

During November 2015 5 focus groups were held focusing on 2 additional youth centre buildings which were included in the North West area under the Council's Using Buildings Better programme. Questionnaires were available online and at the youth centre buildings in the area. A total of 133 questionnaires were completed, most on paper, but some online

A separate report published in January 2016 is available outlining detailed analysis of the engagement periods that ran from 3rd November 2014 until 19th December 2014 and 1<sup>st</sup> – 19<sup>th</sup> November 2015.

The report summarises the main outcomes of the initial engagement work as follows:

**Factors to consider for buildings used:**

- Ease of access, including long opening hours
- Friendliness of staff
- Convenience of location, bus routes and local facilities
- Good facilities and / or good accessible book stock
- Range of activities available
- Free internet access
- For young people especially, a safe place where young people feel they belong

**Suggestions for saving money:**

- Amalgamate services provided into fewer buildings, based on location and proximity of other sites
- Transfer the ownership of some buildings to community groups
- Better advertising to increase usage and income
- Increase room hire charges and other charges
- Allow rooms to be hired for private events
- Ask for voluntary contributions from users of the sites

**Suggestions for future use:**

- Majority of people supportive of the buildings they currently use and overall strong support for Libraries and the Stocking Farm Healthy Living Centre
- Beaumont Leys Library, New Parks Library and the Tudor Centre are suitable for multi-service use.

The model for the North West neighbourhood buildings was developed using the feedback from the above engagement work, and using buildings and service data for the area.

**Consultation on building proposals for the North West area, 1<sup>st</sup> March – 11<sup>th</sup> April 2016**

Following the previous report in February 2016, a consultation exercise has been carried out on the draft proposals that were presented to the City Mayor and Executive at that time. Views were sought on the suitability and practicality of those proposals. The findings of this consultation are the subject of this report.

The consultation took place between 1<sup>st</sup> March and 11<sup>th</sup> April 2016. Views were gathered through two main methods as follows:

- A series of meetings with residents groups, community groups and voluntary organisations who use the facilities being consulted upon

- A questionnaire available online and in paper format from all council facilities, GP surgeries in the North West area and circulated by community groups. Residents, partners, stakeholders and service users were asked which services they use, what benefits and barriers to accessing services the proposals might introduce, and any other comments or suggestions.

In addition a number of letters and emails were received from residents, some forwarded by their local councillors or MP. The comments and views expressed have been included in the consultation.

The consultation activity included:

- An initial stakeholder meeting held at New Parks Centre to gain views on the proposals from those who had attended the previous stakeholder meetings and community groups and residents most likely to be affected by the proposals.
- An open meeting held at Beaumont Leys Library on 15<sup>th</sup> March to gain the views of residents, community groups, partners and stakeholders across the North West area.
- Council staff briefings to outline the proposals and consultation process and to take initial feedback
- Presentations at ward community meetings and the Tenants Forum
- Members of the Young People’s Council were engaged to gain feedback on the proposals for the North West area as a whole.
- Promotion of the consultation through a range of channels:
  - A press release outlining the proposals and the consultation period
  - Subsequent media coverage including articles in the Leicester Mercury and on Radio Leicester
  - Council staff raised awareness of the proposals by talking to customers and partners during the consultation
  - Posters displayed at council facilities and GP surgeries in the North West area
  - Stakeholders contacted by phone and by email (where contact details had been registered previously)
  - Regular social media alerts
  - Through the libraries’ email newsletter to 16,000 city residents
  - Through Voluntary Action Online (VAL) weekly newsletter
- Distribution and promotion of a questionnaire seeking views on the proposals. The questionnaires were available online, on the Council’s consultations website, and on paper with a ‘tear-off’ response form. A total of 4,000 questionnaires were circulated.
- An invitation to groups and individuals to meet during the consultation to discuss the proposals. A number of meetings with residents, stakeholder groups and community groups who currently use or have an interest in the buildings were held throughout the consultation period, as follows:

<b>Date</b>	<b>Time</b>	<b>Organisation / Stakeholders</b>	<b>Location</b>
29 Feb	6:30 pm	Early stakeholder meeting	New Parks

2 Mar	6:30 pm	Beaumont Leys ward meeting	Beaumont Leys Library
7 Mar	10:30 am	Braunstone Frith Tenants Association & Coffee Group; New Parks Panel members	Braunstone Frith Recreation Centre
08 Mar	7.00pm	Youth focus groups	New Parks Youth Centre Stocking Farm Youth Centre
15 Mar	6:30 pm	Open meeting –open to all residents and stakeholders	Beaumont Leys library
22 Mar	7:00 pm	Western ward meeting	Braunstone Frith Recreation Centre
23 Mar	3:00 pm	Cooke e-Learning	Beaumont Lodge
24 Mar	11:30 am	Morning Bingo Group	Stocking Farm Community Hall
24 Mar	2:00 pm	St Matthews Solutions (Home Farm)	Town Hall
29 Mar	2:00 pm	Little Lambs Pre-school	Town Hall
30 Mar	3:00 pm	Stocking Farm evening bingo group leaders	Tudor centre
30 Mar	09:00 am	Super Troupers dance group leader (New Parks Community Centre)	New Parks Community Centre
31 Mar	09:00 am	Pumpkin Patch nursery	New Parks Library
31 Mar	1:00 pm	Tenants & Leaseholders Forum	Town Hall
04 Apr	10:30 am	Calvary Apostolic Assembly church (Stocking Farm)	Town Hall
04 Apr	11:30 am	Young people's music project	Town Hall
05 Apr	9:00 am	New Parks Panel (chair)	New Parks Community Centre
05 Apr	3:00 pm	Braunstone Frith Tenants Association	Braunstone Frith Recreation Centre
05 Apr	7:30pm	Stocking Farm Youth Centre focus group	Stocking Farm Youth Centre
06 Apr	9:00 am	New College	
06 Apr	3:00pm	Stocking Farm evening bingo group leaders	Tudor Centre
11 Apr	3:00pm	Stocking Farm evening bingo group leaders	Stocking Farm

## **PUBLIC RESPONSE AND VIEWS EXPRESSED**

### **Group Meetings**

A series of meetings were held with resident groups, stakeholder groups and community organisations that use or have an interest in the buildings in scope of this asset based review.

Stakeholders who had identified themselves through previous engagement activity were invited to attend an early meeting on 29<sup>th</sup> February. An open meeting held on 15<sup>th</sup> March and promoted through a series of posters, emails and social media streams was well attended.

Throughout the consultation groups were invited to request meetings to discuss the proposals in more detail. Around 20 meetings were held upon request.

The main points from the meetings held were as follows:

### **General Queries and Views arising from meetings**

- There was a general agreement with all of the groups that the services provided were more important than particular buildings
- People attending the groups were protective of the sites that they currently use, but there was a general acceptance that locality based services are more important than particular buildings
- A number of groups are interested in opportunities to take on buildings under potential Community Asset Transfer arrangements
- Some groups expressed concern that their activities may not be able to continue in the same way as before.
- Alternative options were explored for groups and activities which might be affected if the proposals went ahead.

There now follows some detailed points raised and discussed during individual meetings with groups, these are listed by which centre the groups currently use.

### **7 Mar: Braunstone Frith Tenants Association, Braunstone Frith Recreation Centre**

- Concern was expressed that the Braunstone Frith community has no other nearby community facilities and that it was important to retain community provision.
- The community space is used to provide social activities for older people living in the area. There was concern some residents would be unable to access activities in other centres, the nearest being New Parks Centre. However it was noted that the Centre would be retained for community groups to use under Community Asset Transfer.
- It was stated that the Recreation Centre is needed by the local community to join up services such as the police and other services.
- Support was expressed support for the Braunstone Frith Tenants Association and the community activities delivered at the centre.



### **8 Mar: Meeting with young people, Stocking Farm Youth Centre**

The key points raised by the young people were:

- Consider alternative buildings on the site for demolition and retain the Youth Centre. Why isn't the Healthy Living Centre (HLC) demolished instead?
- The ball court is well used and needs to be retained
- If youth sessions relocate to the HLC there are concerns it may not be big enough
- A reassurance was sought that the staff would not change.
- Relocation to the Tudor Centre was not felt to be suitable due to the distance and because of worries about safety.
- There were concerns that young people make a lot of noise on ball court and this would cause conflict with any new housing scheme.

### **15 Mar: Consultation open evening at Beaumont Leys Library**

Residents and stakeholders from all three wards in the North West area attended. A wide ranging discussion was had on the proposals.

The key points made by stakeholders were as follows:

- We knew nothing about this process until two weeks ago.
- Why have we only got a questionnaire now? We were not aware of previous engagement periods.
- What is going to happen to the New Parks Community Centre building and others – will it be leased or demolished?
- Can local groups can apply to take buildings them on under the Community Asset Transfer process?
- Confirmation requested that the process is about buildings, not services
- Why are some buildings at Stocking Farm proposed for demolition when other buildings are being offered to groups to take on?
- Why not demolish the Stocking Farm Healthy Living Centre instead of the Community Hall?
- There is nowhere else within a mile of Braunstone Frith Recreation Centre, which is busy and well used. Where will groups be transferred to?
- How are you going to fit 54 bingo goers who currently use the Community Hall into another building at Stocking Farm? People will have scooters and walkers and these also need to be accommodated. The room in HLC isn't big enough.
- It was stated that services have already been cut from Stocking Farm – libraries, computers and adult education classes etc. "There is a feeling the proposals are already cut and dried and you'll do what you're going to do. Stocking Farm is a deprived area and this is diabolical".
- "Why was the Healthy Living Centre built? Why waste money pulling down a new building? – Stocking Farm youth centre was recently extended"
- "Are you keeping the farmhouse at Stocking Farm? Why are you keeping that over the hall? It's not used as much".
- "Will this process free up funds for community groups in Beaumont Leys – there isn't much for older people?"
- "We use Home Farm for various activities – we want to ensure that if it goes for community asset transfer we can still use it. Other venues, like schools, are too

expensive and get booked up by big organisations, sports clubs. So there aren't many buildings we can access.”

- “Jersey Road Housing Office was built so that people who couldn't get to Home Farm had an office to go to. I'm not happy that this is on the list.”
- Stocking Farm is a very hilly area and there are lots of elderly people. Please look at the concerns of those who live here and which buildings are more appropriate for the groups.
- “It's all very well moving the housing offices here (to Beaumont Leys Library) but it's a long way from the bus stop and you've got to consider older and disabled people. Lots of elderly people can't use a computer.”
- Comment from police: people are raising concerns about buildings and accessibility. But like the police, housing officers will still do home visits.
- Can you give us more details on the requirements for community asset transfer or for buildings being marketed commercially?
- Five groups requested follow up meetings during the consultation period.

### **22 Mar: Western ward meeting**

- The Tenants Association and local residents raised concerns about the proposed asset transfer of Braunstone Frith Recreation centre.
- It was noted that the site is relatively low cost to run.
- Issues were raised around elderly people and travel to other sites.
- The chair of New Parks Panel raised concern over the proposals for New Parks Community Centre, and in particular accommodating the young people's dance group if the site is demolished.

### **23 Mar: Cooke e-Learning, Beaumont Lodge**

- There was a feeling that local people at Stocking Farm will be upset to lose some of the community buildings on the Community Centre complex.
- All community groups are important to the people attending them – the council should aim assist all groups to continue where changes are proposed.
- With regard to the potential for housing developments on the Stocking Farm site, it was queried what types of development could be expected in the current climate. Concerned that houses built here would be for private rental.
- The group would strongly support the proposal to invest in Tudor Centre – it is well used and in an area of deprivation
- Ashton Green development – concerned about extra cars on road if Beaumont Leys is the community hub for this area
- Identified North/South divide in Beaumont Leys, with North area being more affluent. Need to ensure community supported in the South and particularly in Home Farm area. Therefore in favour of Community Asset Transfer for Home Farm Community Centre, and other buildings in the Beaumont Leys area.

### **24 Mar: Thursday morning bingo group, Stocking Farm Community Hall**

- There was a feeling that the Stocking Farm area has lost out.
- Concerned about accommodating the larger bingo group. This is an important social activity for the elderly people in the area.

- Comments that people living on the estate needed to be considered. The important thing is to consider what alternative arrangements can be made for current users, and to ensure their needs are considered as part of any changes.
- There was a general concern that nowhere is big enough to hold the larger Bingo group (40 – 50 people).
- Storage capacity would need to be considered as bingo group's etc. need to store equipment.
- Ball court was felt to be very important for the young people and has good use.
- It was felt it is really important to retain a youth service at Stocking Farm as the young people are losing out these days. If the sessions do relocate to the HLC, the young people would need to have some kind of ownership and be fully involved in the planning from an early stage.
- Alternative suggestions could be made regarding the closures. One option suggested was to demolish the Community Hall but retain the Youth Centre. This would be large enough to accommodate the large bingo club. If a second building needed to be demolished, suggested the Healthy Living Centre.
- If necessary the small Bingo Group could relocate to the Farmhouse.
- However, a parking shelter for 6-7 mobility scooters would need to be provided for larger bingo group.
- The Farmhouse has a lift which is suitable for access to the large upstairs room.
- It was agreed that solutions need to be provided as part of the development – with some investment and essentially with community involvement from the outset of any project.

**24 Mar: St Matthews Solutions, (Offices based at Home Farm Community Centre)**

- St Matthews buildings & Home Farm – operate from many locations across the city
- Support for the CAT proposal for Home Farm as this protects the community services running from the building
- Offices are based at Home Farm Community Centre
- It was felt that CAT would work best if interested organisations could partner with each other to add value to the community offer.
- It was understood that savings have to be made

**29 Mar: Braunstone Frith Pre School, (based at Braunstone Frith Recreation Centre)**

- If the CAT proposal goes ahead would want to see community activities delivered from the Centre protected
- Concerned that the building needs some investment
- Would support a partnered CAT bid to ensure a robust proposal.
- Concerned for the future of the Little Lambs pre-school depending on the outcome of the proposed CAT.

**30 Mar: Stocking Farm Thursday evening Bingo Club & the Tudor Centre Welcome Club, (Tudor centre)**

- Some of the bingo group come on mobility scooters so cannot relocate far away
- The group are not very mobile, and do not get out much. The activity helps combat

social isolation

- Relocation to the Tudor Centre was not felt to be a realistic option as it is too far away for the core group based at Stocking Farm.
- The Stocking Farm farmhouse and Healthy Living Centre are not big enough to accommodate the group, which has up to 50 members attending each week.
- The Methodist Church hall is an option. The group have used the church before and it has good facilities – large hall, good kitchen.
- However ongoing support would be required from the Council to enable the group to continue running at this location.
- It was agreed to explore this option from a feasibility perspective.

### **30 Mar: Super Troupers, (based in New Parks Community Centre)**

- The key concern is the future of the Super Troupers dance group
- The group would support the proposal for Community Asset Transfer
- It was felt that a CAT offer should accommodate existing users such as the visits from the adjacent rest home

### **31 Mar: Pumpkin Patch, (Based in New Parks)**

- Hasn't heard too much in New Parks – perhaps people are not aware?
- More of a reaction from Braunstone Frith due to proposal for recreation centre
- Does not think New Parks STAR will be an issue as not moving far
- Is concerned to ensure that New Parks Community Centre is retained under a Community Asset Transfer, and this may be best delivered under a partnered approach.

### **31 Mar: Tenants & Leaseholders Forum (Held at the Town Hall)**

- There were concerns over the proposed Customer Services & Housing self-service proposal at New Parks.
- Suggestion: Could we have a look at having discussions with the Bus Service to see if they could have a bus stop near the Beaumont Leys library
- In principle the relocation of housing services to Beaumont Leys Library was workable. Shared receptions need to work out in detail.
- Access for older people, people with ill health and mobility issues needs to be carefully considered. It was advised that home visits would be available to those that needed them and also services could be accessed online and using the phone. However it was pointed out that people would like barriers removed so that if they wanted to visit the office they could.

### **04 Apr: CAA (Calvary Apostolic Assembly) church (based at Stocking Farm)**

- Stocking Farm Community Centre suits the group because there is a bus stop right outside.
- Many members come on the bus from the wider Beaumont Leys / Abbey area

- They use the ball court for some larger but very infrequent special events
- Travel – needs to be close to bus stop
- It may be possible to meet at other locations so long as they are in the same area of the City
- The group suggested CAT for the Community Hall so long as it remained available for other community groups.
- Would also suggest CAT for the Youth Centre
- The group is concerned they may be displaced and would prefer for the Community Hall to be retained.

**05 Apr: Braunstone Frith Tenants Association, Braunstone Frith Rec (follow up)**

- An alternative model for running the centre on a cost neutral basis was put forward. This will be considered as part of the consultation process.

**05 Apr: Stocking Farm Youth Centre focus group**

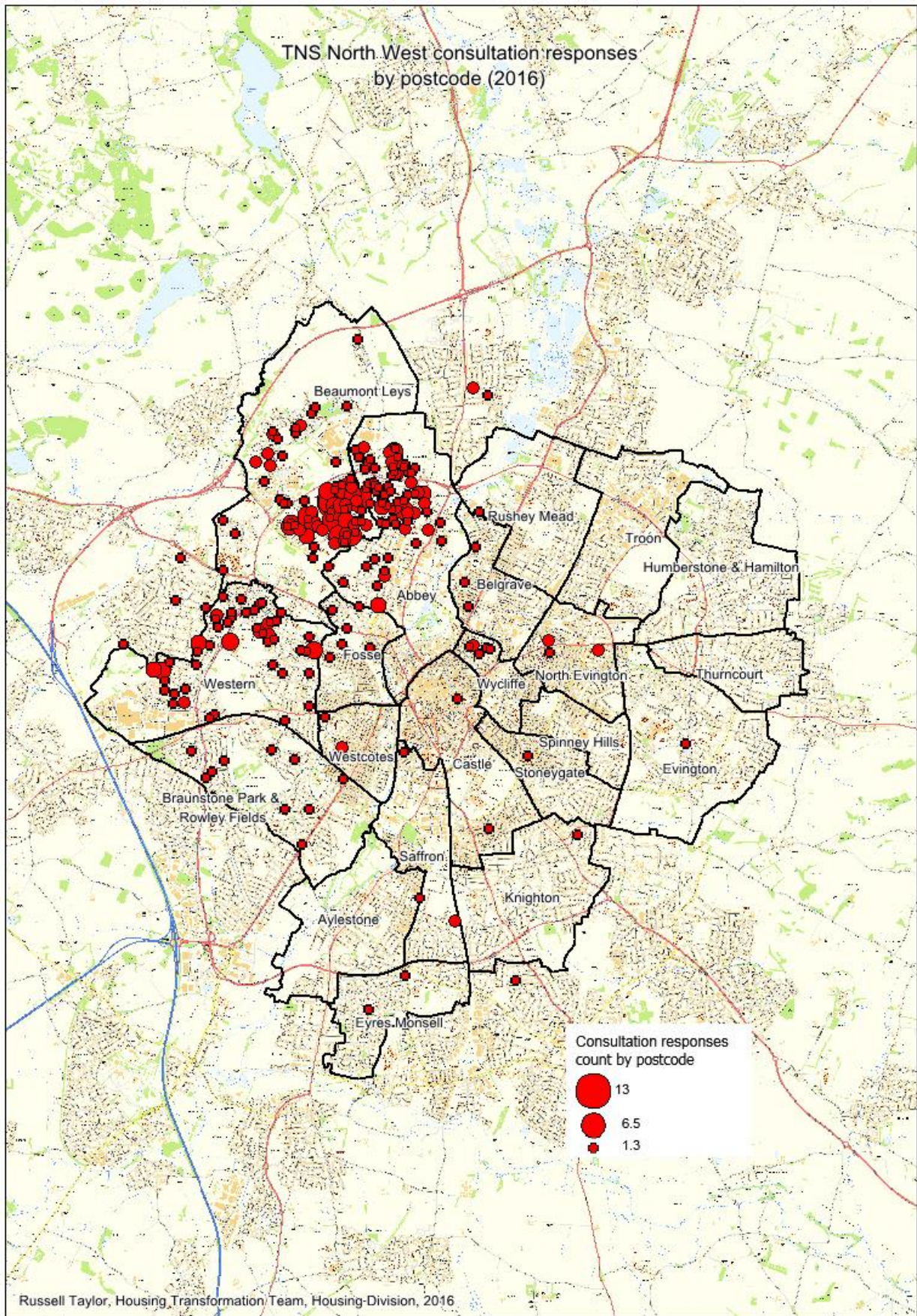
- The issues raised by young people were in line with those raised at the previous SFYC session (above)
- Young people do not want to move from Stocking Farm Youth Centre
- Wanted to know why proposal was not to demolish HLC
- Most had not been into the HLC as yet.
- A further suggestion was made to demolish the Farmhouse in order to retain the more flexible youth centre building. It was agreed to feed this into the consultation.

**06 Apr: Thursday evening bingo group, Tudor Centre (follow up)**

- It was reported that there is a lot of anger about the proposals
- There is also much local concern about the relocation of the housing office as many older people are not online and do not have mobile phones. Many prefer face to face contact.
- An alternative suggestion was made to move the housing office into the Tudor Centre.
- Information was exchanged with regard to the church hall option for the large bingo group. It would be necessary to swap evenings, but the space would be big enough.
- It was agreed to arrange a visit to the church hall during the consultation period to assess storage, space and practical arrangements.

**WRITTEN AND ONLINE COMMENTS AND RESPONSES**

In total 393 responses were received up until the closing date of the consultation. The following map shows the locations of respondents where provided



The following table shows the breakdown of responses by their resident wards:

<b>WARD</b>	<b>Count of responses</b>
Beaumont Leys Ward	156
Abbey Ward	101
Western Ward	66
Braunstone Park and Rowley Fields Ward	10
Wycliffe Ward	6
Fosse Ward	6
North Evington Ward	5
Belgrave Ward	4
Saffron Ward	3
Westcotes Ward	3
Eyres Monsell Ward	2
Castle Ward	2
Evington Ward	1
Aylestone Ward	1
Knighton Ward	1
Stoneygate Ward	1
<b>Split of responses by TNS Area</b>	
TNS Area	Count of consultation responses
North West	323
West	19
South	7
Central	2
East	13
North East	4
	368
<b>Split of responses by Local Authority</b>	
Local Authority	Count of consultation responses
Leicester	368
County	10

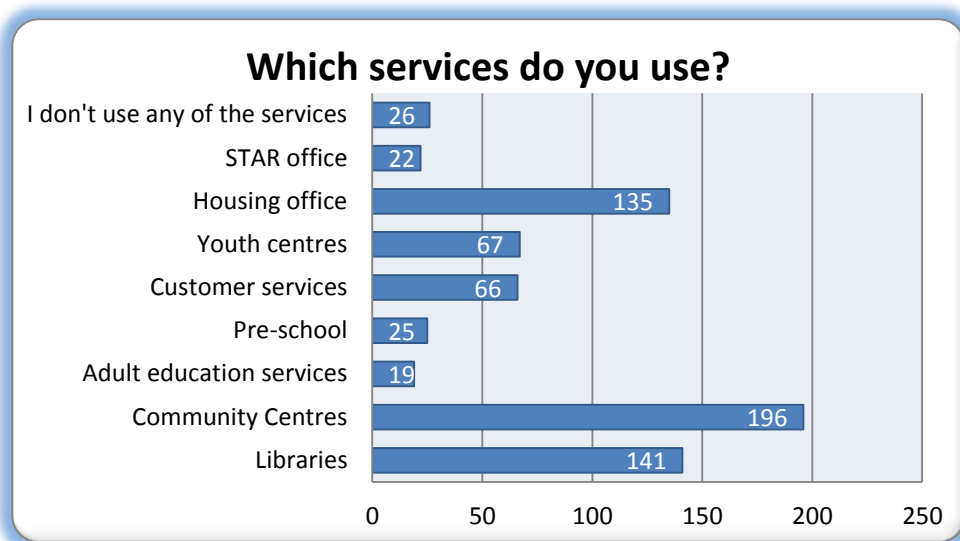
## Views and comments

This section contains details of how people responded to the consultation questions. A copy of the questionnaire used has been included as Appendix A. A summary of the messages and points received are:

- Concerns raised around the willingness to relocate to other centres due to travel distance and cost.
- Concerns that costs may increase and consequences for access could arise if centres were managed by organisations other than the council
- Interest in community asset transfer
- Concerns over the proposed introduction of assisted self-service and changes to the current support available, especially with regard to Customer Service and Housing Office support
- Travelling issues for disabled and older users, especially with regard to the relocation of Neighbourhood Housing Offices
- Support for the multi-service centre model and service offer and savings achieved
- Concern around space available for services and community activities, especially at the Stocking Farm Community Centre complex.

### Q.1. Do you currently use any of these services in the area? Library, Community Centre, Adult Education Services, Pre school, Customer services, Youth Centre, Housing Office, STAR Office and No I don't use any of these services

A total of 393 respondents provided an answer to this question (100% of a total of 393 respondents). Respondents were able to select multiple services where appropriate. The chart shows the number of respondents using each service:



### Q.2. What is your home postcode?



A total of 386 respondents provided an answer to this question (98% of a total of 392 respondents). The tables and map shown on the previous pages display the responses made split by wards and also as plotted on a map of the city.

### Q.3. How would these proposals benefit you?

A total of 356 respondents answered this question out of the total of 392 (91%). This was an open question and did not put any restrictions on the respondent as to how to answer.

The following chart categorises all of the comments made in response to Question 3 to show the key benefits for service users. Where comments suggested no benefit this has also been recorded. It is to be noted that many respondents made several points when responding to this question:

Benefit category	Number of respondents
The proposals would not benefit me	117
Community Asset Transfer could benefit my group / community	50
The services I use are retained under this model	44
The proposals are convenient for me / my group	40
I will benefit from all multi-service buildings	21
Building improvements will benefit me	8
Longer opening hours at multi-service centres would benefit me	1
Other comments*	75

\*Many respondents used this question to make other comments not related to benefits. These comments have been included within questions 3 and 4 as appropriate.

### The following is a selection of the comments which were made in response to this question:

"More services accessible at Beaumont Leys Library and quality of the library improved."

"I am glad that new parks youthy will still be open. I think more people could share offices there so we can have help with other stuff like houses and jobs or mentle health"

"The building will be available for our community use "

"These proposals will not benefit me, as I enjoy my Thursday morning Bingo and coffee morning, it gives me a change to get out of my home."

"I and my family will benefit only if the Home Farm Neighbourhood Centre transferred to a community group who will provide the same services."

"It enables me to meet people, stops me feeling lonely, keeps me active, helps me with queries re housing etc. I love the library."

"Cannot see any benefits that would help me individually - self service equipment would not be of any help as when I use customer services I need to talk to a person not a machine."

"I would affect anybody like myself who is disabled with the worry in where would you go"

"As an older gentleman this office is closer for me."

"The proposals are not good specially changing the Customer Service to the local library. People will loose face to face contact and issues will be a lot harder to deal with."

"No benefits at all. I'm not happy if you close the services we get from here. It's not fair for us old poor people because this will result in us loosing direct communication with the Housing Services. We do not (I don't) have a computer and I can not use any computer, so I need personal services."

"They wouldn't make any difference to mine and my families life."

"Stocking Farm would not benefit as without the youth centre the kids will not have any where to go as the Healthy living centre will not hold every one."

"Self-service at Beaumont Leys Library sounds beneficial and convenient"

"I AGREE WITH ALL THE SERVICES UNDER ONE ROOF. ITS GREAT FOR THE COMMUNITY."

"I will benefit from the (New Parks) youth centre staying the same."

"As we as a group from the area (St Matthews Community Solution) uses Community Centre (Home Farm) for our group activities (Children session, Homework Club, Adult education, Office Base benefit support for local community and being a part of local community, it's very important venues for our activities"

"Retaining the (Stocking Farm) multi-use outside games area and working on providing more community activities - great!"

"It would benefit me because all the above services would be in 1 area and it would be easier for me to get to all the above services"

"Moving the housing office to Beaumont leys library, will just mean its further for us to travel."

I go to a ladies group at the Tudor Centre so if this stays open that will be good."

"It would benefit me because I use the HLC every day and it is the most fantastic building there is in the city of Leicester."

"I would like community groups to continue using the Home Farm Close Community Centre in Beaumont Leys for their intended purposes, especially by the Muslim group for religious purposes as there is no alternative provision in this area for Muslims to pray and perform religious activities. "

"The proposal would not benefit me because this will mean a closure to one (Stocking Farm) community hall where I attend church every Sunday."

"If costs are saved by consolidating offices/work areas proposed cuts to staff (if any) may be saved and services would be kept in use for the benefit of tenants."

"Saving time, everything under one roof"

"Should Braunstone Frith centre moves people that now go might not be able to go further afield as many of them are not good on their legs."

"I prefer Beaumont Leys library it is easy and convenient to get to by car or bus route."

"They do not, I use stocking farm community hall as a member of the Thursday night Bingo, so this is another facility which will be lost."

"Too far to walk."

"These services are so important for me and I want to keep having these services without them being touched. I am asking politely please leave it like that. "

"They wouldn't as I prefer to come to Beaumont Leys Housing Office instead of Jersey Rd as the staff are a lot more polite and friendly and helpful. Also it's an easy location as it is for elderly and disabled people."

"Keep Stocking Farm as it is."

"I use the community centre on a Thursday for bingo this is the only social thing I do all week."

"More services in one please us better so it takes not as much time"

"I grew up using the youth centre and it would be a shame to see it go, not only that it was my childhood area they can't wipe away a good environment for the youths"

"The proposal will help me by enabling the provision of education and training to the local community, training skills for life and running homework clubs for underprivileged children from low income families."

"Well moving Marwood Road STAR into Beaumont Leys Library may benefit me more by seeing what they have to offer"

"It won't change how I use these services really. Office is closer now but library is still local."

"I visit Home Farm Neighbourhood Centre on a daily basis up to five time a day. Most using my car and occasionally walking..."

"No benefit to me, except the ball court; Use the ball court all the time."

"Moving the housing office to over a mile (nearly 2 miles) away is ridiculous and should be reconsidered"

**Q.4. Is there anything in the proposal that would stop you from using neighbourhood services? If yes, please give the reason(s).**

A total of 281 respondents answered this question out of the total of 392 (72%). This was an open question and did not put any restrictions on the respondent as to how to answer. Some respondents answered used question 3 to answer. In this case their responses have been included here.

The following chart categorises all of the comments made in response to Question 4 to show the key barriers identified by service users. Where comments suggested no barriers this has also been recorded. Where respondents have identified benefits, these are categorised in the analysis of question 3 above. It is to be noted that many respondents made several points when responding to this question.

Is there anything in the proposal that would stop you from using neighbourhood services? Category of response	Number of respondents
If the building I use is demolished or transferred my community group activity would be unable to continue	83
Travel distance to alternative building is too far	59
Nothing in the proposal would stop me from using services	57
"Do not change anything – leave things as they are"	33
I am worried about the loss of face to face customer service or housing office contact	26
I am worried about loss of community activities if my building is commercially marketed rather than asset transferred	24
The Stocking Farm Healthy Living Centre is not big enough for large community	10

activities (including youth sessions)	
Multi-service centres will become overcrowded	10
The cost of travel to an alternative location is too much	4
If services are online some customers may be unable to access them	3
Concerned the alternative building is not accessible for me	1
Other*	11

\*Some respondents used this question to make other comments not related to benefits. These comments have been included within questions 3, 4 and 5 as appropriate.

**The following is a selection of the comments which were made in response to this question:**

**Is there anything in the proposals that would stop you from using neighbourhood services? If yes, please give the reason(s):**

"Yes as by closing my community centre, I will not be able to go to Bingo on Thursdays"

"Because the Thursday Morning Bingo Group would not be able to continue."

"Yes as I would not have a reason to come down, as there would be no Bingo."

"The space we need for the childminders toys no where else would provide storage and a kitchen/toilet facilities we need."

"I am a childminder and use community centre for a playgroup obviously if the centre is not there it would not be useable therefor I would have to find somewhere new that would have to be local"

"if a commercial firm took over the building that means end of our prayer facilities then we have to travel by car or by bus to St. Matthews to have the same services as HFNH. I do hope that will not happen."

"YES IF NO CUSTOMER SERVICES PERSSONEL HOW CAN YOU GET HELP FILLING IN COMPLICATED FORMS"

"Yes - not talking to an actual person."

"Adult Education + library service are also vital part of community."

"Cannot get into town"

"I am not good with computers and do not like self service."

"I prefer the face to face contact, with social media I find that it ever increasing the lack of human interaction, I like to be able to deal with issues face to face for peace of mind."

"Distance to the local Housing office too far to walk "

"All the service crammed in to one building "

"my teenage son would no longer be able to attend activities and events at the youth centre if it were to close."

"Communitie centre moving to library will cause classes to clash, eg. adult learning, job club"

"If the healthy living centre was to close , I would be unable to access so many different activities at ease. "

"If Braunstone Frith centre closes the elderly people who are now able to access the local building with mobility scooters, frames etc, will not be able to get to New Parks facilities. These people have problems with physical access and have mobility issues. Most would not be able to use the bus. They would be stuck in their houses. Braunstone Frith centre is the only appropriate council facility in the area. "

"I believe having 3 organisation merge into one will cause more/longer waiting times. With less resources to meet demand."

"Not all older people like it when it's self service"

"The closing of the community hall would the idea of putting the youth club into the HLC is absolutely riddiculas! The hall is not big enough keep Com hall for events and youth club!"

"I would stop coming if the youth club would all come to the centre."

"Yes at the moment I feel relatively safe walking round around the Stocking area, but if you demolish the youth will have nothing to fall back on. Just leave it as it is."

"Customer services as I prefer to be able to talk to someone about issues and certain issues you will not be able to resolve using a self service facility"

"Yes, as a disabled person I would find it difficult to use self service facilities at both the new parks customer service centre and beaumont leys library. I would also find it difficult to travel to other services that might still be staffed."

"No I think the proposal is grrrreat."

"Worried about the pre school where is it going to be. Its been great comfort having the pre school in a community centre."

"Yes all the buildings at Stocking Farm serve a purpose and at the moment the healthy living centre is always a hive of activity.What about if the building becomes over full from running too many projects?"

"If Stocking Farm youth centre and community centre is knocked down I won't be able to use it. My child would suffer without the pre-school there."

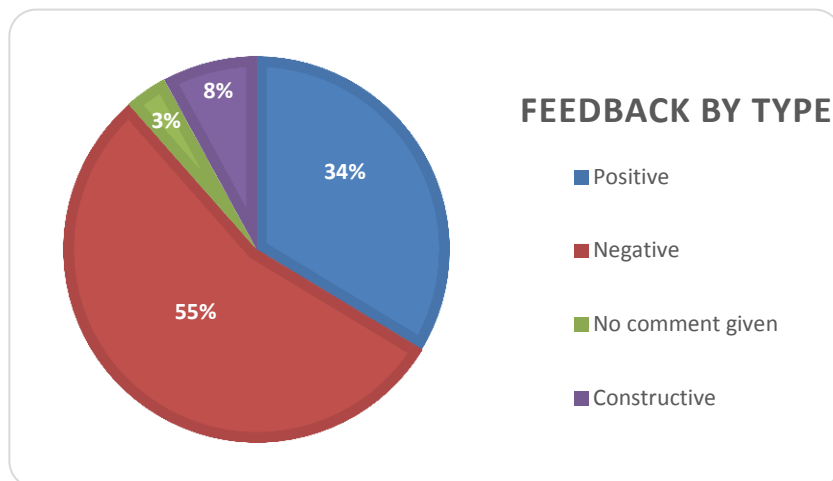
"No there is nothing stopping me from using the services."

"Major inconvenience and added costs, please do not move the housing office."

### Summary of feedback from questions 3 and 4:

Questions 3 and 4 were open ended and were frequently used to express general views, not necessarily in response to the specific question.

In a general sense, the following split of positive (would not stop) and negative (would stop) responses were received:



The key themes emerging from consideration of the responses to both questions are:

- The Thursday evening bingo club at Stocking Farm is very important to the people who use it. There is a high level of concern that the group would be unable to continue if the Community Hall was demolished.
- Users of Stocking Farm Youth Centre are concerned that the Healthy Living Centre located on the same site would not be large enough to accommodate all of their activities, for example a large kitchen and a pool table. Users say they are unlikely to attend youth sessions at the Tudor Centre due to distance and concerns about safety.
- Users of the Healthy Living Centre at Stocking Farm are keen to see further use of the popular building.
- Many users of Home Farm Community Centre are happy with the proposals for Community Asset Transfer provided that these groups can continue to use the building for their activities.
- Users of New Parks Youth Centre are pleased that service will continue in this location and are keen for discussions to be had with local partners to extend use of the facility.
- Many users of Home Farm and Mowmacre housing offices are keen to retain face

to face contact and concerned about the travel distance to the proposed relocation of the service at Beaumont Leys Library. This is a particular concern for many older or disabled people. Other users said that the Beaumont Leys service would be more convenient for them.

- People are concerned about accessing Customer Services (including Housing functions) through the proposed assisted self-service model. Many prefer face to face transactions, and others are concerned that some people, particularly older people, are less familiar with using online services.
- Some users are concerned that multi-service centres may become overcrowded. The concerns are around waiting times and worries that existing groups may be displaced.
- Users of Braunstone Frith Recreation Centre are concerned that asset transfer may lead to existing community activities ceasing. There is a concern that there is no other convenient community space in the local Braunstone Frith area.
- People do not want to see any reduced function of the Beaumont Leys or New Parks libraries.

#### **Q.5. Any other comments?**

A total of 343 respondents answered this question out of the total of 392 (88%). This was an open question and did not put any restrictions on the respondent as to how to answer.

- Comments, enquiries and expressions of interest in the Community Asset Transfer process
- Alternative suggestions, especially with regard to the Stocking Farm site
- Statements of support for existing services and buildings
- Young people expressed the benefit they derive from youth sessions and settings
- Expressions of opposition to or support for proposals
- Comments regarding other council services and buildings outside of the scope of this consultation
- Requests to keep things the same.

#### **The following is a selection of the comments which were made in response to this question:**

"All the terms and agreements made with community groups regarding community buildings should be clearly stated somewhere for transparency and local accountability. Community forums should be entitled to have representation on future decisions that affect local community buildings. Businesses should have a lower rating than community/charitable organisations in asset transfer evaluations and decisions."

"It would be helpful to retain community kitchen facilities within the final offer, to enable us to hold cook and eat family cooking skill courses within each locality... "

"yes a place where people get together and have time out and have a laugh and socialise with each other shouldn't be closed down and it aint fair to take away this centre when it benefits other people and its Disgusting if you take this away from everyone that uses it"



"As a childminder I have used the Community Centre for many years and have brought many children - it's a special place where children can socialise and childminders and parents meet once a week."

"I would like all the services to be continued at our home Farm neighbourhood centre. The centre is vital to the Community especially the work BLM is doing has had a very good impact on the Community. "

"Electronic devices are not customer friendly and dont deliver quality service."

"Please don't close the Housing Services for us the humble, poor people. With no computer and no knowledge of computer use, our communication with Housing Office is destroyed. We rely on this Housing Office. Why are you closing down most of the poor man's most used facilities. Please listen kindly to the poor person for once in your life time it's going to be good for all."

"Very saddened that, due to constant loss of adequate funding - ..many facilities for people are going across the country. It seems you are all doing your best under these circumstances to save as many services as possible. Children - Disabled - Elderly - Young adults are all suffering..."

"Keep local services "Local" do not move away from our estate "

"Stop wasting money on services that are no longer needed in a computerised world! "

"Seating in library must remain."

"The idea of refurbishing the community bit of the library (Beaumont Leys) would be good. .. Toilets for public use would also be an advantage. not to keen on the idea of self-service machines, you still need people! Better signs to tell people that the library is here, one near the Leicester Leys Leisure Centre, and more near the Tesco Shopping Centre."

"Proposed development of Beaumont Leys Library if incoming services are allocated to adjoining offices this would be ideal however I am against any loss of library space for library users as the library is well equipped and welcoming."

"The library (Beaumont Leys) is a valuable asset to the area. Helps reduce carbon footprint, by combining trips to library with going to supermarket, post office, leisure centre. PLEASE DO NOT CLOSE BEAUMONT LEYS LIBRARY!"

"There is only one council facility in Braunstone Frith. This centre is important in creating a sense of community and combatting social isolation for elderly and disabled people as it provides an easily accessible place for them to meet. It also provides easy access to Housing officers and police who regularly come here. "

"I would be reluctant to travel to Beaumont Leys centre. When I could have just popped around the corner!"

"After 20 years using the new parks community centre, where else will the pensioners go. Some have walking difficulties."

"New parks centre library would get very busy at times which would make me avoid going to the library for that period but I would come back and use the library at more quieter times."

"Beaumont Leys Library is my lifeline as I am disabled. I use books, attend art groups well as various groups. I hire DVD's and talking books as well, all of which is a vital local service to me. I also via my carer use the computers there. I feel that if Home Farm and Jersey Road move into the library things such as my art group will not continue as it will be far too busy. How can you have that volume of people and hold groups such as this? It will take space from the library, there won't be the selection of items."

"Closing stocking farm community centre would be very upsetting for all members who get together for clubs/activities that happen throughout the week. A lot of elderly people rely on Thursday night Bingo as their only night out to meet people, please don't take that away from them."

"Stocking farm community hall. This is upsetting for both young and old people. We have used the centre all our lives."

"The changes would be of benefit to the community in general because combining facilities will preserve and even improve them"

"I'm concerned that vulnerable elderly people from Stocking Farm, Mowmacre and Beaumont Leys etc. will find the services less easy to access and more impersonal. Bus fares and lack of mobility can be an issue. The walk from the bus stop to Beaumont Leys library is quite long. How can it be insured that people do not fall through the net? Voluntary groups such as churches could play a vital role. Another use for some of these buildings could be life skills training or skill swaps. Could elderly people help vulnerable youth who have perhaps never worked?"

"It will be great to have a community centre that is run by the community people. Children can also have a place during the holiday time for different activities if its run by the community."

"Stocking Farm Youth Centre. Personally I think that the Youth Centre should stay open the reason behind this would be because the Stocking Farm Youth Centre brings a wide range of the population, the youth that attned to this enjoy it as they like socialising and spending time with friends."

"(Stocking Farm Youth Centre). I think the big house & healthy living centre should be knocked and the services moved here."

"Stocking Farm Helathy Living Centre. I have a suggestion about the youth centre, I know it's not used to its full potential so if that building served as a multi functional building similar to that of the Healthy Living Centre. This way the building serves multuple purposes and is used to its full potential."

"If you get rid of it the housing office we would like it as a Community Centre"

" This office (Mowmacre Jersey Road) is within walking distance for us, especially if you

have got children the office is child friendly. "

"If this means we get a better service then I am all for it but not at the cost of jobs."

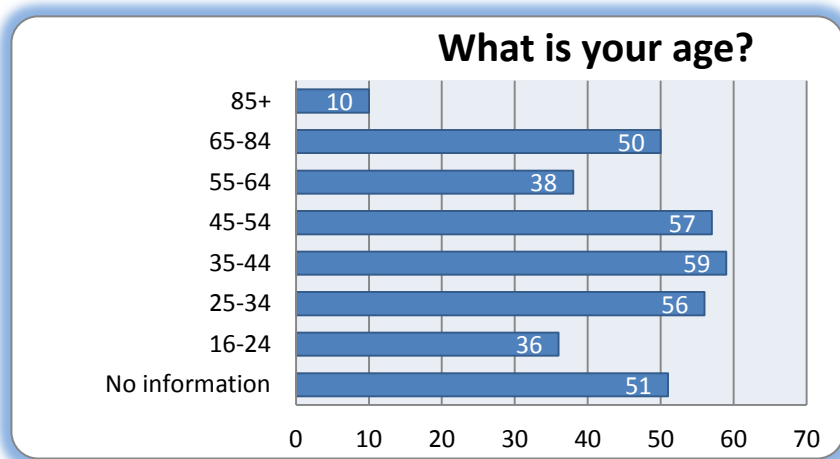
"Need two reception areas because one for library users and one for other service users."

## Demographic breakdown of respondents

### What is your Age?

A high proportion of older people responded to the questionnaire. 16.8% of respondents were over 65yrs.

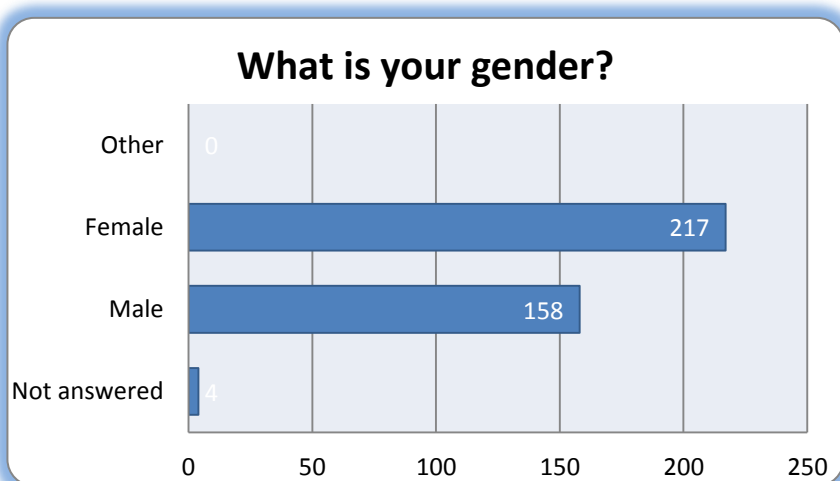
What is your age?	
Not answered	10
Prefer not to say	41
No information	51
16-24	36
25-34	56
35-44	59
45-54	57
55-64	38
65-84	50
85+	10



### What is your gender?

- Significantly more females responded to the questionnaire (57.8% of those who provided information).

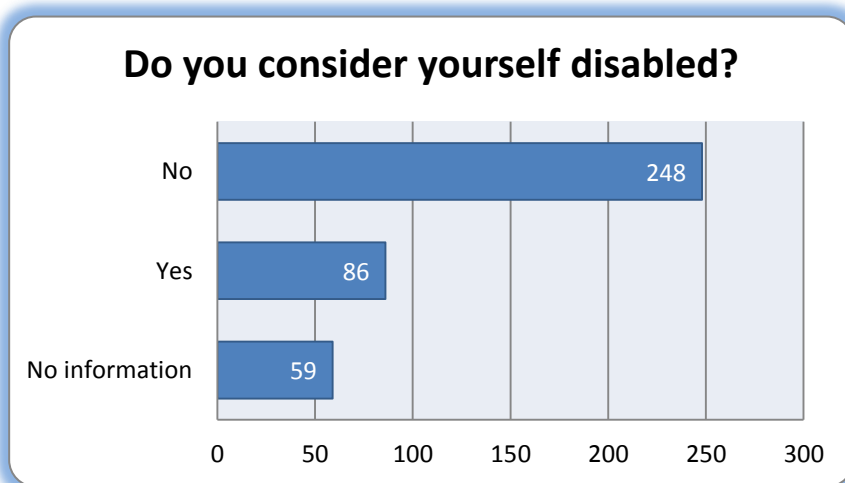
Gender	
Not answered	4
Male	158
Female	217
Other	0



### Do you consider yourself disabled?

- 12.3% of respondents who answered this question considered themselves disabled.

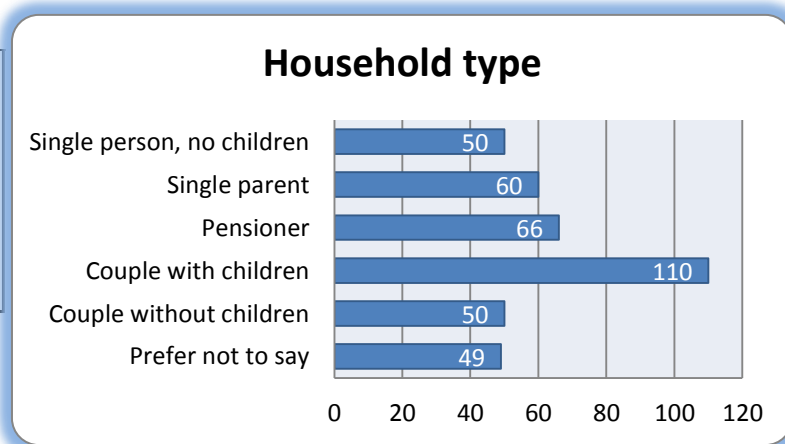
Do you consider yourself disabled?	
Not answered	12
Prefer not to say	47
No information	59
Yes	86
No	248



### Household type

- The largest household type was “couple with children” (110 respondents)
- 60 respondents described their household type as “single parent”. This accounted for 35.3% of all respondents with children.

Household type	
Prefer not to say	49
Couple without children	50
Couple with children	110
Pensioner	66
Single parent	60
Single person, no children	50

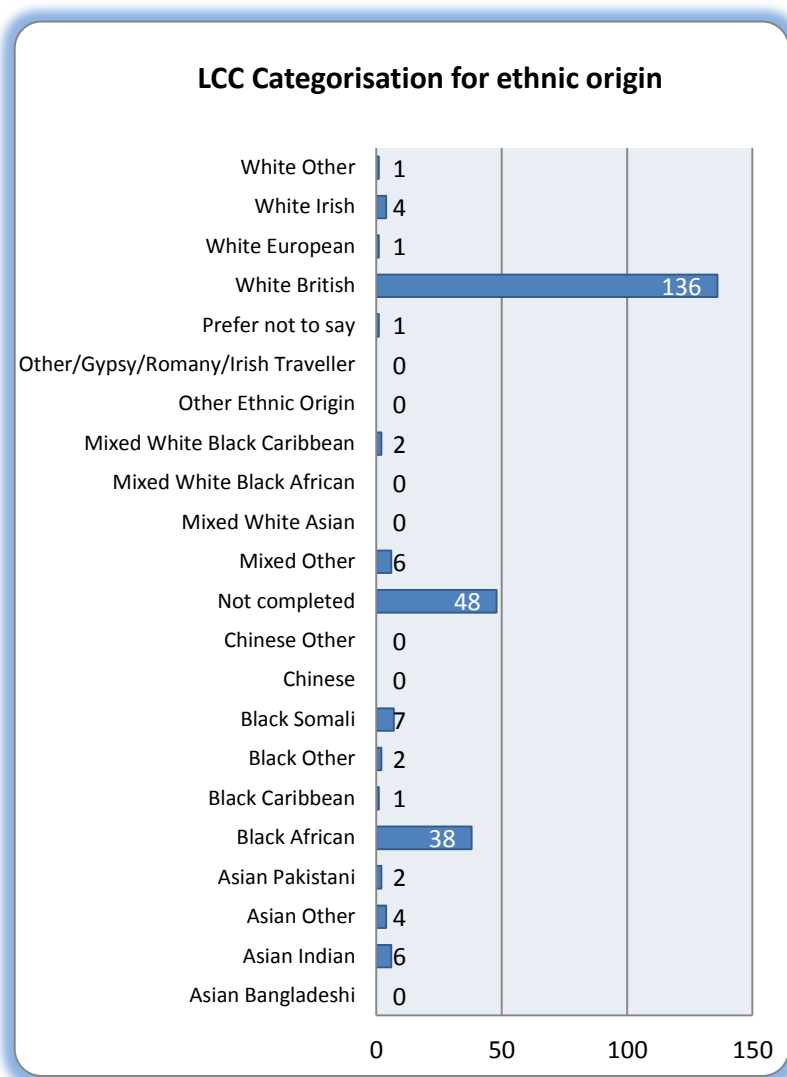


### How would you describe your ethnic background?

66% of respondents provided information with regard to their ethnic background.

- 136 respondents identified themselves as White British
- The second largest group identified themselves as “Black African” (38%)

Ethnic Origin	
Asian Bangladeshi	0
Asian Indian	6
Asian Other	4
Asian Pakistani	2
Black African	38
Black Caribbean	1
Black Other	2
Black Somali	7
Chinese	0
Chinese Other	0
Not completed	48
Mixed Other	6
Mixed White Asian	0
Mixed White Black African	0
Mixed White Black Caribbean	0
Mixed White Black	0
Caribbean	2
Other Ethnic Origin	0
Other/Gypsy/Romany/Irish Traveller	0
Traveller	0
Prefer not to say	1
White British	136
White European	1
White Irish	4
White Other	1



## **Other comments received**

A number responses were received through other channels:

- Emails from ward councillors on behalf of constituents
- Letters and emails from the local MP on behalf of constituents
- Emails from service users and stakeholders
- 'Phone calls from service users and stakeholders

## **CONCLUSIONS**

The outcomes of this consultation exercise have been used to further develop draft proposals for the reorganisation of buildings in the North West area of the city.

The method of consultation using focus groups has been very well received by the community and staff. The key messages to be taken forward from this engagement period are:

- There is support for Community Asset Transfer of some buildings, but also a general concern that training, guidance and support is needed for groups to understand expectations and requirements placed upon groups when entering into asset transfer arrangements
- Concerns were raised around the consequences for existing groups should centres be managed by outside organisations
- There is good support for elements of the proposals, in particular improvements to Beaumont Leys Library and Offices and the retention of New Parks Library and Housing Office, Stocking Farm Healthy Living Centre, the Tudor Centre and New Parks Youth Centre.
- Concerns were raised regarding the proposed demolition of the Stocking Farm Community Hall and Youth Centre buildings, and the continued availability of a large, flexible space for youth sessions and larger community groups to use. A range of alternative suggestions were made.
- Concerns were raised around the installation of self-service facilities, especially with regard to Customer Service and Housing transactions.
- Concerns were raised regarding the greater distance to travel to access some services under the proposals, especially with regard to the relocation of two Neighbourhood Housing Offices and one STAR office. However, some residents stated the proposed relocations would be more convenient for them and others said it would make no difference.

## **Lessons Learned from the Engagement**

- The method of engagement with the groups has resulted in a high quality level of response, particularly given the ability to tailor conversations to answer specific concerns when meeting groups individually

- The overall approach of involving stakeholders and members of the public early has been beneficial especially in promoting widespread awareness of the consultation at an early stage in the process
- The process undertaken has led to good co-operation between stakeholders, individuals and groups, as well as other services
- The invitation to meeting individually helped to gain an understanding of their requirements as well as real issues and constraints that would need to be considered if the proposals were to be implemented
- A high response rate has been achieved by this consultation, which is a reflection of the high levels of activity by the services promoting the consultation in the local area and raising awareness at local forums and meetings
- There was a lengthy gap between the two phases of consultation following the inception of the Using Buildings Better programme. This necessitated careful work during initial meetings with stakeholder groups and individuals to ensure that the lessons of early engagement work were understood. It is recommended that there is less of a gap between initial engagement and consultation on proposals in subsequent areas of the city.
- The questionnaire used to collect responses to the consultation included an optional section providing the opportunity to provide more personal data. This information has helped with the understanding of the impacts and potential risks the proposals might have.
- A similar model of engagement will be used for the other areas of the city

## Consultation Form

# Transforming Neighbourhood Services

## North west area consultation



### Background

Leicester City Council is reorganising neighbourhood services across the city. This includes libraries, community and youth centres, housing offices, adult learning and local customer service points.

Significant cuts in government funding mean that we cannot continue to run services as we do now. But before making any proposals, in 2014 and 2015 we spoke to local people to find out what they wanted from their services. We also asked for suggestions for the future.



### What is happening now

Now we have developed a way forward and we would like to know your views. These proposals bring services together and make savings.



### Give your views

We are holding an event to discuss the proposals on 15 March, 6.30-8pm at Beaumont Leys Library. Please come along, or give your views online or fill out the form on this leaflet.

[leicester.gov.uk/tns](http://leicester.gov.uk/tns)



Leicester  
City Council



## Proposed changes

### New Parks Centre Library; New Parks Housing Office and Customer Service Centre

- Move learning services into the first floor of the library
- Move New Parks STAR to the housing office
- Change customer services provision to a self-service facility within the library
- Refurbish the customer service centre to include a new community room



### New Parks Community Centre

- Make the building available for lease in the short term
- If there is no interest in a short term lease, demolish the building
- Move community and learning services to the improved New Parks Centre

### New Parks STAR Office

- Move services into New Parks Housing Office
- Re-let the shop

### New Parks Youth Centre

- Continue to deliver youth sessions at the centre
- Work with local partners to increase use of the building



### Braunstone Frith Community Centre

- Make the building available under the council's asset transfer policy
- If groups need to move, work with them to identify the best location for their needs

### Beaumont Leys Library and offices

- Move Home Farm and Jersey Road Housing Offices and Marwood Road STAR into Beaumont Leys Library
- Install self-service equipment for library and customer service use
- Refurbish community space and storage space for use by groups in the wider area



### Home Farm Community Centre

- Make the building available under the council's asset transfer policy, to community groups first
- If no suitable group is found the building will be marketed commercially
- If groups need to move, work with them to identify the best location for their needs

### Beaumont Leys (Home Farm) Neighbourhood Housing Office

- Move services into the improved Beaumont Leys Library
- Market the property commercially

### Mowmacre (Jersey Road) Neighbourhood Housing Office

- Move services into the improved Beaumont Leys Library
- Market the property commercially

### Beaumont Leys (Marwood Road) STAR Office

- Move services into the improved Beaumont Leys Library
- Re-let the shop

### Stocking Farm Community Centre, Youth Centre and Healthy Living Centre

- Enhance the Healthy Living Centre and farmhouse to provide more community activities
- Retain the outside multi-use games area
- Demolish the community hall and youth centre to free up land, potentially for housing
- Work with young people to create suitable spaces for youth sessions at Stocking Farm Healthy Living Centre and at the Tudor Centre



### Tudor Centre and Healthy Living Centre

- Enhance the facility to ensure a broad range of activities can be delivered
- Deliver youth sessions at the centre



#### Note:

If this consultation process identifies extra opportunities, we may consider other council buildings in the north west area.



## Your views

Give your views online at [leicester.gov.uk/tns](http://leicester.gov.uk/tns)

OR fill out this form

You can also come to discuss the proposals at an event at Beaumont Leys Library on 15 March 6.30- 8pm.

1. Do you currently use any of these services in the area? (Please circle)

- |             |                   |                         |
|-------------|-------------------|-------------------------|
| Library     | Community centre  | Adult education service |
| Pre-school  | Customer services | Youth centre            |
| STAR office | Housing office    |                         |

2. What is your home post code? .....  .....

3. How would these proposals benefit you?

.....  
.....  
.....  
.....  
.....

4. Is there anything in the proposal that would stop you from using neighbourhood services? If yes, please give the reason(s).

.....  
.....  
.....  
.....  
.....

5. Any other comments?

.....  
.....  
.....  
.....  
.....

(continued on next page)

5. Any other comments (continued)

.....  
.....  
.....  
.....  
.....



## Let us know about you

1. Age: ..... Prefer not to say

2. Gender: Male  Female  Prefer not to say

3. How would you describe your ethnic background?

..... Prefer not to say

4. Do you consider yourself to have a disability or health condition?

Yes  No  Prefer not to say

How does your disability or health condition affect your ability to access local services?

.....  
.....  
.....  
.....  
.....

5. Household type:

Couple without children  Couple with children  Pensioner

Single parent  Single, no children  Prefer not to say

Thank you for completing this monitoring form. The information you have provided will be kept in accordance with the terms of the Data Protection Act 1998 and will only be used for the purpose of monitoring. Your details will not be passed on to any other individual, organisation or group. Leicester City Council is the data controller for the information on this form for the purposes of the Data Protection Act.

Thank you for giving us your views.

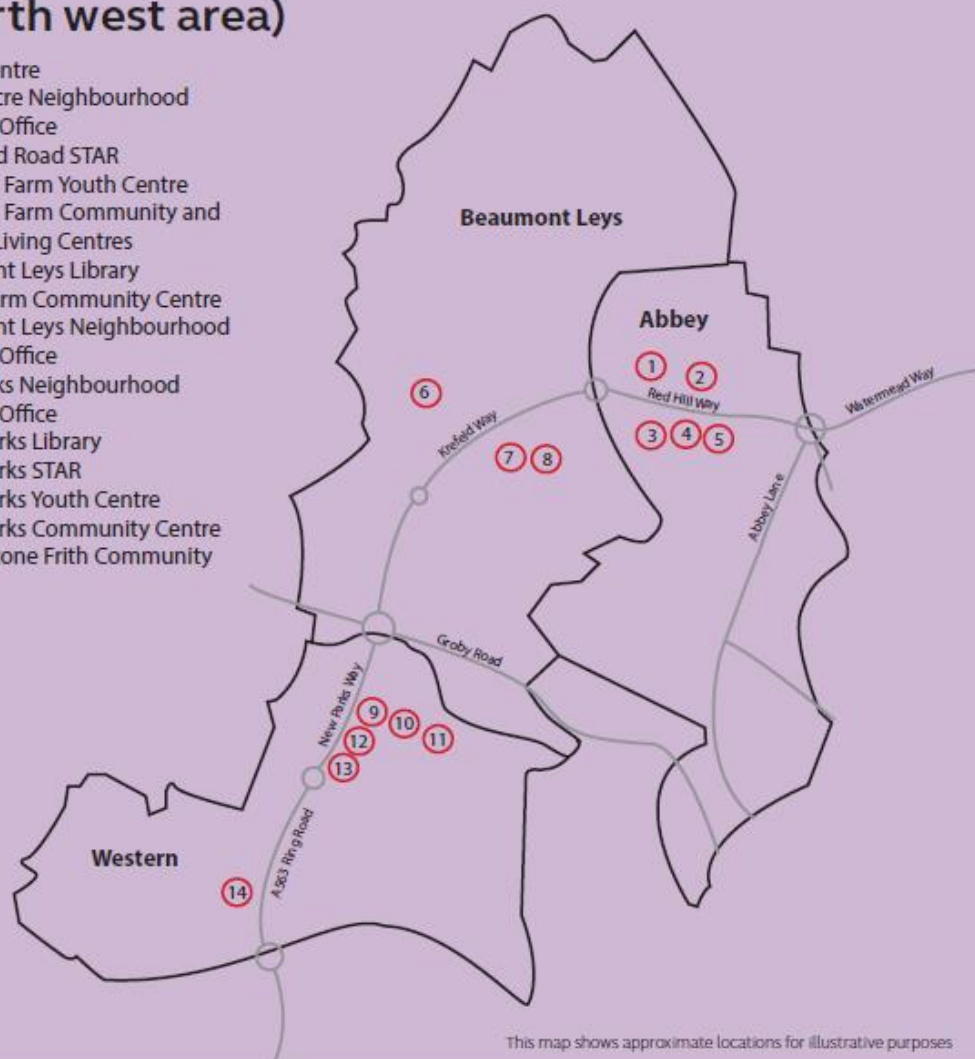
Please hand the form in to any Leicester City Council housing office, library, community, youth or leisure centre, or post to:

Transforming Neighbourhood Services  
2nd Floor, Town Hall  
Town Hall Square  
Leicester LE1 9BG

The closing date is 11 April 2016.

## Neighbourhood buildings (North west area)

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



Produced by Leicester City Council, Marketing and brand management team, 02.16



## Neighbourhood Services & Community Involvement Scrutiny Commission

# Briefing Report

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Impact of gambling on vulnerable communities scrutiny  
report - update

Lead director: **Miranda Cannon**

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## Useful information

- Ward(s) affected: **All**
- Report author: **Jerry Connolly**
- Author contact details: **Tel: 37 6343 Email: [Jerry.connolly@leicester.gov.uk](mailto:Jerry.connolly@leicester.gov.uk)**
- Report version number: **001**
- Date of report: **27<sup>th</sup> April 2016**

### 1. Summary

- 1.1 The Neighbourhood Services and Community Involvement Scrutiny Commission endorsed the task group's report on the impact of gambling on vulnerable communities at its meeting of 4<sup>th</sup> April 2016. This report sets out the actions and events which have taken place in relation to the scrutiny review since that meeting.

### 2. Recommendations

- 2.1 The Commission is asked to note the report.

### 3. Supporting Information

- 3.1 Cllr Singh, in his capacity as chair of OSC, used his delegated powers to approve the report for sending to the executive. This was because there was no scheduled OSC meeting at which to consider the full report. It will however come to a future meeting of OSC for formal endorsement.
- 3.2 Cllr Gugnani, who chaired the task group, reported its findings and conclusions to the Executive on Thursday 21<sup>st</sup> April 2016. The executive supported the report and its recommendations. These included the new recommendations set out in Par. 3.11 below.
- 3.3 The Association of British Bookmakers (ABB), along with other stakeholders and contributors, was made aware of the report ahead of the meeting on 4<sup>th</sup> April. Its response was that it wanted as soon as possible to become involved in the setting up and operation of a partnership in Leicester. The ABB was informed that there were still a number of steps which needed to be taken but that its response was welcomed.

#### **Fixed Odds Betting Terminals All Party Group**

- 3.4 This information was circulated to MPs advising them of the formation of the Fixed Odds Betting Terminals All Party Group. The inaugural meeting was on Tuesday the 19<sup>th</sup> April at 11.30am, in room W4 in Westminster Hall and MPs were asked to consider attending and also joining the group. An Early Day Motion was also being tabled in support of the group and members asked to add their name to the list of signatories.



- 3.5 Carolyn Harris MP: Member of Parliament for Swansea East, told MPs: “This new Fixed Odds Betting Terminals All Party Group will have a focused remit to investigate the impacts of Fixed Odds Betting Terminals (FOBTs) and explore policy options for reducing the harm they cause, including the possibility of a substantial reduction in the maximum stake that can be wagered on them.
- 3.6 “This is particularly relevant now, given the possibility of an upcoming Government review of stakes and prizes across all gaming machines, which is due to be completed by the end of this year.
- 3.7 “As you will know, FOBTs are touch screen roulette machines found in betting shops across Britain on which gamblers can play casino-style games with £100 maximum stake. We now have over around 35,000 FOBTs located in bookmakers in the UK.
- 3.8 “The proliferation of these high-stakes gambling machines on Britain's high streets is causing significant problems particularly as there is a clustering of betting shops and FOBTs in more deprived areas and the most vulnerable in our society are more likely to use them. In addition, there are twice as many betting shops in the poorest 55 boroughs of the UK, typically working class and urban, compared with the most affluent 115, even when accounting for population size, so four times the density.
- 3.9 “These machines are directly linked to problem gambling and harming the vulnerable, with around 4 out of 5 FOBT gamblers showing signs of problem gambling behaviour. Recently, there have been two very tragic cases of suicides linked to the problems caused by these machines. FOBTs are also causing wider problems.
- 3.10 “They are reported to be linked to growing incidents of money laundering in bookmakers; linked to the problems of payday loans as players take out loans to sustain their play on FOBTs and often linked to rising crime levels in bookmakers. I would be delighted if you could join the inaugural meeting”.
- 3.11 This information was passed to the department, and to Cllrs Waddington and Palmer. Cllr Gugnani reported the information to the Executive when he presented the report. In line with other recommendations within the report he added the following further recommendations:
1. The establishment of the Fixed Odds Betting Terminals All Party Parliamentary Group is welcomed
  2. Leicester MPs are asked to support the Group and its work
  3. In particular the Group is asked to press the Department of Culture Media and Sport to enact its triennial review of stakes and prizes
  4. That the group be sent a copy of the scrutiny report.
- The Times: 28<sup>th</sup> April 2016**
- 3.12 A report suggested the Department of Culture Media and Sport (DCMS) had yet to undertake a scheduled three-yearly review of stakes and bets, which in 2013

included a review of the stake limit of Fixed-odds Betting Terminals.

**4. Details of Scrutiny**

4.1 This report is for information to the Neighbourhood Services & Community Involvement Scrutiny Commission.

**5. Financial, Legal and equality implications**

As per the Scrutiny Review on the impact of gambling on vulnerable communities on 4<sup>th</sup> April 2016

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

6.1 Scrutiny Review reported to the Commission on 4<sup>th</sup> April 2016.

**7. Summary of appendices:**

7.1 None

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

8.1 No.

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

Date	Topic	Actions Arising	Progress
Thurs 13 Aug 15	1) Neighbourhood Services Portfolio Oversight  2) Community Involvement Portfolio Oversight  3) Licensing Consultations: <ul style="list-style-type: none"> <li>• Private Hire and Hackney Carriage Licensing</li> <li>• Licensing Act Policy</li> <li>• Gambling Act Policy</li> </ul> 4) Call In of City Mayor Decision – Highfields Community Association	1) That the report be noted. Ensure reports submitted to Commission contain recommendations on the action sought.  2) That the report be noted. Ensure reports submitted to Commission contain recommendations on the action sought.  3) That the SPO be asked to pass on the Commissions comments to the Head of Licensing and Pollution Control.  4) The Director of Culture and Neighbourhood Services provide: Information about services offered to all 13 children since Highfields Centre closed.  Information to be provided about new provision for adult education services relocated from Highfields Centre.	SPO passed on information – waiting for response.



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

Date	Topic	Actions Arising	Progress
	4) Citizens' Advice Bureau Annual Report.	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.	
17 <sup>th</sup> November 2015	Using buildings better/Transforming Neighbourhoods update  Impact of gambling on local communities –scrutiny task group		
Thurs 7 Jan 16	Ward meeting review Cooking skills survey Emergency Food action plan Emergency food – ward mapping		

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

Date	Topic	Actions Arising	Progress
Monday 4 <sup>th</sup> April 16	Gambling impact task group report	Report approved by Commission.	referred to OSC chair& executive
	Food safety review	Food safety strategy to come to future meeting of the commission	Add to future work programme
	Internal Procurement of Food by the Council	Report noted	