



Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: THURSDAY, 1 NOVEMBER 2018

TIME: 5:30 pm

PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

Members of the Committee

Councillor Singh (Chair)

Councillor Govind (Vice-Chair)

Councillors Bajaj, Cleaver, Cutkelvin, Dawood, Grant, Gughani, Khote, Porter and Westley

Youth Council Representatives

To be advised

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

For Monitoring Officer

Officer contacts:

Julie Harget (Democratic Support Officer),

Tel: 0116 454 6357, e-mail: julie.harget@leicester.gov.uk

Leicester City Council, Granby Wing, 3rd Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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Further information

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

Julie Harget, Democratic Support Officer on 0116 454 6357. Alternatively, email julie.harget@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE:

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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. CHAIR'S ANNOUNCEMENTS

4. MINUTES OF THE PREVIOUS MEETING

Appendix A

The minutes of the meeting of the Overview Select Committee held on 13 September 2018 have been circulated and the Committee will be asked to confirm them as a correct record.

5. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

6. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

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

7. PETITIONS

The Monitoring Officer to report on any petitions received.

8. TRACKING OF PETITIONS - MONITORING REPORT [Appendix B](#)

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

9. PRESENTATION ON THE PREVENT PROGRAMME

The Committee will receive an overall update on the anti-terror Prevent programme. The presentation will be delivered in partnership by the Police, the Head of Community Safety and the Prevent Co-ordinator for the city. Members are invited to note and comment on the presentation as they see fit.

10. QUESTIONS FOR THE CITY MAYOR

The City Mayor will answer questions raised by members of the Overview Select Committee on issues not covered elsewhere on the agenda.

11. DRAFT SCRUTINY REPORT 2016-2018 [Appendix C](#)

The Chair of the Overview Select Committee submits the Draft Scrutiny Report for 2016-2018. Members are asked to comment on, and approve the draft report prior to its submission to Full Council.

12. SCRUTINY COMMISSIONS' WORK PROGRAMMES [Appendix D](#)

a) To receive and endorse the following Scoping Document:-

The Community Asset Transfer Strategy A review of the Neighbourhood Services and Community Involvement Scrutiny Commission (**Appendix D**);

b) To receive and endorse the following reports of reviews carried out by Scrutiny Commissions:-

A review of the Bus Services Act 2017 – the impacts and opportunities. A report of the Economic Development Transport and Tourism Scrutiny Commission. (**Appendix D1**)

End of Life Care. A review report of the Adult Social Care Scrutiny Commission (**Appendix D2**)

13. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

Appendix E

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

14. PLAN OF KEY DECISIONS

Appendix F

Members are asked to consider and comment on the Plan of Key Decisions and in particular note those items pertaining to their own commissions.

15. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
OVERVIEW SELECT COMMITTEE

Held: THURSDAY, 13 SEPTEMBER 2018 at 5:30 pm

P R E S E N T :

Councillor Singh (Chair)
Councillor Govind (Vice Chair)

Councillor Bajaj
Councillor Cleaver
Councillor Cutkelvin

Councillor Dawood
Councillor Grant
Councillor Khote

Councillor Porter
Councillor Westley

Also present:

Sir Peter Soulsby City Mayor

* * * * *

21. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Gugnani.

22. DECLARATIONS OF INTEREST

No declarations of interest were made.

23. CHAIR'S ANNOUNCEMENTS

The Chair did not make any announcements.

24. MINUTES OF THE PREVIOUS MEETINGS

Members were asked to agree the minutes of the meeting of the Overview Select Committee held 21 June 2018 and the special meeting held 5 July 2018.

Councillor Khote asked in respect of the meeting held 21 June 2018, the minute item 12. Questions for the City Mayor – Evington Leisure Centre, that the references to the Evington Leisure Centre be amended to read the Leisure Centre in North Evington.

AGREED:

that the minutes of the meeting held 21 June 2018, subject to the above amendment, and the minutes of the special meeting held 5 July 2018 be confirmed as correct records.

25. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Chair stated that all the actions previously requested had been addressed.

26. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

There were no questions, representations or statements of case.

27. PETITIONS

There were no petitions.

28. TRACKING OF PETITIONS - MONITORING REPORT

AGREED:

that the current position be noted and petitions referenced 21/12/2017, 19/04/2018, 21/05/2018, 3/06/2018 and 05/04/2018 marked Petition Process Complete be removed from the monitoring report.

Action	By
That petitions referenced 21/12/2017, 19/04/2018, 21/05/2018, 3/06/2018 and 05/04/2018, marked Petition Process Complete, be removed from the Petition Monitoring Report	The Democratic Support Officer

29. QUESTIONS FOR THE CITY MAYOR

Members raised the following questions for the City Mayor.

CAGE

Councillor Grant said that concerns had been raised with him, that while the council had consistently expressed strong views about far-right extremism in the city, the council had not apparently expressed similar concerns about an organisation called CAGE. He said that CAGE had made at least three visits to the city in the past year, and he believed that it was an extremist organisation. Councillor Grant asked what the council were doing, bearing in mind that they had an officer working on issues of extremism.

The City Mayor responded that from his knowledge of CAGE, he disagreed with many of the views that they expressed but he did not think the organisation was subject to any restrictions.

Councillor Grant drew similarities with the English Defence League (EDL), an organisation about which the council had made its views clear. However, although people in CAGE were not demonstrating, they appeared to be invited by organisations within the city, whereas EDL came from outside the city. He was concerned that no-one was confronting CAGE on the statements they made. Councillor Grant said that this could result in vulnerable people being susceptible to extreme views and he questioned whether this was being dealt with appropriately.

The City Mayor commented that the EDL came to Leicester to cause disruption on the streets and the police advice in dealing with that organisation had been essential. He was not sure if the Police had given any advice on CAGE. The City Mayor added that he was apprehensive about stifling free speech and he believed it was better to combat extreme views with other arguments.

The Chair asked for the matter to be directed to the Assistant City Mayor for Community Involvement and for a detailed analysis and report on the issue to be brought back to the Committee. A member commented that the work being carried out in Leicester was robust and the Police would make it known if they had concerns.

The City Mayor added that he was happy to engage with Members and the Police on the issue.

Action	By
For the concerns relating to CAGE be raised with the Assistant City Mayor for Communities and Equalities.	Director of Delivery, Communications and Political Governance / Director of Neighbourhoods and Environmental Services.

SALE OF LAND – NEW WALK CENTRE / KING STREET

Councillor Porter said that the site of the New Walk Centre / King Street was now looking much better but queried why the sale of the freehold land was sold for £24k, when it was worth more. Councillor Porter questioned whether the new owners would sell the land for a higher price and whether the buildings were leasehold or freehold.

The City Mayor commented that this had been fully reported, but he would be happy to forward the reports onto Councillor Porter, or any other Members at their request. The professional advice given was that the site had negative value. The developers had now added value to the site where none had previously existed. They had invested approximately £20m into the site and

had brought in new homes, retail shops and an open area. The council would seek to gain from that investment. The City Mayor added that it would be a matter for the site owners as to whether the two buildings on the site were now leasehold or freehold.

Action	By
For the reports on the sale of the New Walk Centre sites to be sent to Councillor Porter.	The Director of Finance.

ZERO HOURS CONTRACTS

Councillor Porter asked the City Mayor if he believed that zero hours contracts were a reincarnation of an ancient evil; a view expressed by the Archbishop of Canterbury.

The City Mayor responded that he was very reluctant to agree or disagree with someone as eminent as the Archbishop of Canterbury.

BREXIT

Councillor Cutkelvin asked for information on the council's preparation for Brexit.

The City Mayor responded that it was very difficult to prepare because of the level of uncertainty. He would be proposing a motion at the next meeting of full council as he believed that there should be a referendum on the exit deal.

The Director of Finance added that they were waiting for guidance from the Government regarding the national impacts and the council were already looking at local impacts including recruitment and retention impacts.

Councillor Porter commented that in his view there could be significant benefits arising from a no-deal Brexit, such as free trade with the rest of the world which would help people on low incomes. Councillor Porter added there could be many new opportunities for the U.K. post Brexit.

UPDATE ON THE JOINT LOCAL SPECIAL EDUCATIONAL NEEDS (SEN) LETTER

Councillor Grant asked the City Mayor for an update on the Joint Local SEN letter that was sent out in the summer, following a review of the services. He asked whether he was still happy with the current strategic leadership for Adult Social Care and Children's Services given that concerns had been raised about a lack of strategic planning between children's and adult's services.

The City Mayor stated that he thought it worth noting that at the time the Ofsted inspection was carried out, there was a separate director for children's services. He had a very high regard for the new Strategic Director of Social

Care and Education the teams which he led, and he was satisfied that the appropriate strategic lead was in place. It was very appropriate that the outcome of the review was listened and responded to and the Deputy City Mayor for Children and Young People's Services would be reporting to scrutiny on this issue.

DATA PROTECTION

Councillor Grant referred to a recent breach of data protection. He questioned whether a different approach to staff training was needed and whether the City Mayor had concerns that the council were not good custodians of information.

The City Mayor responded that he was very concerned about the data protection breaches and he had made it clear that this would not be tolerated. However, the council had taken the appropriate actions immediately and there was no evidence that the latest breach had resulted in any harm. The council were known to be vigilant in such circumstances.

The Director of Finance added that the council sent out a vast amount of correspondence and human error did happen, but the council were taking steps to deal with any such errors.

30. REPORT OF THE FINANCE TASK GROUP

The Chair introduced the Report of the Finance Task Group and referred Members to the minutes of the meeting held 30 August 2018, which had been included in the agenda pack.

Councillor Porter referred to the figures in the Revenue Budget Monitoring Report (Period 3) for Neighbourhood and Environmental Services and said that numerous complaints had been received relating to the lack of grass cutting and the number of weeds on paths. He said that it appeared there were insufficient staff to carry out the work and asked how many people in the Parks Service had been made redundant and by how much had the salaries budget been cut.

The City Mayor responded that those figures would be sent to Councillor Porter, but because of the very significant savings they were having to make between 2010 and 2020, there were now considerably less staff. Grass cutting was now taking place in a way that was beneficial to the environment and wildlife was being encouraged by leaving some of the grass uncut. Birds such as kestrels and raptors were now being seen in the city because they could find prey.

The Chair confirmed that he too had expressed concerns about the level of grass cutting.

Members agreed to note the Revenue Budget Monitoring Report, Period 3 2018/19.

In respect of the Capital Budget Monitoring Report (Period 3), the Chair congratulated officers on the way the report was presented and he thought that the Red Amber Green (RAG) ratings were helpful. He believed that the Capital Budget warranted scrutiny and he hoped that Scrutiny Chairs would continue to carry out that scrutiny in their own commissions.

Councillor Porter referred to the St George’s Churchyard scheme and said that there had been very considerable opposition to proposals to fell the trees, including that from Heritage England. He asked whether the scheme would be abandoned or whether the trees could remain and be properly managed. The City Mayor responded that he did not know as he had no involvement in that area, but he would forward the query onto the Deputy City Mayor for the Environment, Health and Health Integration.

Councillor Cutkelvin asked whether some on-going issues with the building of the new Waterside School would impact on primary school places. The City Mayor said that the new Waterside School would replace Fosse and Slater Schools; a delay in building the new school would add pressures to primary school places but the council would be able to cope with the delay. He was currently awaiting a report on the issue.

Members agreed to note the Capital Budget Monitoring Report Period 3 2018/19.

AGREED:

that the Revenue and Capital Budget Monitoring Reports Period 3, 2018/19 and the Report of the Finance Task Group be noted.

Action	By
For details relating to the cut in the salaries budget in the Parks Services since 2010, to be sent to Councillor Porter.	The Director for Neighbourhoods and Environmental Services
For an update on the St George’s Churchyard scheme to be sent to Councillor Porter.	The Director of Planning, Development and Transportation.

Councillor Cleaver left the meeting during the consideration of the Report of the Finance Task Group.

31. SCRUTINY COMMISSIONS' WORK PROGRAMMES

There were no updates on the work of the Scrutiny Commissions.

32. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

The Chair referred Members to the work programme and stated that the Annual Scrutiny Report would be brought to the next meeting. He had asked for a report on the Channel Shift Strategy and asked for information on what was happening at the Leicester General Hospital. The Chair made a request for the Deputy City Mayor for the Environment, Health and Health Integration to attend a future meeting when the update on the hospital was considered.

Action	By
To add Channel Shift and an update on the Leicester General Hospital (with an invitation for the Deputy City Mayor for the Environment, Health and Health Integration to attend) to the work programme.	The Scrutiny Policy Officer.

33. PLAN OF KEY DECISIONS

The Chair asked Scrutiny Chairs to be mindful of items on the Plan of Key Decisions that related to their Commissions.

AGREED:

That the Plan of Key Decisions be noted.

34. CLOSE OF MEETING

The meeting closed at 6.30pm.



Leicester
City Council

WARDS AFFECTED
All Wards - Corporate Issue

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Overview Select Committee

1 November 2018

Tracking of Petitions - Monitoring Report

Report of the Monitoring Officer

1. Purpose of Report

To provide Members with an update on the current status of responses to petitions against the Council's target of providing a formal response within 3 months of being referred to the Divisional Director.

2. Recommendations

The Committee is asked to note the current status of outstanding petitions and to agree to remove those petitions marked 'Petition Process Complete' from the report.

3. Report

The Committee is responsible for monitoring the progress and outcomes of petitions received within the Council. An Exception Report, showing those petitions currently outstanding or for consideration at the current Overview Select Committee meeting is attached.

The Exception Report contains comments on the current progress on each of the petitions. The following colour scheme approved by the Committee is used to highlight progress and the report has now been re-arranged to list the petitions in their colour groups for ease of reference:

- **Red** – denotes those petitions for which a pro-forma has not been completed within three months of being referred to the Divisional Director.
- **Petition Process Complete** - denotes petitions for which a response pro-forma has sent to the relevant Scrutiny Commission Chair for comment, subsequently endorsed by the Lead Executive Member and the Lead Petitioner and Ward Members informed of the response to the petition.

- **Green** – denotes petitions for which officers have proposed a recommendation in response to a petition, and a response pro-forma has been sent to the relevant Scrutiny Commission Chair for comment, before being endorsed by the Lead Executive Member.
- **Amber** – denotes petitions which are progressing within the prescribed timescales, or have provided clear reasoning for why the three-month deadline for completing the response pro-forma has elapsed.

In addition, all Divisional Directors have been asked to ensure that details of **all** petitions received direct into the Council (not just those formally accepted via a Council Meeting or similar) are passed to the Monitoring Officer for logging and inclusion on this monitoring schedule.

4. Financial, Legal and Other Implications

There are no legal, financial or other implications arising from this report.

5. Background Papers – Local Government Act 1972

The Council's current overall internal process for responding to petitions.

6. Consultations

Staff in all teams who are progressing outstanding petitions.

7. Report Author

Angie Smith
Democratic Services Officer
Ext. 376354

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	COMPLETE?
29/06/2018	Mr Johnson Mwangi	Petition against the opening up of Bath Street.	(p)	35	Rushey Mead		Andrew L Smith	Discussions with residents, involving Cllr Willmott, the police and officers sought to allay fears and confirm that the removal of the bollards would be temporary to facilitate the procession. Cllr Willmott met residents on 24th June to reassure them and this reassurance was accepted. A letter dated 25th June was circulated to residents explaining the outcome of discussions. the Mosque has sent a cheque payment to the council for the cost of the work as and when they finally confirm a date for the ceremony. Once a date is known, residents will be fully re-informed of plans and reassurance will again be given that there are no plans to reopen the road and the bollards will be permanently reinstated. the mosque community have been highly cooperative and have actively engaged with residents.	Proforma returned by the Scrutiny Chair	10/10/2018	PETITION PROCESS COMPLETE	No
19/07/2018	Ms Sharon Chevin	Petition for a residents parking scheme on Dane Street	(p)	32	Westcotes		Andrew L Smith	An officer from the Traffic Operations Team met the lead petitioner on site on 9th August to discuss the issues raised in her petition. Ward Councillors were consulted on 13th August 2018. The council will treat the enquiry as a request for residents' parking, and place it on the database of requests. Parking Enforcement have confirmed that Civil Enforcement Officers will continue to monitor illegal parking on the existing double and single yellow lines.	Proforma returned by the Scrutiny Chair.	10/10/2018	PETITION PROCESS COMPLETE	No
27/07/2018	Ateeqa Omar	Petition for a residents parking scheme on Bonsall Street	(p) e-petition	2	Spinney Hills		Andrew L Smith	Ward Councillors were consulted on 14th August 2018. An engagement exercise was undertaken March / April 2017. After collating all the responses from the whole area, 79% of residents who responded were against a scheme. The recommended action proposed is to add the request for residents' parking to the TRO request database. When assessing which areas of the city to consult on residents' parking in the futures, requests such as this will be taken into consideration. The lead petitioner will be informed of the recent engagement exercise.	Proforma returned by the Scrutiny Chair	10/10/2018	PETITION PROCESS COMPLETE	No
22/05/2018	Saeed Manga	Petition for residents parking scheme Mere Road	(p)	43	Stoneygate		Andrew L Smith	An email from the lead officers has been sent to Councillors for the ward, Deadline for comments is 27th July, following which the proforma will be completed. The Council has reviewed the petition and after consulting local ward councillors, has concluded that the request for residents' parking on Mere Road be added to the database of requests.	Proforma returned by the Scrutiny Chair	23/10/2018	PETITION PROCESS COMPLETE	No

RED – Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE – Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner

GREEN – Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER – Petition response progressing within 3 months of being referred to Divisional Director

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	COMPLETE?
14/06/2017	Mrs Margaret Marriott	Petition requesting the council take action possible to require Sanctuary Housing to deal with the problems caused by John Calvert Court	(p)	148	Beaumont Leys	Cllr Waddington presented the petition to Council Meeting on 6 July 2017	Chris Burgin	<p>The Council has no legal interest in the site or it's re-development as the land is in private ownership but we are working with the owner, to try and get a positive outcome. Sanctuary Housing Association, the owners of the site has confirmed that they propose to demolish the building and have spoken with the Council Planners to discuss options to re-develop the site.</p> <p>John Calvert Court was built with funding from the NHS, part of this funding is re-payable to the NHS, and there is a legal charge on the property. To establish the amount the property has been valued by the District Valuer but the figure has not been confirmed. Arrangements are in place for John Calvert Court to be demolished and the site cleared once agreement has been reached with the NHS.</p> <p>Sanctuary Housing Association has been exploring development options for the site which include the provision of market sale housing, low cost ownership products and affordable rent housing. A final decision had not been made. The Council will continue to work with Sanctuary to help and assist them re-develop the site as soon as possible.</p>	Pro-forma returned by Scrutiny Chair who is content with the response.		GREEN	No
10/09/2018	Rt. Hon Jonathan Ashworth MP	Petition over concerns about the speed of traffic on Guilford Road	(p)		Knighton	Cllr Moore presented to Council 4 October 2018	Andrew L Smith	Petition sent to Divisional Director			AMBER	No
27/09/2018	Mr Lenny Moule	Petition calling for traffic calming measures and a 20mph speed limit on Stokes Drive and Darlington Road	(p)	161	Beaumont Leys	Cllr Waddington presented to Council 4 October 2018	Andrew L Smith	Petition sent to Divisional Director			AMBER	No
28/09/2018	Mr Jitu Gosai	Petition to double lane the eastbound stretch of A563 Glenfrith Way between Hallgate Drive junction and Anstey Lane Roundabout	(p)	92	Beaumont Leys	Cllr Rae Bhatia presented to Council 4 October 2018	Andrew L Smith	Petition sent to Divisional Director			AMBER	No
03/10/2018	Salma Patel	Petition requesting the moving of a bus stop and installation of cameras on the bus lane on Humberstone Road to address problems for Oak Street / Farringdon Street residents	(p)	88	North Evington		Andrew L Smith	Petition sent to Divisional Director			AMBER	No
15/10/2018	Arran Bains	Petition requesting the council cancel installation of 18 speed cushions in the Downing Drive & Marydene	(p)	40	Evington		Andrew L Smith	Petition sent to Divisional Director			AMBER	No

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RED – Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE – Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner

GREEN – Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER – Petition response progressing within 3 months of being referred to Divisional Director

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Ctee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	Current Status	COMPLETE?
16/10/2018	Nazir Malek	Petition requesting maintenance / pruning of the overhanging trees and shrubs affesting the Pluto Close estate.	(p)	24	Wycliffe		John Leach	Petition sent to Divisional Director			AMBER	No
16/10/2018	Nazir Malek	Petition requeting the Council provide treatment measures of a domestic pest infestation across the estate of rats and mice.	(p)	23	Wycliffe		John Leach	Petition sent to Divisional Director			AMBER	No
23/10/2018	Janice Gannon	Petition requesting the Council cancel proposed cuts to the public opening hours of the New Parks Leisure Centre	(p)	38	Western	Ms Gannon to present to Cncl 15/11/18	John Leach	Petition sent to Divisional Director			AMBER	No

RED – Pro-forma not completed within 3 months of being referred to Divisional Director

PETITION PROCESS COMPLETE – Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner

GREEN – Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair

AMBER – Petition response progressing within 3 months of being referred to Divisional Director

Leicester City Council Scrutiny Report 2016-18

Message from the Chair of the Overview Select Committee, 2016-18

For the last two years I have had the pleasure to continue to chair the Overview Select Committee and overseen some important discussions and debates on issues of future policy and programmes implemented by the Executive. This has also been the case for the other scrutiny Chairs, ensuring that collectively we have had oversight of decision making of the Council's Executive and our partner organisations.

Last year the decision was made not to do this as an annual report, but to cover this over two years given the number of issues that were running over into the second year across numerous scrutiny commissions. As such, this report is still a retrospective look at scrutiny, but looks at scrutiny conducted in 2016/17 and 2017/18.

There have many standout issues considered throughout the two years which are summarised in this report, but I'd like to draw particular attention to the number of financial pressures the council is under that OSC have continued to monitor and input into. Also, of real importance to the city, and in fact the East Midlands region as a whole, was to ensure that the Congenital Heart Disease Services remained at Glenfield Hospital, and through strong campaigns by patients, family members and MP's and some exceptional challenging of proposals by scrutiny throughout NHS England's consultation process, services continue to be delivered in the city.

I would like to acknowledge and thank all the exceptional efforts and work undertaken by all the Scrutiny Commissions' who have been appropriately supported by Council officers to ensure the work conducted has been appropriately resourced.

Finally, it is important that I acknowledge due diligence conducted by Commission members and Chairs across the two years of their scrutiny role and functions. I would personally like to again acknowledge the strong working relationship with the City Mayor and the Executive which allows for accountability and scrutiny at the strategic level of decision making in the Council whilst maintaining good relations.



Councillor Baljit Singh
Chair, Overview Select Committee and Chair, Finance Task Group

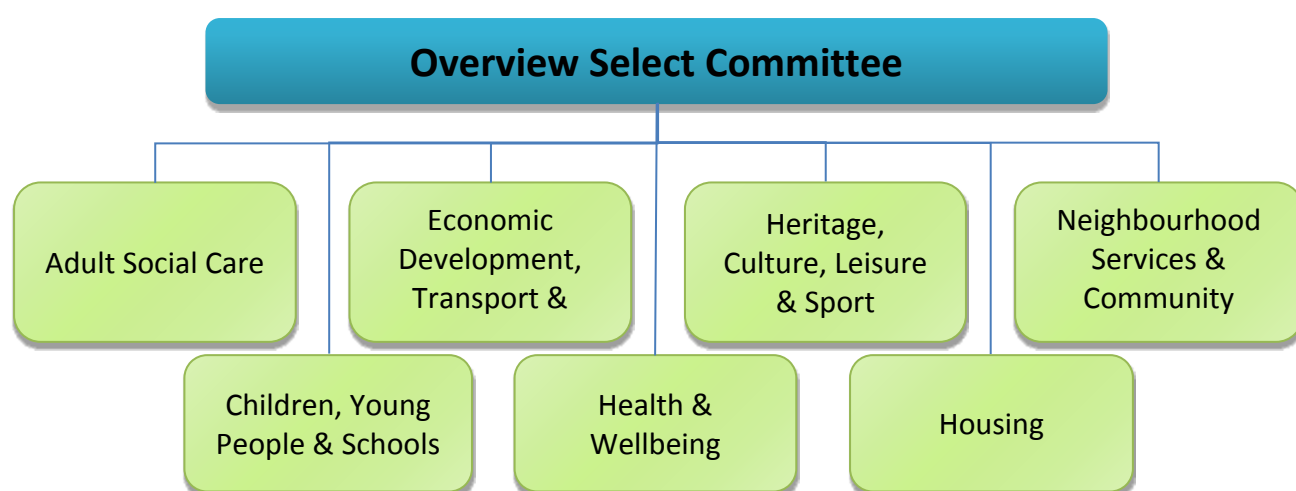
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Introduction

The Centre for Public Scrutiny explains scrutiny as “the activity by one elected or appointed organisation or office examining and monitoring all or part of the activity of a public sector body with the aim of improving the quality of public services. A public sector body is one that carries out public functions or spends public money. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.” As such, it is important that scrutiny is an essential part of ensuring that the council and its partners remain effective and accountable.

Leicester City Council’s Scrutiny Structure



As depicted above the council continued to have an Overview Select Committee and seven scrutiny commissions covering all parts of the council’s business which for the purpose of this report is covered by themes as much of the work is cross cutting. There has been much work via reports to meetings, reviews, call-ins and task groups and making recommendations from the various commissions to the Council’s Executive and partner organisations. This report looks at some of the highlights but further details, including reports, can be found on the Council’s website via the following link: <http://www.cabinet.leicester.gov.uk:8071/ieDocHome.aspx?Categories>

Glossary

The following abbreviations are used during the course of this report:

ASC: Adult Social Care Scrutiny Commission

CYPS: Children, Young People and Schools Scrutiny Commission

EDTT: Economic Development, Transport and Tourism Scrutiny Commission

HCLS: Heritage, Culture, Leisure and Sport Scrutiny Commission

HSC: Housing Scrutiny Commission

HWB: Health and Wellbeing Scrutiny Commission

NSCI: Neighbourhood Services and Community Involvement Scrutiny Commission

OSC: Overview Select Committee

A place to do business

This theme focuses on how the council works with business, public, voluntary and community sectors to respond to the economic challenges the city faces.

The Economic Development, Transport and Tourism Scrutiny Commission (EDTT) heard about plans for the Business Improvement District. Scrutiny questions included the impacts of 'Brexit' and competition. Evidence suggested that the costings, the management and business rates will benefit city centre businesses and Leicester in the future.

In 2016/17 scrutiny conducted a task group review to investigate how the council can address the new Social Value Act and embed this into our procurement processes. Following the review, key recommendations accepted by the Executive included:

- a) A draft Social Value Charter for the council to develop and take forward.
- b) The development of a 'toolkit' for commissioning staff, and
- c) Engagement with external stakeholders

EDTT also heard about the Marketing Leicester & Leicestershire – Inward Investment. Scrutiny was reassured that the move towards 'commercial councils' was being appropriately considered and that global partnerships and sponsorships packages had been utilised to maximise the impact of the service e.g. a Gateway to China event, and IBM Plant Locations research study.

A low carbon city

A key ongoing priority area of work for the city council is reducing the city's carbon footprint by focusing on reductions of greenhouse gas emissions from the council's own operations, as well as promoting sustainable travel, and reducing emissions from homes and businesses.

Scrutiny recognised that Leicester was ahead of other cities in adopting the Air Quality Action Plan and by defining targets, and that the new Local Plan for Leicester would provide an opportunity to influence air quality, in terms of new development and transport policy. EDTT referred to the joint working arrangements with neighbouring authorities and it was confirmed that a joint response had been submitted to the Government which had been signed by 100 Councils.

EDTT have also heard about plans to ensure better cycling routes into the city and therefore offering a much safer route for a more sustainable and environmentally friendly way to travel around the city. Scrutiny also asked that walking routes are also maintained and looked at for pedestrians in the city.

Getting about in Leicester

This section prioritises the need for an effective traffic management network, including road maintenance programmes and an efficient public transport network which is technologically advanced, up to date and helps improve air quality. Safe provision for cyclists and pedestrians is also important.

During 2016/18 EDTT scrutiny commented on various connecting Leicester and major transport projects, such as:

- Connecting Leicester
 - Belvoir Street Phase 2
 - Welford Place Phase 3
 - King Street and New Walk
- Townscape Heritage Initiative
 - Wycliffe Street
 - Millstone Lane
 - Friar Lane
 - New Street
- Leicester North West Project
- Belgrave Gate
- Church Gate/Belgrave Gate pedestrianisation
- Mansfield Street link road
- London Road
- Putney road

EDTT also looked at the Belgrave Road Project hearing results from the consultation findings. Scrutiny agreed that modest environmental improvements as part of the scheme and not to proceed with significant investment was the best way to proceed at this stage.

Proposed improvements to St Georges Churchyard were also heard at scrutiny with concerns raised about proposals to remove trees. This led to a site visit by scrutiny member with lead officers to reassess the proposal.

Scrutiny continues to monitor the journey of new developments in the city, such as Waterside, the Leicester North West Road Scheme and developments at Pioneer Park/Space Park. This includes the latest position regarding Waterside School and scrutiny concerns include the road capacity following the build of the new super school and the increase in traffic and the design of the junctions, plus the effect on proposals for the North West Major Transport Project. The City Mayor expressed that adequate and safe school parking and drop-off zones have been considered.

In 2017 EDTT conducted a 'Bus Lanes in the City' review. Scrutiny gathered evidence on bus lanes from lead officers and bus users and bus on issues relating to bus lanes in the city. The review concluded that bus lanes were considered beneficial to reduce bus journey times, traffic congestion and air pollution and modal shift. Scrutiny supported additional enforcement cameras at city centre locations to ensure that road users do not obstruct bus lanes as this slows buses down. The Executive also reported that smart technology initiatives including pre-paid card technologies were being considered by the bus companies to improve bus transport journeys.

An update on Midlands Connect was brought to EDTT and Members raised questions in respect of the Ashton Green traffic impact assessment and wider consideration of the southern bypass. Officers responded that the study had commenced to assess the feasibility of enhanced connections to the M1. In response to a question concerning the collapse of Carillon, it was confirmed that there would be no effect on the contractual arrangements that the Council were currently engaged in.

EDTT also looked at the Park and Ride Schemes. Members asked that issues concerning the evening closure time be considered further by officers and that increased work is made on the marketing strategy. They also requested initiatives to promote family deals, reduced days, and enhanced links to professional sporting clubs be considered.

The built and natural environment

In recent years we have seen national and international focus on the city and its heritage. Initiatives such as Connecting Leicester have been important in promoting the heritage of the city and connecting shopping, leisure, heritage, housing and transport facilities.

The 22-storey Goscote House was the subject of a number of reports to the Housing Scrutiny Commission (HSC). It had not been included in the high-rise refurbishment projects involving four nearby tower blocks on the St Peter's Estate. Goscote House was structurally different to them and initial proposals, reported in July 2017, involved a £5.9m refurbishment of the block, incorporating sprinkler systems as part of fire safety measures. Fire safety had become a high-profile issue for the council and HSC members, following the Grenfell Tower fire disaster of June 2017.

The HSC was told in March 2018 that the refurbishment would not take place. Instead Goscote House would be emptied, demolished and the site redeveloped. Reasons included higher refurbishment costs, but critically concerns about the design and construction meant there was only a very limited guaranteed lifespan for the building. HSC members asked for a future detailed report on the programme for the emptying of and demolition of Goscote House.

In the wake of the Grenfell fire the HSC requested a report on the status of fire safety within its high-rise blocks; as well as Goscote House (22 storeys), the council had Gordon, Clipstone, Maxfield and Framland Houses (all 17 storeys) and St. Leonards Court (11 storeys) in its ownership. The Commission was given assurances of the measures taken to ensure their safety. The Commission was told of extensive consultations done with residents to reassure them of their safety. Members praised the department for the actions they had taken both to ensure the fire safety of buildings and to reassure residents about their safety.

EDTT and HCLS heard details of progress made relating to the themes and key objectives outlined in the Tourism Action Plan. Scrutiny focussed on visitor numbers and experiences and wanted to see the momentum gained in tourism numbers in recent years being maintained. Members encouraged the service to address vacant units in Silver Arcade and the lack of quality hotel spaces.

The Housing department works well with the Tenants and Leaseholders' Forum. The forum is routinely used as a conduit to allow for consultation on a range of issues. In turn the Housing Scrutiny Commission receives reports of forum meetings and Forum representatives are invited to attend scrutiny meetings. Their comments and contributions were always valued and appreciated by the Members.

A detailed response to a task group scrutiny review of its performance in reducing housing void times was presented to HSC. The department was working towards reducing void times, but the total picture had been complicated by the need to hold homes vacant to allow tenants to move out of the high-rise blocks which were being refurbished. Technical issues included the discovery of asbestos in homes that were being repaired. Commission members had also expressed concern about the number of offers to potential tenants that were being rejected – which had become a significant factor in extending void times.

Members encouraged the department to introduce more hand-held technology to improve the right-first-time record of both voids teams and general housing repairs and maintenance. Commission members asked for updates on the roll-out of hand-held technology within the department's technical teams. HSC members continue to monitor how long the department was taking to repair and let empty homes.

HSC considered a three-year programme of Housing Revenue Account (HRA) spending for the three years to 2020-21. The HRA budget is a key issue for the council and for the tenants of the more than 20,000 homes owned and run by the council. Money comes into the HRA mainly from rents. It amounts to one of the biggest single budget heads with the council and funds housing management, repairs, maintenance, environmental improvements and a range of other services, including a contribution towards the cost of the customer service centre in Granby Street.

Members were concerned to ensure that tenants forced into debt through a combination of issues were not evicted without them being given every opportunity to put the matter right. Regular reports on rent arrears and the impacts of benefits changes, including Universal Credit, household income cap and the so-called Bedroom Tax, were reported at regular intervals to the Commission. The Commission supported the continuing HRA strategy, but members were concerned about the level of contributions from tenants which were used to support the central customer support centre.

HCLS looked at some number developments in relations to arts, heritage and cultural venues, commenting on plans relating to:

- Jewry Wall Museum
- King Richard III Visitor Centre
- Abbey Pumping Station
- Haymarket Theatre
- Churchgate Conservation Area
- Market Redevelopment
- Arts and Cultural Quarter
- Bereavement Services
- Museums Service (Inc. New Walk Museum)
- Abbey Pumping Station
- Animating Public Spaces
- Heritage Interpretation Panels
- Curve/Phoenix/De Montfort Hall
- Belgrave Hall

A healthy and active city

Leicester has poorer health on average compared to the rest of the country - so it is important to provide excellent healthcare and promote healthier lifestyles to close the gap with the rest. Scrutiny calls to account all health partners in the city.

The Health and Wellbeing Scrutiny Commission (HWB) has been monitoring the progress of the Leicestershire Partnership NHS Trust (LPT) after they have had numerous Care Quality Commission (CQC) Inspections where they have not been proved to deliver to a high quality as hoped. This has been scrutinised to ensure improvements are made and that the same issues do not reoccur.

Following on from monitoring progress in the previous year the commission requested for the Anchor Recovery Hub premises to be moved quickly as the site of the Anchor Centre was not sufficient and did not even cater for basic human rights for people as there were issues such as scalding hot showers and equipment in the kitchen that couldn't be used. We know that since then the services have moved on a permanent basis to Hill Street and called 'No.5' offering a much better service for users.

The HWB have continued to look at different elements of the local Sustainability and Transformation Plan (STP), with a particular focus on primary care, mental health, reconfiguration of hospital sites and maternity services. Other workstreams have also been considered, with a particular focus on ensuring that local voices are being heard and that there is greater information for the public as work be all the local health services continue. Scrutiny have emphasised the importance of ensuring that a full public consultation happens on elements of substantial variation but have been informed that these changes are dependent on securing capital funding and consultation cannot commence until NHS England indicate the funding is secured.

Health scrutiny have also monitored the changes to the new A&E departments at Leicester Royal Infirmary and what the impact has been on patients. This includes the waiting times and the patient experience. It has been clear that the patient experience has been better but there is still further work required at the hospital to ensure waiting times come down.

The City Council are currently administrators of the Joint Leicestershire, Leicester and Rutland (LLR) Health Scrutiny Committee and therefore also Chair this committee. The LLR Health Scrutiny Committee had NHS England in to explain their proposals on the Congenital Heart Disease (CHD) Services and why they wanted to close the unit at Glenfield Hospital. After gathering much evidence from University Hospitals Leicester, NHS England and patients the scrutiny committee did not agree with the decision and wrote to the Secretary of State for Health to state their displeasure and in their submission to the consultation asked NHS England to change their minds about the closure to CHD Services at Glenfield Hospital. The decision has subsequently been overturned, pending UHL meeting a few conditions which they have put actions in place to meet.

The Lifestyle Services spending review is ongoing, but the commission has heard plans to change the services offered by amalgamating services to give a combined offer to users and this would subsequently achieve some savings required in public health. The key for scrutiny will be to ensure vital services are still available to those most vulnerable.

There has been a dispute between the 3 Clinical Commissioning Groups (CCGs) about changing the threshold of the Settings of Care Policy. There were initial plans to change it which would have had a negative impact on people accessing it and scrutiny wrote to ask that the threshold remains the same. Leicester City CCG opted to keep it the same for the time being.

There will be a change of location for the Sexual Health Centre, but a wider review of the sexual health services also includes changes to the way sexual health advice and services are provided with a better digital offer. The scrutiny commission asked that it doesn't exclude people that can't or would prefer not to access services digitally and that the privacy of the centre is maintained.

HWB continue to receive the Public Health Performance Report with information that the commission uses to consider areas to scrutinise. They also continued to monitor the progress made around winter time where the NHS and adult social care services are stretched to their limits and patient experience is at its worst. Scrutiny asked to ensure that each winter lessons are learnt, and that progress is made to ensure services are as well prepared as possible to deal with winter pressures.

HCLS and HWB did a joint review lead by Heritage scrutiny on the 'Role of Arts and Culture in Delivering Mental Health and Wellbeing Outcomes'. The review highlighted how the smallest investment can have a real impact on someone's mental wellbeing and that the preventative nature of arts and cultural activities can have longer term benefits which might save health services money in the long run. Particular focus was given to concentrating on those that hard to reach in terms of arts and culture and encouraging them to gain the benefits of engagement in such activities.

An update of the sports review was received by HCLS and the update was well received by the commission with Members being pleased that ownership of the council's leisure facilities was being maintained and invested in to provide a good offer for city residents. Member expressed the importance of involving people from all of Leicester's diverse communities and making links with Health professionals to promote the sports facilities available, particularly the free to use outdoor gyms. HCLS continues to monitor the progress of outdoor gyms in the city.

Providing care and support

Care for older people needs to be adequate for their needs and this is moving from traditional social support services towards promoting independent living. These services are also being increasingly aligned with healthcare to ensure easier transition between the two. There is also a need to ensure carers are well supported.

Over a period of months HSC and OSC heard reports on the development of a new homelessness strategy. It was heard that whilst funding was reducing due to what is available to the council, the driver for change was a re-engineering of the service. In August 2016 the department reported on the first 24 months of a strategy which had seen a move from crisis management to an emphasis on prevention and support. The report referred to a continuing theme in relation to homelessness; many homelessness cases arose through private landlords ending a tenancy. The report touched on an issue which eventually ended in a full-scale policy change – namely that almost everyone on the council's housing waiting list had no chance of being housed because of the pressure of demand created by the most serious cases. This eventually led to a full-scale restructuring of the housing waiting lists system which removed most of the non-urgent applicants from the list.

The re-procurement of Domiciliary Care Support Services was brought to ASC. Members iterated the importance of promoting the living wage amongst providers as national data showed that after costs of buying uniforms and paying for travel, carers were often left with less than the minimum wage for what can be an intensive job role. Members were assured that as much of the ethical care charter as possible was being applied in the budgets available.

ASC receive regular performance and quality assurance framework reports. Following one of these it was decided to write to the Secretary of State expressing the Commissions' concerns relating to the proposals to cap housing benefit payments to residents in Extra Care. This cap lead the council to rethink its strategy on Extra Care until this matter was clarified.

The Better Care Fund in Leicester has been operating well and ASC heard that it is considered best practice in the country. It was heard that there was an issue in funding being released in a timely manner as some authorities weren't performing as well and this meant Leicester was not able to have assurances that funding was going to continue at the same level even though performance was good. Following this a letter was written to the Secretary of State to ensure this was rectified in future.

The Adult Social Care Procurement Plan which enlists upcoming activity to procure services has been shared with scrutiny and they have been deciding on elements that they wish to know more about and receiving briefings as such. As appropriate, Members have decided that more information is required at the meeting and then have received a report enlisting this, as was the case with the re-procurement of domiciliary care services.

Adult Social Care Scrutiny took an in depth look at communication relating to autism and began their December 2016 meeting with a rap song about autism by two local artists. Following the ensuing discussion, it was requested that officers to look at what other local authorities were doing around communication in relation to autism and to see if there was anything that Leicester City Council could learn from those experiences. It was also requested that Leicester to take part in the 'Night Walks for Autism' initiative that was carried out by Manchester and London, to raise awareness. In relation to the Autism Awareness Day, it was requested for buildings in the city to be lit up in the Autism colour of Blue and more to be done across libraries, museums and community centres.

Members also asked for the council's website to include greater links to other websites that provided support for people with autism and that the council's internal Face magazine support staff to increase knowledge about communication in relation to autism in the work place, and with the service users they might come across. The Council's Chief Operating Officer had already agreed on this. It was recommended that social care officers to work with officers in the education section to encourage Leicester schools to conduct plays and assemblies which offer two or three short messages to raise awareness of autism. A final request was made for the council to explore the use of Makaton signing and whether there could be specific signage in the city's community centres and sports facilities to support people with autism.

The Joint Leicester, Leicestershire and Rutland strategies on Dementia and Carers were discussed at ASC. Members requested that detailed action plans and strategies were brought back as they developed and that Housing Scrutiny Commission to look at carers legal rights in the housing legal structure, and rights to have cross-over of a tenancy.

The adult social care revenue budget remains in a precarious position due to the lack of government funding. The Commission have acknowledged the great job done by the department to manage the budget amongst pressures such as an increasing ageing population with more complex needs and the large number of working age adults needing social care in the city. The Assistant City Mayor for Adult Social Care and the Adult Social Care Scrutiny Commission jointly wrote to the Secretary of State for Health and Social Care in January 2018 calling on him to:

- Implement and conclude the promised review of social care funding by no later than Summer 2018;
- Provide clarity beyond 2019/2020 for the funding of adult social care.

Our children and young people

This priority is based on every child to be safe, loved and live a happy and healthy childhood, free from harm and given every chance to pursue their aspirations and fulfil their potential.

During 2016/18 CYPS Scrutiny members recognised the difficulties encountered by the city council and the pressures placed on schools, as with other cities, due to:

- The education landscape changing with more schools opting to become academies.
- The limited resources and budgets available to support schools and young people, and to raise attainment levels and standards.
- National Policy uncertainties such as the Department for Education's consultation reports 'Schools that work for everyone', and 'Schools and high needs funding reform'.

In 2017 Leicester City Council's 'looked after children' Ofsted Inspection resulted in a 'Requires improvement' rating which was a positive show of progression being made as the rating was inadequate in 2015. Scrutiny praised the service for this improvement and urged not to be complacent as further improvements were still needed but the positive trajectory was welcomed. CYPS Scrutiny agreed to monitor progress on the new action plan to address the Ofsted findings.

Scrutiny members receive regular quality assurance reports on Looked after children social care performance data, case management data and key issues impacting on the service. As with other councils, this service is struggling with limited budgets, high staff turnover and increases in the number of looked after children. CYPS recognised that the service needed to take time to move from requiring improvement to good, as in terms of barriers to progress there were some basic elements still not being met and there would need to be a cultural shift in working practices. There was also acknowledgement that there has been evidence of a continued journey in a positive direction from where the service was 2-3 years ago, and the focus for the next 6 months would be to resolve some of the fundamental basics such as addressing issues related to the administration of case conferences and ensuring children's voices were better heard.

During 2016/17 scrutiny agreed to conduct a review into 'Literacy Teaching in Primary Schools in Leicester – with a focus on reading'. Scrutiny raised concerns relating to the percentage of pupils in Leicester achieving a level 2b+ in reading, writing and maths as this was significantly below the national average and the gap had widened. Key scrutiny evidence was based on visiting a selection of primary schools in the city to observe teaching practice and gather evidence. Members praised the commitment and hard work of teaching staff. The Executive acknowledged the recommendations and agreed to look at the findings of the review to see how things could be improved.

The Leicester Safeguarding Children's Board Annual Report was considered by Children's Scrutiny and Members praised the report; commenting that the partnership arrangement for managing the service has significantly improved from previous reports. Scrutiny requested a more in-depth review of the services and budgets to better understand the wider impacts of the increasing number of children coming into care.

Children's Mental Health continues to be an area of concern with long waiting times for children needing an assessment in Child and Adolescent Mental Health Services (CAMHS) and then for treatment following that and scrutiny feels there is also a lack of clarity as to the pathway for children needing to access mental health outside of the CAMHS framework. HWB and CYPS are continuing to look at this issue and monitoring the LPT on their ability to reduce waiting times in their CAMHS service.

Our neighbourhoods and communities

Neighbourhood facilities allow people to access services locally and to run them themselves where possible, reducing costs and improving services through better use of buildings and joining up services locally where possible. It is also important to communicate the many welfare reforms taking place and to look at ways to potentially reduce the impact of those reforms.

Environmental and enforcement services help keep people safe, tackle anti-social behaviour, domestic violence and substance misuse and keep the city clean and green through waste collection and recycling, and tackling fly tipping. There is also an aim in this section to ensure council homes are good quality and energy-efficient.

The issue of discretionary housing support was looked at by HSC and NSCI. Faced with a range of benefits changes and reducing resources the council reviewed the support it offered to tenants and residents. The aim was to reshape the payments made through Discretionary Housing Payments, Council Tax Discretionary Relief and Community Support Grant and scrutiny was told that these provided a crucial safety net for vulnerable households. Members supported the stance of the council, which would see a 13-week transition award for newly under-occupied or benefit-capped households rather than the previous 26 weeks.

HSC received quarterly report on the interweaving topics of rent collection (and therefore also rent arrears) and the impact on tenants of the continuing changes to housing benefits and Universal Credit (UC). Over the two years of the reporting on these issues there have been concerns expressed about the impact of UC, and in particular problems relating to the administration of the new system. However there have been no more than a handful of cases covered by UC, with the roll-out across the city gradually picking up pace after June 2018.

Reports to the Commission concentrated on rent arrears and the efforts by the department to prevent arrears, moderate their impact and to avoid the worst outcomes of arrears: eviction and homelessness. The Commission found most evictions involved tenants not engaging with the council's aid services or that there were contributory factors such as anti-social behaviour.

The council went through an extensive consultation with the voluntary sector as it looked to re-procure a series of contracts to provide welfare advice across the city. Officers reported back to NSCI and Members welcomed the aim to create a more streamlined Social Welfare Advice service but were concerned that the options presented could have the opposite effect, resulting in a more fragmented system. Members supported the model which would see the council procure advice in lots while retaining an in-house specialist advice provision; they asked for regular updates on the re-procurement model and were invited to propose a possible outreach centre in the Highfields area.

The council's Food Safety team polices a wide range of businesses within the city, including 90 manufacturers, some of them major national brands, and more than 2,000 restaurants and takeaways. A report to the NSCI set out the background for a long-term improvement plan. Members praised the improvements in food hygiene ratings which had been achieved by and within the department. However, the Commission was given details of a major investigation into fraud involved meat. Inspectors took more than 100 samples of meat from butchers' shops and catering establishments. After criminal investigation two defendants were jailed for five years for fraud. This had involved the substitution of halal lamb with non-halal turkey. As such, the commission called for a further desktop study report on the way in which culturally significant halal meat was controlled and monitored.

Transforming Neighbourhood Services (TNS) is an on-going programme to review and rationalise the use of buildings within the council's ownership across the city. It links in with other programmes of departmental rationalisation, including housing depot sites and the broader Using Buildings Better strategy. Following reports on the final phase of the TNS review covering the East and Central areas of the city, NSCI asked for lessons learnt within the consultation exercise to be shared with other council departments. Members warned however that the merging of services involved some of the biggest changes made by the Council to service delivery, but damage had been done by a lack of understanding by some officers of communities' perspectives of the changes.

NSCI received a report on progress relating to Community Asset Transfers (CATs). These involved the leasing of council buildings across the city to local or community organisations for community use. The transfers arose from the TNS programme. Independent advice was available to community groups hoping to take on building leases and the groups were required to prepare sustainable business plans. The Commission supported the strategy adopted by the council to support community groups undertaking a CAT. Members asked for an evaluation of the fob system of access which provided community access and for feedback from community groups on how they'd seen the success of the policy.

Channel shift (now referred to in the Council as Digital Transformation) describes the strategy of moving contacts between the council and its residents away from face-to-face or phone exchanges to IT-based platforms using computers, laptops and smart phones. NSCI received regular updates on the programme with Members noting that it had a positive environmental impact in that its growth tended to reduce greenhouse and other gas emissions. Members voiced concerns that residents who were most vulnerable and "hard-to-reach" might not benefit from Channel Shift in that they did not have access to phone or other IT to access the council's web site or services (by email or another channel). This included older people and residents from some newer communities.

Members agreed on-line services would be important in the future but stressed the need to present them in a way that made them widely accessible. For example, it was known that some city residents had language barriers to accessing services. Members asked that ways of overcoming these be considered. One way of could be to train community "champions", including younger people, in how to undertake on-line transactions and help support others in their communities.

Members at NSCI continued to express concern that key communities and groups within Leicester were being disadvantaged by the digital transformation agenda with transactions between the community and the council increasingly being done online. A report was commissioned looking at how the council was communicating with incoming communities and how they were being helped to access employment and training opportunities. The Commission was told the Council's Adult Skills and Learning Service prioritises English for Speakers of Other Languages (ESOL) and IT courses and activities to support adults in new communities to participate in day to day life and work.

Commission members praised the work of agencies, but were concerned that there was not enough support, through language and translation services, for older members of longer-established communities within the city. They suggested a lack of confidence might also be a barrier to accessing training and education courses. Some concern was expressed that people could be deterred from visiting certain venues if no specialist support or advice was available there (such as language support). The Commission urged the Economic Development Transport and Tourism Commission to consider a more detailed report on language and IT training.

A strong and democratic council

It is important for the public to have confidence and value the work of the council and also for them to be able to participate in decisions affecting them. As such ensuring the way the council's work supports openness and accountability, communicating effectively, and encouraging the people of Leicester to participate in the democratic process and in the shaping of services is an important priority.

EDTT received regular reports on the 'draft Local Plan' details proposed and the consultation process and timetable. Discussions included the need to have robust future planning policies, greater jurisdiction concerning site ownership and the control of services following the occupation of sites by developers. Scrutiny continues to monitor progress prior to public examination and adoption of the new plan around the end of 2018.

Each meeting of the Overview Select Committee continues to receive reports about progress made on petitions which have been presented to the council. It was recognised that some petitions could not be resolved and closed in the timescales set out by the council because they involved decision-taking and programming which might take months to resolve. This was particularly apparent in transport-related petitions where proposed changes, responding to petitions, would themselves be subject to consultation, and where projects might be required to be programmed in future financial years

Questions to the City Mayor is a standing item on the Overview Select Committee's agenda and can cover a wide range of topics. It provides an opportunity for members of the committee to raise issues of concern to them, and for the Mayor (and other executive members) to respond or act on. Issues questioned during this time period include:

- Academy Schools
- Council loans to businesses and organisations
- Council's procurement processes
- Compensation for businesses affected by road closures
- Dawn Centre
- Draft Economic Action Plan
- Economic Action Plan and investment in neighbourhoods
- Empty shops in the city centre
- Franklyn Fields
- Government funding for ASC
- Haymarket Theatre
- Highway works: Rutland Street and Granby Street Junction
- Homelessness
- Housing Repair Service
- Leisure centres
- Local Plan
- Market development
- Mental health support for children
- Mobile CCTV Cameras
- Outdoor gyms
- Outer city estates
- Planning and Development Control issues
- Sports Services Review
- St Margaret's Bus Station
- Street drinking
- Weekend cleaning around shops in the outer estates

There was a specific question related to the winter period and in particular about communicating some simple steps to the public to help them with things such as frozen pipes and boilers without them having to wait a long period of time in a phone queue and subsequently for someone to come out and fix something which could be simply prevented. As such scrutiny members were invited to a meeting with the Executive and relevant officers about lessons learnt from the winter processes.

The Finance Task Group made a series of reports to the Overview Select Committee and OSC members highlighted a few issues arising from these reports. As in previous years, much focus has been over-spends in areas such as Adult Social Care and Children's Services. The OSC Chair stressed budgets for Children Services and Adult Social Care needed to remain a priority for the relevant commissions and suggested they request updates and examine these accordingly.

Again, the increasing numbers of looked-after children was of concerns and was having an effect on the budgets. It had previously been explained that a lack of fostering places and increasing costs were identified as issues but the rise in numbers of looked-after children was part of a national picture. As stated earlier in the report the increasing number of working age adults and older people with more complex needs is also something identified as a risk factor when considering the Adult Social Care budget.

Lord Willy Bach presented the Draft Police and Crime Plan 2017-2021 to OSC. Lord Bach emphasised the need for the Police to work with local authorities, because without close partnership working, the Police would not be able to achieve what they hoped to do. Members commented that Leicester had an excellent reputation for policing, but he was concerned about the impact of austerity measures and sought assurances around the visibility of officers and that the level of policing would continue. Lord Bach stated that there was a need to get the balance right. He felt that this balance was slightly wrong, as too many Police Officers and PCSOs had been taken off the street to deal with issues such as online crime, domestic violence and child sexual exploitation. Policing issues had changed, but people still wanted the Police to be visible to the public.

OSC received a presentation on Emergency Management and Planning which explained the processes when dealing with a major incident. It was heard that the recovery phase after incidents could be long and good practice was to initiate recovery at the outset of an incident. Members were assured that a database had been compiled that helped to identify some of the most vulnerable people in the community.

The Draft Equality Strategy and Action Plan 2018-22 was presented at OSC. Members endorsed the importance of the strategy and the work being done to ensure the council's diverse workforce could deal with the diverse communities of the city. Along with workforce representation and information on equal pay, it was agreed that OSC would continue to get updates on performance to the Equalities Strategy and Action Plan.

Contacting Scrutiny

For more information please contact the Scrutiny Team on **0116 4546340** or email **scrutiny@leicester.gov.uk**

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Leicester City Council Scrutiny Review

THE COMMUNITY ASSET TRANSFER STRATEGY

A review of the Neighbourhood Services and Community
Involvement Scrutiny Commission

September 2018

Background to scrutiny reviews

Determining the right topics for scrutiny reviews is the first step in making sure scrutiny provides benefits to the Council and the community.

This scoping template will assist in planning the review by defining the purpose, methodology and resources needed. It should be completed by the Member proposing the review, in liaison with the lead Director and the Scrutiny Manager. Scrutiny Officers can provide support and assistance with this.

In order to be effective, every scrutiny review must be properly project managed to ensure it achieves its aims and delivers measurable outcomes. To achieve this, it is essential that the scope of the review is well defined at the outset. This way the review is less likely to get side-tracked or become overambitious in what it hopes to tackle. The Commission's objectives should, therefore, be as SMART (Specific, Measurable, Achievable, Realistic & Time-bound) as possible.

The scoping document is also a good tool for communicating what the review is about, who is involved and how it will be undertaken to all partners and interested stakeholders.

The form also includes a section on public and media interest in the review which should be completed in conjunction with the Council's Communications Team. This will allow the Commission to be properly prepared for any media interest and to plan the release of any press statements.

Scrutiny reviews will be supported by a Scrutiny Officer.

Evaluation

Reviewing changes that have been made as a result of a scrutiny review is the most common way of assessing the effectiveness. Any scrutiny review should consider whether an on-going monitoring role for the Commission is appropriate in relation to the topic under review.

For further information please contact the Scrutiny Team on 0116 4546340

To be completed by the Member proposing the review		
1.	Title of the proposed scrutiny review	The Community Asset Transfer (CAT) strategy
2.	Proposed by	Cllr Inderjit Gugnani, Chair Neighbourhood Services and Community Involvement Scrutiny Commission
3.	Rationale Why do you want to undertake this review?	<p>The council has sought to transfer ownership and or/ management of appropriate buildings to the control of community groups.</p> <p>The strategy has been driven in part by a need to rationalise its property stock across the city and to reorganise neighbourhood services to best serve local communities; and to make financial savings in line with a city-wide strategy; but the intention is also to empower local groups and organisations and add social value to the communities in which they operate.</p> <p>It is important for the commission to seek assurances that this process works well and the review seeks to evaluate how well the objectives of the strategy have been achieved.</p>
4.	Purpose and aims of the review What question(s) do you want to answer and what do you want to achieve? (Outcomes?)	<p>This review seeks to:</p> <ul style="list-style-type: none"> • Determine the extent to which the council has succeeded in the objectives to: <ul style="list-style-type: none"> ➤ Use its buildings better ➤ Empower local groups to add social value to the communities they operate in • Assess lessons learned from the CAT strategy, by both the city council and by groups who have taken on community assets as part of the strategy. • Ascertain the social value created and how it is embedded in the CAT strategy • Determine what might be the future direction of the strategy • To make recommendations
5.	Links with corporate aims / priorities How does the review link to corporate aims and priorities? http://citymayor.leicester.gov.uk/delivery-plan-2013-14/	<p>The strategy is part of the Transforming Neighbourhood Services (TNS) programme which has become embedded in the Using Buildings Better (UBB) strategy.</p> <p>The strategy also links into the support for the city's <i>neighbourhoods and communities</i>.</p>

<p>6.</p>	<p>Scope Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.</p>	<p>Community use of the transferred assets will be assessed, including access by groups who did not take over management of community assets.</p> <p>The review will:</p> <ul style="list-style-type: none"> • evaluate the financial and social implications of the CAT transfers • measure and evaluate the community uses of the transferred assets • assess the effectiveness of the successor organisations <p>Buildings involved in community asset transfers in the TNS programme will be looked at. They include:</p> <ul style="list-style-type: none"> • Cort Crescent Community Centre • The Oak Centre • Newfoundpool Community Centre • Home Farm Neighbourhood Centre • Manor House Neighbourhood Centre • New Parks Community Centre <p>Work in progress: Braunstone Grove</p>
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<p>7.</p>	<p>Methodology Describe the methods you will use to undertake the review.</p> <p>How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?</p>	<p>The review will examine the consultation methodology and criteria used by the council to:</p> <ul style="list-style-type: none"> • identify suitable buildings to transfer out of council ownership • Identify suitable community groups with which to negotiate a CAT. <p>Community groups will be interviewed to discuss how well the transfer has worked.</p> <p>Community use of the transferred assets will be assessed, including access by groups who did not take over management of community assets.</p> <p>Councillors will be asked about their views on how well the strategy is working in their area and more generally.</p> <p>The review will involve site visits to as many transferred assets as feasible and taking evidence from users/residents at local level.</p> <p>Where a CAT has failed to go to completion the Commission will seek to fully understand the underlying reasons.</p> <p>Where possible contracts, business plans and accounts will be made available to members. Relevant executive reports will be appended as part of the evidence to the Commission. (Where applicable)</p> <p>Pro forma questionnaires will be devised and distributed to potential witnesses, organisations and members.</p>
	<p>Witnesses Set out who you want to gather evidence from and how you will plan to do this</p>	<ul style="list-style-type: none"> • Departmental staff will be asked to give evidence • Executive lead and where requested ward councillors • Staff at transferred assets • Volunteers and users of the community buildings • Members of the wider community • Voluntary Action Leicester (VAL)
<p>8.</p>	<p>Timescales How long is the review expected to take to complete?</p> <p>Proposed start date</p> <p>Proposed completion date</p>	<p>Four months</p> <p>July 2018 Sept 2018</p> <p>November 2018 Jan 2019</p>

9.	Resources / staffing requirements Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively.	The review can be conducted within the resources of the scrutiny team. It is estimated a total of three weeks of collective time over the proposed period will be required to support the review and prepare the report.
	Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.	Visits to community assets may be conducted by members of the Commission. No outside technical advice is envisaged to be needed.
10.	Review recommendations and findings To whom will the recommendations be addressed? E.g. Executive / External Partner?	ALL recommendations will be directed to the Executive lead. Thereafter , any recommendations that may be of assistance to local groups who are running or considering running community assets.
11.	Likely publicity arising from the review - Is this topic likely to be of high interest to the media? Please explain.	It is not expected that this review will generate high media interest but the Director of NS, the Executive lead and the council's communications team will be kept aware of any issues that may arise of public interest.
12.	Publicising the review and its findings and recommendations How will these be published / advertised?	There will be a review report that will be published as part of the commission's papers on the council's website.
13.	How will this review add value to policy development or service improvement?	The review hopes to achieve the following: <ul style="list-style-type: none"> • Service improvement: ensuring that neighbourhood services work in the best interest of communities & residents. • Policy development: learning lessons on how we help community organisations and residents understand and best engage with changes to neighbourhood services.

To be completed by the Executive Lead		
14.	<p>Executive Lead's Comments</p> <p>The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.</p>	<p>CAT's have been integrated into the TNS model and having evolved over the period of time. A process of engaging with NS staff to establish the necessary and as suggested visiting community groups and users would be advantages under the guidance of the TNS project manager. It should offer an opportunity to engage and share good practice and enhance the CAT programme going forward. As suggested I would be keen to ensure Cllr's with CAT's in the wards and myself are involved in the scoping exercise going forward.</p>
To be completed by the Divisional Lead Director		
15.	<p>Divisional Comments</p> <p>Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.</p>	<p>Close work has been undertaken on Community Asset Transfer by officers leading on the Transforming Neighbourhood Services project and officers from the Council's Estates and Building Services team. It is recommended that the officers who have been involved are approached early on to share background and overview information with regard to CAT, and to provide access to lead community organisations who have taken on CAT buildings, and the groups who operate in them.</p>
16.	<p>Are there any potential risks to undertaking this scrutiny review?</p> <p>E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?</p>	<p>None known</p>
17.	<p>Are you able to assist with the proposed review? If not please explain why.</p> <p>In terms of agreement / supporting documentation / resource availability?</p>	
	Name	John Leach
	Role	Director of Neighbourhood and Environmental Services
	Date	28 th August 2018

To be completed by the Scrutiny Support Manager		
18.	<p>Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team? (Conflicts with other work commitments)</p>	The review will be supported by the Scrutiny Policy Officer and is not expected to negatively impact on his work.
	<p>Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.</p>	The review can be adequately supported by the Scrutiny Team.
	Name	Kalvaran Sandhu, Scrutiny Support Manager
	Date	21 st August 2018

Leicester City Council

Scrutiny Review

**A review of The Bus Services Act
2017 – the impacts and
opportunities**

**A Review Report of Economic
Development, Transport and Tourism
Scrutiny Commission**

6th September 2018

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The Bus Services Act 2017 Task Group
Economic Development, Transport and Tourism Scrutiny
Commission

Chair's Foreword

This is a challenging time for Council budgets following ongoing reductions in central government funding. This means that Leicester City Council needs to find more creative ways of providing & supporting others to deliver transport services in the future.

The new Bus Services Act provides opportunities and powers for local councils and bus operators to modernise & improve bus services. The task group was established to review the impacts and potential benefits of the new Act.

I would like to take this opportunity to thank my task group colleagues and Cllr Adam Clarke, Deputy City Mayor. Also lead officers Andrew Smith, Director; and Julian Heubeck and Stuart Maxwell, lead transport officers for their expertise and support to this review.

I am very grateful to the Leicester Bus User's Panel representatives and the Directors of the Leicester Bus Companies who attended meetings to provide evidence and share their views with us.

There is a great deal of common ground and enthusiasm amongst all of us to take this work forward to benefit bus passengers.

Councillor Jean Khote

Chair of Economic Development, Transport and Tourism Scrutiny Commission

1. Executive Summary, 2. Conclusion and 3. Recommendations

Task Group Membership:

Councillor Jean Khote (Chair)
 Councillor Hemant Rae Bhatia (Vice-chair)
 Councillor Patrick Kitterick
 Councillor Rita Patel
 Councillor Susan Barton
 Councillor Harshad Bhavsar

- 1.1 The Economic Development, Transport and Tourism Scrutiny Commission set up a task group to review how the new Bus Services Act, introduced by the government in 2017, impacts on Leicester City Council and local bus services.
- 1.2 The Bus Services Act 2017 presents local authorities with new powers to bring about change and unlock the potential for the bus industry to achieve more for passengers than it does today.
- 1.3 Evidence from the **‘Greener Journeys’ campaign group** supports the importance of buses in society: *Buses are Britain’s most widely used mode of public transport but despite being vital to our society and economy, they don’t always get the recognition they deserve. People use buses to get to work, to do their shopping and enjoy leisure activities. Buses carry more commuters than all forms of public transport combined, helping to generate £64bn per year for local economies. They also keep families close, protect society’s most vulnerable from isolation and connect people in poverty to economic opportunities.*
- 1.4 The Bus Services Act provides Leicester City Council with ‘toolkit of options’ to use the powers in the Act to influence, negotiate and develop a partnership framework. The task group preferred the ‘Enhanced Partnership’ scheme option as a model for partnership working as this provides the council with a broader range of powers to improve bus services in the city.
- 1.5 The task group gathered evidence to better understand the key challenges, the opportunities and risks relevant to addressing the Bus Services Act 2017, summarised in Table 1 below.

1.6 Table 1 – key challenges, opportunities and risks

Challenges	Opportunities	Risks	How do we maximise the opportunities?
Maintaining adequate levels of funding to support bus services network.	The Bus Services Act provides new opportunities to work with bus operators and 3 rd sector partners to develop new and innovative	Funding pressures to provide essential core services. Transport operating costs continue to rise	Develop formal Partnership to work with bus operators to improve bus services and bus routes in the city.

Challenges	Opportunities	Risks	How do we maximise the opportunities?
	approaches to sustain funding.	therefore reducing the appetite for innovation amongst operators.	Explore additional funding options for the future.
The number of bus passengers has been diminishing, reflecting a national trend.	The Bus Services Act provides new opportunities to work with bus operators to modernise the bus services and attract new passengers e.g. introduce discounts and incentives with new multi-ticketing systems.	This cost pressure has the unintended consequence in the current economic climate of contributing to the difficulty in maintaining the frequency and convenience of services that customers would prefer.	Pressures will remain on local councils to address this – however a formal Partnership offers hope e.g. new data sharing powers can provide info on people’s travel habits and needs to improve services.
Meeting the transport access needs of an increasing elderly population	The Bus Services Act encourages bus operators to improve / adapt services accessibility which could increase the use of public transport services.	Lack of funding could limit the ability to improve quantity and quality of bus services.	Develop a formal Partnership to work with operators to improve access provision for all passengers e.g. data sharing to better understand travel trends and needs.
To improve information and technology on and off bus to improve the users experience and reduce boarding times.	The Bus Services Act encourages working with operators to ensure a consistent approach to allow interoperable ticketing on journeys across Leicester/shire and regions.	Operators may not work together to share information and revenue. IT infrastructure unable to provide a stable environment to enable a variety of travel modes to be shown in a clear, readable format.	Implementation of contactless payments of bus and smart card top-up off-bus. The Act includes provision for audio /visual information on local bus services. The Department for Transport (DfT) will issue guidance on implementation.
Finding new funding streams to maintain the public transport network at a time when government funding is reduced	The Bus Services Act encourages new approaches to work with operators and other authorities to share best practice, work together to reduce costs and bid for funding at national / regional level. Working with neighbouring councils and developers to raise awareness of transport issues and bid for developer funding. Consider other innovative funding options.	Competing for funding. The availability of funding streams could diminish.	Working closely with Department for Transport and other local authorities to prepare and bid for resources along with improved marketing of services through incentivising systems and ticketing offers. Seek freedoms and flexibilities from government / bus operators within a partnership arrangement for innovation.

Challenges	Opportunities	Risks	How do we maximise the opportunities?
All public services buses should be accessible to people with disabilities including those who need to remain in wheelchairs	Requirements have been introduced to various classes of vehicle over the last few years, now including buses and coaches to comply by January 2020.	May reduce flexibility to utilise a range of vehicle types to provide socially necessary transport services.	Through Enhanced Partnership working, seek freedoms and flexibilities in order to maintain services for some members of the community where there would otherwise be no transport option.
All public buses and coaches should reduce emissions to improve air quality, e.g. introduce new electric buses or bio-methane vehicles.	Work with operators to replace old fleets with modern buses In March 2018 Leicester City Council was successful in a bid for £2.2m from the Government's Clean Bus Technology fund. Local bus operators were applauded for their commitment to improving bus fleets.	Lack of funding and transport operating costs continue to rise therefore reducing the appetite for innovation amongst operators City council funding pressures and meeting air quality targets.	The Bus Services Act encourages local authorities and bus operators to improve air quality in their local areas. Leicester bus operators have signed up to a new commitment with Leicester City Council to deliver a clean air zone by the end of 2020. Bus Services Act will aid meeting air quality objectives and targets for Leicester.
Supply and demand of bus routes in the city to meet passengers needs	The Bus Services Act encourages working with bus operators to ensure essential bus routes and the frequency of buses is improved.	May not be financially viable for operators.	The concept of "Mobility-as-a-Service" or "MaaS" is central to the idea of change in transportation. Generally understood as a vision of future mobility where travel happens through a combination of public, private and shared transportation modes. The Bus Services Act will allow councils to address this.
Traffic congestion is making bus journeys slow and unreliable, which deters people from using them.	The Bus Services Act encourages working with operators to identify bus pinch points in the city and introduce bus priority measures to help the flow of buses. To build on the long standing pro-bus options that already exist in Leicester e.g. bus lanes, park & ride schemes and parking controls.	Reducing road space for cars to give priority to buses. Funding pressures	Develop formal partnership to work with operators to share data on journey times, bus speeds and vehicle location to help tackle congestion hotspots. The Act provides new opportunities to explore people's travel habits to achieve modal shift.
Improve bus services publicity and marketing	The Bus Services Act makes it easier for passengers to	Operators may not work together.	Develop formal partnership to work with the operators to increase publicity and

Challenges	Opportunities	Risks	How do we maximise the opportunities?
information to passengers	access information about routes, fares and timetables.	Impacts on competition. Funding pressures and lack of staff time	promotion of bus services citywide e.g. creating a Leicester network brand buses and online web promotion material.
Improve ticketing structure and pricing for passengers.	The Bus Services Act states the requirements for bus operators to introduce multi-operator ticketing at set prices with potential for discounts and incentives to benefit passengers.	May not be commercially viable for all bus operators. Ticketing arrangements are anti-competitive. Operators continue to have freedom to set individual ticket prices	Potential under a partnership to ensure that a comprehensive suite of tickets are available with various payment methods and valid on all services. Multi-modal ticketing system could also be introduced.
Improved facilities for supporting the bus services network in the city	The Bus Services Act encourages working with bus operators to improve the facilities and journey experience for passengers.	Funding pressures	Under partnership proposal, the council has flexibility and freedom to provide improved bus facilities and measures e.g. bus stops and bus priority measures.
Addressing social value impacts on bus services	The Bus Service Act encourages local councils to address social value considerations.	Social Value Act 2012 implications not being met.	The council is developing a social value charter. Consider impacts on social groups that depend on bus services for quality of life e.g. non-car ownership.

- 1.7 The task group submits supporting evidence at **Appendix A** ‘*Three Stages to better bus services – using the Bus Services Act*’ – a guidance briefing paper for local authorities by the Campaign for Better Transport
<https://bettertransport.org.uk/sites/default/files/research-files/bus-services-act-guidance.pdf>

2. CONCLUSION

- 2.1 The task group concluded that by adopting a strong formal Partnership model arrangement Leicester City Council could encourage bus operators to include a broader range of requirements to improve bus services in the city, such as:

- the vehicles used to operate bus services, including their appearance (livery);
- providing better information about bus services to the public and the publicising/branding of local services;
- the dates on which timetables may be changed; and
- tickets - including:
 - how tickets can be purchased and fares paid;

- how entitlement to travel can be evidenced by passengers;
- the publicising of fares or ticketing arrangements;
- the appearance of tickets;
- the price of multi-operator tickets;
- standardised ticketing zones, ticket lengths, or concession eligibility; and arrangements that facilitate the operation of the scheme.

2.2 The Department of Transport guidance to local council's states:
Powers in legislation do not help anyone unless they are put into practice. We would ask every local authority to consider how bus services can help achieve their economic, environmental and social objectives and whether the powers in the Bus Services Act will help to do this.

2.3 *The guidance the Department has produced is the starting point for local authorities. In 2019, the Department of Transport will be looking to see what has been achieved and how the bus industry stands two years after the Act received Royal Assent.*
<https://www.gov.uk/government/publications/bus-services-act-2017-new-powers-and-opportunities>

3. RECOMMENDATIONS

The City Mayor and Executive are asked to approve the report findings and recommendations.

The Bus Services Act provides an opportunity for Leicester City Council to improve its bus services by working more closely with local bus companies, with the following approaches recommended:

1. To consider the creation of a formal partnership arrangement to support coordinated investment and give the council greater influence on the delivery of bus services. The task group considered that the Enhanced Partnership model may offer some advantages over other approaches.
2. To consider introducing more incentives and discounts as part of the multi-ticketing and multi-modal ticketing systems in Leicester and across boundaries.
3. To work with bus operators to share data to inform service improvements.
4. The council to encourage bus operators to promote smarter & integrated cashless methods of payments on all bus travel journeys to promote bus use, whilst taking into account social needs.
5. In light of recent survey findings by *Transport Focus* in February 2018 'Using the bus: what young people think' - The council and bus operators to consider options to encourage increase in bus use by young people and students in Leicester.

6. The council to support the importance of social value considerations through delivering public transport network in the city.
7. To consider the guidance briefing paper, case studies and best practice submitted at Appendix A.
<https://bettertransport.org.uk/sites/default/files/research-files/bus-services-act-guidance.pdf>
8. The Economic Development, Transport and Tourism Scrutiny Commission to receive a progress report in 12 months.

4. REPORT

4.1 Introduction

4.2 Buses are England's most used form of public transport, accounting for more than 60% of all public transport trips. For millions of people the bus is a fundamental part of each and every day. Buses help commuters get to work, students to school and shoppers to the high street, and help people, wherever they are, to enjoy a wide range of services and leisure opportunities.

4.3 New Government legislation introduced the 'Bus Services Act 2017' on 27 June 2017 <http://www.legislation.gov.uk/ukpga/2017/21/contents/enacted>. The aim of the Act is to improve bus services for passengers by providing local authorities, the Secretary of State and bus operators with a new toolkit to enable improvements to be made to bus services in their areas.

4.4 The Act includes requirements for opening up data on bus services and fares, and for audible and visible information on buses. All local transport authorities, including Leicester City Council have access to the following powers:

- Advanced Quality Partnerships
- Enhanced Partnerships
- Multi-operator ticketing schemes
- Access to financial data

4.5 Under the Act, combined mayoral authorities have full powers to introduce bus franchising, as in London. In Leicester the City Mayor commented, as below, in relation to public control over the bus services. The bus operators response is shown in this evidence captured.

Evidence captured:

The City Mayor commented: *"Leicester residents would benefit if the bus services were returned to public control, as was the case for most of the 20th century. While local authorities still spend money subsidizing some routes, all bus services are run by national and local companies. The council would be able to do what it used to do which is to cross-subsidise services. The old Leicester Transport would run later on into the evening, it would run into the housing estates where it was an essential part of linking those estates to the city centre".*

IN RESPONSE to the City Mayors comments, the two biggest bus companies serving Leicester commented:

"We oppose the idea to bring services back under council control. Leicester benefits from a comprehensive network of bus services, supplied by several privately-run bus operators, to all corners of the city and further afield into the county. We constantly strive to deliver a reliable service for our customers, offer a range of travel ticket options, provide a comfortable enjoyable journey experience, and we have invested a great deal in technology to improve air quality in the city, with new buses being introduced and retro kits fitted to older buses that emit less harmful emissions into the environment. We believe that bus services are better managed by the private sector, especially under the present circumstance with limited funding and resource available

through our local authorities. We believe working in partnership with local authorities is the best way to make bus travel an even more attractive choice and linking people to work, education and employment opportunities throughout Leicester”.

4.6 **Scope**

4.7 The task group gathered evidence through sessions held with local bus operators, the Bus User’s Panel and the Council’s Executive Lead for transport services. Viewpoints and comments from transport campaign groups, and research publications and media articles informed the review.

4.8 The Department for Transport guidance documents and best practice have also informed the review.

4.9 The task group gathered evidence on the key impacts of the Bus Services Act including partnership models, open data and ticketing and passenger information. Other factors impacting on bus services were also explored such as traffic congestion; air quality; health and economy; modal shift and social value.

4.10 The task group submits supporting evidence at **Appendix 1 ‘Three stages to better bus services – using the Bus Services Act’** guidance briefing by the Campaign for Better Transport.

4.11 **Bus Services – the challenges**

4.12 The Department for Transport data reveals that for the full year ending December 2017 bus patronage fell by 1.8% - around 79 million journeys – across England. The Campaign for Better Transport commented:

‘Almost 3,000 bus routes cut in 8 years’ – Freedom of Information (Fol) requests to 110 local transport authorities revealed that 2,900 bus services were either scrapped or reduced between 2010/11 and 2016/17. More than 134m miles of bus routes have been lost over the last four years in England and Wales. Since 2010 council bus funding has dropped by a third - £100m - with two-thirds reducing spending on supported bus services.

4.13 Nationally, the bus industry continues to face a number of challenges including:

- High levels of car ownership
- More on-line shopping and people working from home, reducing the need to travel
- Traffic congestion, making bus services slower and less reliable which in turn make them less attractive to passengers and more expensive for bus

companies to provide (*Transport Focus* data shows that congestion and road works are among the top factors which passengers identified as factors affecting bus patronage).

- A growing focus on air quality, particularly in urban areas with the potential for restrictions on the use of certain classes of diesel powered vehicles, including older buses.
- Competition from new players such as Uber and car clubs
- New housing, urban edge retail development and out of town employment sites, often in places hard to serve by bus.
- The perceived affordability of bus fares compared to other options.
- Concessionary travel entitlement changes, with older people waiting longer before they receive a card.
- The negative image of bus travel amongst certain groups of potential passengers, often based on their past experience.

4.14 Despite these challenges, there have been some exceptions to this reduction in bus usage, with cities such as *Oxford, Bristol, Reading and Brighton* all seeing growth in passenger numbers. **Evidence of why these areas have seen a growth is that they have strong partnership working arrangements between bus operators, the local authorities and other interested stakeholders.**

4.15 **Bus services in Leicester**

4.16 Private commercial companies including Arriva, First bus, Centre bus, Kinch and Stagecoach operate most of the bus services in Leicester.

4.17 **Bus operators informed the task group that:**

- a) They welcomed the new Bus Services Act and want to build on the good working relationship with Leicester City Council.
- b) They are responsible for setting the routes, timetables and fares in a way which they feel best meets their financial and business objectives, taking into account changing demand and market conditions.
- c) They are struggling financially to meet the demands of the services, especially with the need to modernise buses. They reinvest any profits made through bus revenue to improving the bus services.

4.18 Leicester City Council is exploring innovative ways to continue providing much-needed local bus services with the aim of increasing patronage. For example, Cornwall Council is putting in place an integrated network linking bus, rail and ferry services, with smart ticketing for residents and visitors. **Cornwall council is doing this initially through an 'Enhanced Partnership' model with the bus operators.**

4.19 The task group heard evidence from Cllr Clarke, Executive lead for Transport Services, Leicester City Council. **Cllr Clarke outlined the council’s key objectives for the future:**

- a) Developing the Strategic Transport Partnership with Leicestershire County Council
- b) Exploring different approaches to formalise partnership working with the bus operators.
- c) In discussion with Bus Transport Campaign Groups for guidance.
- d) Potential to influence and improve bus ticketing methods e.g. smartcards, incentives and discounts, and using mobile apps. By using bus company’s mobile apps, we could create multi-operating ticketing resulting in redistribution of the revenue across all the operators involved.
- e) Addressing the bus pinch points in the city
- f) The council has recently submitted a bid to the ‘Transforming Cities Fund’ - awaiting decision.
- g) Exploring ‘Mass Transit’ potential studies to be carried out to bring new capacity to public transport e.g. survey of people’s commuting needs and habits.
- h) Leicester North West Transport Plan, the 1st phase is in progress re: regeneration of waterside area in the city.

4.20 Leicester City Council has a commitment to manage the road network in support of the strategic objectives set out in governments transport strategy, and Leicester’s Local Transport Plan. Leicester City Council supporting plans and strategies include:

- Leicester’s Local Transport Plan 2011- 2026
- Air Quality Action Plan 2015 – 2026
- Economic Action Plan – Leicester: Great City 2016 – 2020

4.21 **The table below shows the spending on non-commercial supported bus services by Leicester City Council and other local councils.** This evidence shows significant reductions have been made year on year (except Nottingham).

	2010/11 spend	2016/17 spend	2017/18 spend	2018/19 budget
Leicester City	£1,280,494	£601,344	£482,705	£375,000
Leicestershire	£4,896,005	£1,520,057	£1,449,563	£1,336,770
Derby City	£285,116	£8,870	£8,569	£8,290
Nottingham City	£3,264,004	£4,494,821	£4,312,264	£4,312,264

Data extract from ‘Campaign for Better Transport’ publication

- 4.22 The task group cited Nottingham as an example of best practice for the largest local authority-owned operator in England. ‘*Transport Focus*’ reported that Nottingham has the highest customer satisfaction of any bus operator in the UK. The amount of bus lanes in Nottingham has grown from 200 metres in the year 2000 to 24 kilometres today. Nottingham was the first city in the UK to have smart passes, three years before the launch of the Oyster card in London. Nottingham City Transport provides a dividend of £2m a year to the City Council. Workplace Parking Levy funds are available for investment in bus services.
- 4.23 The task group were informed that in Leicester (about the same size and same number of people as Nottingham) the council privatised its bus fleet in the 1990’s, and now contributes less than £500,000 a year to subsidise private operators.
- 4.24 Recent media headlines (below) supports evidence that patronage has been declining and Councils are struggling with reduced budgets, impacting on how much can be spent to support bus services.
- 4.25 **Local Government Association spokesperson said:** “*Councils are finding it an almost impossible task to fund additional services and commercially unviable routes while having to fund the cost of free bus pass schemes and find billions of pounds...to protect other vital services*”. (Meanwhile, **Northumberland County Council** has blamed budget cuts for its removal of timetables from bus stops, with passengers urged to instead check information online).
- 4.26 **Public Transport Campaigner quoted:**
- “it is disappointing to see bus use falling again, but hardly surprising given year on year cuts to local authority bus budgets. The good news is councils now have new powers in the Bus Services Act to improve bus networks, restore connections and set standards. There’s huge opportunity here to make bus services more attractive, affordable and environmentally friendly, bringing benefits not just to passengers but to the wider community”.*
- 4.27 According to the ‘**Campaign for Better Transport**’ bus services across the country have seen significant reductions in public funding since 2010. These cuts have come from three different directions, such as:

- Bus Service Operators Grant, which goes to all bus operators was cut by 20% in 2012-13, and has not increased since.
- Funding for local authorities has been cut in general, and this has fed through to cuts in support for bus services, which have less legal protection than other local authority services
- The free travel scheme for pensioners and the disabled is underfunded by the Government, meaning that operators are having to carry people for free without proper funding to reflect the cost of this.

4.28 The task group were informed that in April 2018 the Department of Transport announced that disabled and older people in England will continue to benefit from free off-peak bus travel for the foreseeable future, keeping them connected with their local towns and cities. **Government Buses Minister Nusrat Ghani said:**

“Being able to get out and about is hugely important for older and disabled people to keep their independence and play a role in their local community. Buses help connect people, homes and businesses and nearly 10 million people in this country are already benefitting from free off-peak bus travel. The legislation behind the concessionary travel scheme has been amended so that it no longer needs to be reviewed every 5 years”.

4.29 Task group members raised concerns about funding pressures and maintaining current subsidies for the scheme. The task group agreed with the comments made by the Local Government Association,

*“Councils are spending at least £200 million a year to subsidise the concessionary fares scheme, which comes at a cost of other discretionary subsidised bus services and other local services like collecting bins and filling potholes. **Giving councils control over the Bus Services Operators Grant, a fuel duty rebate currently paid directly to bus operators could enable councils to protect vital bus routes, and give them the funding they need to support effective and efficient bus services”.***

4.30 **Local Government Association (LGA)** commented: *“It’s nearly impossible for councils to keep subsidising free travel while having to find billions of pounds worth of savings and protect other vital services like caring for the elderly, filling potholes and collecting bins.”*

The Urban Transport Group (UTG) commented: *“Cuts in available funding for local government to support bus services, rising car ownership among older people and competition from rapid growth Private Hire Vehicles are among the factors behind this decline. We need the government to commit more funding for buses. We are working together to pool research and evidence on these various causes of bus patronage decline and effective ways of responding. **Our members are also taking up the enhanced powers available to them in the 2017 Bus Services Act to improve services”.***

4.31 **How can the Bus Services Act improve bus passenger experience?**

4.32 The Bus Services Act makes it easier for passengers to access information about routes, fares and timetables, and ensures ticketing schemes meet passengers' needs. Better use of open data also has the potential to provide more accurate door-to-door journey planning. The potential benefits include:

- Placing requirements on bus operators to open up data collected and share with local councils
- Placing requirements on bus operators to be able to publish the required data digitally
- Allowing passengers to be able to effectively plan their journeys, identify and purchase best value tickets and travel knowing their bus arrival and journey times, thus taking the uncertainty out of bus travel.
- To specifically improve facilities for disabled and elderly persons requiring operators to make available information about local bus services. This includes the setting of standards for audio, visual and displayed information.

4.33 The task group were informed that the Department for Transport in collaboration with the Open Data Institute (ODI), held workshops during Nov / Dec 2017 to give bus operators, local authorities, transport data providers and technology suppliers an opportunity to share their views on the open data policy and also provide solutions as to how data provision could work in practice. This was positive and encouraging news that the Department of Transport will work with the industry to implement bus open data.

4.34 **Evidence of the different options under the Act for ticketing and the requirements that can be placed on bus operators are outlined in the table below:**

Can a requirement be put on bus operators to:	Ticketing Schemes	Advanced Quality Partnership	Enhanced Partnership	Franchising
Sell and accept a multi-operator or multi-modal ticket (including in a specific format, such as on a smart card)?	✓	✓	✓	✓
Market particular tickets in a certain way (including promoting multi-operator tickets nor just their own tickets)?	x	✓	✓	✓
Set all their tickets and fares on standard set of 'zones' that apply to all operators?	x	x	✓	✓
Follow common ticket rules for their own tickets (such as a standard length of 'period' tickets or age to qualify for a youth concession if offered)?	x	x	✓	✓
Sell or accept any ticket on a particular technology (such as a smart card)?	✓	✓	✓	✓
Charge a set price for a multi-operator ticket?	x	x	✓	✓
Charge a set price for their own, single-operator tickets?	x	x	x	✓

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4.35 Evidence in the table above supports the views of the task group and suggests there maybe additional benefits from the ‘Enhanced Partnership’ model and that this is the best option as it allows Leicester City Council flexibility and freedom to stipulate additional ticketing requirements upon the bus operators, such as charging a set price for a multi-operator or multi-modal tickets.

4.36 **The Bus Users Panel and the Disabled Group forum commented** that on average disabled people take ten times as many trips by bus as they do by rail. With one in twelve people being disabled, it is essential that bus services meet the needs of everyone wishing to use them. Under the powers of the Bus Services Act we would like Leicester City Council to consider:

- Bus vehicles in the city meet acceptable accessibility standards
- Encouraging the provision of enhanced accessibility features e.g. audible and visible information identifying routes and upcoming stops, second wheelchair space or the acceptance of mobility scooters.
- Ensure that ticketing systems are accessible e.g. websites and ticket vending machines.
- Encourage bus operators to accept cash payments for passengers who prefer to use cash to travel instead of cashless options, and these passengers should not be penalised by paying higher prices for the same journeys (concerns raised that this would particularly impact on regular passengers on lower incomes; the older and vulnerable passengers and people who don’t have cars e.g. areas of Western Park ward with low car ownership).
- Encourage bus operators to make publicly available information on features of their service which assist disabled passengers.
- Encourage more joined up transport services e.g. health / hospital transport and school transport services.

4.37 **Local Bus operators commented** that some improvements are already underway to enhance the bus journey experience for customers, such as:

- New buses with Wi-Fi and USB sockets.
- Better bus networks serving more or different locations and operating at night or weekends.
- Easier, contactless payments
- More tickets that work across operators and modes
- A step change in information – know when your bus will arrive and how much it will cost.
- Improved services that are more accessible for passengers with disabilities.
- Introduction of more than 50 brand new high- specification Arriva buses over the past three years. Arriva has also developed the first fully national

real-time bus app, which has full trip planned and provides access to timetables, fares and real-time information for every bus route operated by Arriva. This app has had more than a million downloads since its launch in June 2014.

- Leicester First Bus Depot staff were proud to be awarded ‘Depot of the Year’ at the ‘First Excellence Awards’ recently.
- Stagecoach Midlands has just invested £4.2m in 25 of its new Gold Luxury vehicles for the No48 service between Coventry, Bedworth, Nuneaton, Atherstone and Leicester.
- Arriva mentioned their new ‘Demand Responsive luxury minibus service’ is being trialled in other places. This new service combines the features of a taxi ride and a bus journey and the service can be ordered through an app. (If the trial is a success then Leicester may benefit in the future).

4.38 Leicester City ‘Bus Passenger Survey in 2016’ by Transport Focus shows customer satisfaction data as:

	Very satisfied	Fairly satisfied	Neither / nor	Fairly dissatisfied	Very dissatisfied
Overall satisfaction with the bus journey	44%	42%	11%	3%	-
Satisfaction with the value for money	27%	35%	14%	15%	9%
Satisfaction with punctuality	32%	33%	16%	11%	8%
On-bus journey time	43%	37%	14%	3%	2%

Data extract from Transport Focus ‘Bus Passenger Survey 2016’

4.39 The data (above) shows that overall satisfaction with bus journeys in Leicester is good. However, it also highlights that there is room for improvement in the bus fares pricing and bus punctuality areas of the service.

This being the case, the task group were concerned to hear that the two main bus companies in Leicester ‘Arriva’ and ‘First Bus’ announced bus fare increases for single fares by 10p from February 2018 (similar to price rises in 2015 and 2016). **The Bus Users Panel said** that they were disappointed that bus fares have increased once again.

4.40 The bus fare increases were justified by the **Bus Companies, who said:**

“the move was due to increases in their costs with a continual growth in business and operational costs – many ticket prices will remain unchanged if people buy their travel using their mobile phone e.g. the ‘mTicket app’ is proving to be really popular and allows people to pay without cash and saves time. This method of payment is not only a more convenient way to pay for bus travel but also helps with

improving boarding times and delivers a faster journey to destinations. We're also introducing the ability to purchase a travel ticket by direct debit and have the ticket sent directly to a customer's phone – with no contract.”

- 4.41 Task group members were provided with an explanation of modern ticketing systems such as ‘mobile apps’ and ‘smartcard’ technology, for example:

Smart and integrated ticketing (Smartcard) has the potential to revolutionise the way passengers use public transport, with benefits for passengers, authorities and operators.

Smart tickets, usually embedded in a micro-chip, can also be held on a mobile phone. They offer more innovative products than conventional tickets, such as an electronic purse, where passengers can top-up a smartcard with credit. This offers

greater flexibility and reduces the need to queue and have changes available. Smart ticketing technology can also support a variety of fare options, for example providing discounts after a certain number of journeys or enabling the passenger to build up ‘loyalty’ points that buy free or discounted additional journeys.



4.42 **The Bus Users Panel commented:**

- a) We need to be encouraging travel by children (as future passengers) and family groups at sensible fares with incentives. Marketing smartcards for ‘Multi-operators’ ticketing schemes for use in Leicester and across the country may encourage family groups to use bus travel”
- b) We support contactless ticketing payments as a positive move by bus operators e.g. Smartcards and Mobile Apps as a way to save time when boarding buses and to make it easier for passengers to travel. However, we feel that existing cash methods of payment should be an option available to passengers, in particular to help elderly, vulnerable and low-income passengers

- 4.43 The ‘Greener Journeys’ research report <https://greenerjourneys.com/wp-content/uploads/2017/07/Greener-Journeys-Value-for-Money-Update-FINAL.pdf> supports smart ticketing stating:

If London-style cashless buses with contactless payment and smart ticketing could be extended to the rest of the UK, bus journey times could be improved by up to 10% by halving dwell time at bus stops. In urban conditions dwell time makes up between 25% and 33% of total journey time.

The big five bus operators in the UK have set a target to introduce contactless bus transactions by 2022. They should do everything possible to accelerate this, and it is realistic for them to achieve this goal in the large conurbations within three years.

4.44 According to evidence collected by *Transport Focus in February 2018 'Using the bus: what young people think'* <https://www.transportfocus.org.uk/research-publications/publications/using-bus-young-people-think/> the survey identified:

- More young people use the bus than any other single group of passengers, yet they are the least satisfied group of passengers.
- That young people want the systems they use to be straightforward, intuitive and inviting, this applies to all the different parts of bus travel; planning the journey, finding information about routes and stops, getting advice about tickets and fares, through to actually buying the ticket.
- That young people want value for money; availability of Wi-Fi and comfortable journeys; and buses to be punctual.

4.45 The task group felt that the survey provides valuable understanding of young people's needs, experiences (aged 14 to 19) and aspirations for bus services. The survey findings and recommendations are crucial for the bus operators and local councils working in collaboration to attract and retain young people as the bus users of the future

4.46 The Bus Services Act also makes provision for local authorities to make ticketing schemes across local authority boundaries so that ticketing schemes could encompass neighbouring local authorities, the task group welcomed this as it would benefit bus users in and outside Leicester

4.47 **Essex County Council** was mentioned as an example of a good practice initiative for better partnership working between commercial bus operators to benefit bus users: -

In January 2018, Essex County Council initiative 'Route 88 Partnership' signed a joint commitment with two bus companies to formalise an agreement to accept each other's tickets.

"There's often a lot of confusion about which operator runs a certain bus route and it can be very frustrating for residents to have to watch a bus go past because your ticket is not valid on that service. The 'Route 88 Partnership' is a great demonstration of two bus operators who have come to the table with a solution and have worked with Essex County Council staff to deliver the best possible bus service for residents.

Hopefully this will be the first of many examples of commercial bus companies working together for the benefit of bus users".

Other benefits to this partnership included:

- *More flexibility in journeys thanks to better aligned schedules and routing.*
- *Improved vehicle standards and accessibility.*
- *Bus stop infrastructure improvement at key stops*

4.48 The task group noted that the Enhanced Partnership model includes the introduction of a statutory ticketing scheme which compels bus operators to accept multi-operator / multi-modal tickets e.g. hopper services

4.49 **How can the Bus Services Act improve partnership working with bus operators?**

4.50 'Local transport problems require local transport solutions' – essentially the Bus Services Act provides partnership models for local councils to adapt the approach to local circumstances: Advanced Quality Partnership (AQP), Enhanced Partnership Scheme (EPs), or Franchise model.

4.51 **Guidance from the Department of Transport outlines the key criteria for each model (below).** The guidance is for local councils to work with local bus operators to decide which of these options (if any) will best improve local services.

AQP	EPPS	Franchise
<ul style="list-style-type: none"> Area-based statutory partnership replacing Quality Partnerships Minimum 5 years LTA commits pro-bus facilities <u>and/or</u> measures LTA can prescribe vehicle standards, payment methods, information and publicity requirements Can additionally prescribe maximum fares and service frequency/timing but <u>only if no "admissible objections" from "relevant operators"</u> 	<ul style="list-style-type: none"> New area-based statutory partnership policy/objectives framework under which one or more partnership schemes made Can be indefinite, varied and/or revocable No mandatory requirement for LTA to commit pro-bus facilities or measures LTA can prescribe not only the same characteristics as an AQP but also entitlement passes, on-bus information equipment, vehicle and ticket appearance, ticketing arrangements (including multi-operator ticket prices, timetable change windows and other scheme facilitating arrangements Plans and schemes cannot be made where a "sufficient number" or "operators of qualifying local services" object 	<ul style="list-style-type: none"> Replaces Quality Contracts At outset only mayoral combined authorities to have Franchising Authority powers(non-delegable) Granting of an exclusive right to operate specified local services on specified terms (including frequency, fares and standards) and which may include public authority payments Service permits may be granted to others to operate in franchise area if it benefits local service users in the area and "will not have an adverse effect" on franchised services Based on assessment, auditing, consultation and, if it proceeds, procurement. Authority may require local service operators to provide information to further a franchise exercise
<p>Available (subject to consultation) where LTA satisfied will:</p> <ul style="list-style-type: none"> Contribute to implementing local transport policies; AND Improve service quality; or Reduce/limit congestion, noise or air pollution; or Increase or prevent decline in patronage 	<p>Available (subject to consultation) where LTA satisfied will:</p> <ul style="list-style-type: none"> Improve service quality or effectiveness; or Reduce/limit congestion, noise or air pollution 	<p>Available (subject to consultation) where mayoral combined authority has:</p> <ul style="list-style-type: none"> Compared to "one or more other courses of action" Assessed following a "consideration" of a five-case business case covering strategic fit, value for money, feasibility, affordability, and deliverability Obtained an independent audit of the quality of its assessment (information and analysis) and compliance with guidance
<p>All subject to mandatory regulations and guidance yet to be made</p>		

4.52 The table (above) shows that the range of outcomes that can be achieved through an Enhanced Partnership option is potentially broader than can be delivered through an Advanced Quality Partnership. The task group agreed that the Enhanced Partnership model may have some advantages as it provides additional powers and influence to negotiate with the bus operators.

4.53 **The Bus Users Panel said** that the Enhanced Partnership model option would give the council more influence to use the powers in the Act to achieve the council's objectives towards improving bus services.

4.54 **Local Bus Operators evidence** supports a formal partnership arrangement and encouraged the council to consider the 'Advanced Quality Partnership'

model as this was their preferred option. However, they also stated that their second option was the 'Enhanced Partnership' scheme, and they would be open to discussions with the city council to give consideration to this.

4.55 **The bus operators informed** the task group that they want to work with the city council in a formal partnership arrangement to develop an improved, more efficient, joined-up public transport service that benefits passengers, such as:

- A forum for the city council to collect and publish statistics on bus speeds, improving visibility of the problem to operators, officers, and elected members, and allowing remedial actions to be taken.
- Measures that enhance the passenger experience in Leicester and the wider areas.
- A strategy for tackling specific local issues affecting bus operators and public transport users e.g. bus priority at certain key junctions, such as exit from Causeway Lane into the inner ring road.
- Strategies to improve the flow of traffic around the city e.g. around Highcross / John Lewis and the Rugby and Football grounds.

4.56 Task group members recognised that the city council already has a good relationship with the local bus operators and that the council plays a lead role to improve the quality of local bus services through infrastructure, information and ticketing projects and initiatives.

4.57 Evidence from Cllr Clarke, Assistant City Mayor and lead for Transport highlighted the achievements to the bus services network in the city:

- a) The Beaumont Leys Public Transport Interchange Schemes.
- b) The development of the new £13m Haymarket Bus Station in the city centre.
- c) 2.4km of new bus lanes on the A426 (increased bus patronage by 13% benefiting people in the city and the county).
- d) Digital bus stops e.g. 100 Real Time information signs at bus stops (slow impact, but not all bus stops will have this facility, as the future is mobile apps).
- e) Introduction of the 'One Card' for flexible bus trips (limited lifeline, as the future is multi-ticketing options).
- f) Level access kerbs at bus stops
- g) The re-design of Humberstone Gate East
- h) New bus gate enforcement on Charles Street and Causeway Lane
- i) A phased 'Bus Pinch Points' programme to improve punctuality.
- j) Further improvements to Real Time information and Smart Ticketing.
- k) Encouraging the replacement of fleets to meet Air Quality Targets as part of the proposed Low Emission Zone.
 - Invested in Euro 6 (with Clean Air Zone funding) green bus fleets with 150 buses retrofitted, so less polluting engines.

- l) £25 million for bus fleets funded by bus operators (Clean Air Zone funding) – on track to deliver across the city by the end of 2020. Developing a Strategic Transport Plan with Leicestershire County Council.

4.58 Best practice of ‘Enhanced Partnership’ models was cited as supporting evidence:

- **The Liverpool City Region Bus Alliance** – represents successful Enhanced Partnership agreement that will deliver more than £25 million worth of investment in bus services in just the first year. The agreement includes a commitment from operators to provide modern bus fleets with an average age of no more than seven years, and to be partners on a range of initiatives including marketing campaigns, on-bus cleaning and customer service training. According to Arriva, this partnership has seen significant benefits with bus usage increasing by 16%.
- **Cornwall Council** – as part of its Devolution Deal had the opportunity to adopt a Franchising model of bus transport, however it appears Cornwall council is working closely with local bus operators to establish an ‘Enhanced Partnership’ model instead.

4.59 The task group concluded that evidence gathered suggests the Enhanced Partnership model is potentially the best option for Leicester City Council to take forward

4.60 **How can the Bus Services Act improve the economy and health?**

4.61 Across the UK large towns and cities are suffering from deteriorating air quality and chronic levels of traffic congestion, which affect public health as well as the economy. Over 40,000 deaths a year in the UK are attributable to poor air quality, with air pollution being directly linked to cancer, asthma, strokes, heart disease, diabetes, obesity and dementia, according to recent research by Oxera Compelling Economics Group in 2017
<https://www.oxera.com/wp-content/uploads/2018/07/Cities-in-crisis.pdf.pdf>

4.62 The UK has the most congested road network in Europe. The Department for Transport forecasts that traffic will grow by between 19% and 55% between 2010 and 2040.

4.63 **Evidence from local bus operators:**

- Endorsed the view that traffic congestion was a significant problem and challenge for them. Congestion extended bus journey times, contributed to the reduced reliability of services and meant that more buses were required to maintain services at an acceptable level. The bus companies felt that they needed to be ahead of the game to compete with car users.

- Cited best practice - Nottingham City Council has introduced a Workplace Levy to tackle problems associated with traffic congestion, by both providing substantial funding for major transport infrastructure initiatives and by acting as an incentive for employers to manage their workplace parking provision.
- 4.64 Leicester City Council and bus operators have implemented a range of measures over the years to help reduce congestion and give priority to buses e.g. bus lanes, park and ride schemes, and parking controls.
- 4.65 A recent scrutiny review report into 'Bus Lanes in Leicester' by this commission, identified that the majority of bus lanes helped to reduce journey times, but the biggest challenge was reducing traffic congestion with the increasing growth in car use, key findings:
- a) That the barriers to modal shift are the cost, time and reliability of travelling by public transport and lifestyles, habits and comforts.
 - b) That the biggest challenge for Leicester City Council is to bridge modal shift from car to public transport, walking and cycling, by introducing measures and initiatives.
 - c) Key points made by the bus companies on the advantages of bus lanes:
 - Bus services are more reliable and timetables more achievable.
 - Speedier and more punctual bus services to improve customer confidence and provide good reasons for modal shift.
 - Reduces pollution and reduces traffic congestion for buses
 - For a person travelling by bus it can be cheaper than paying for car parking in the city centre.
- 4.66 Nationally statistics show that approx. 6% of NOx emissions are caused by buses, whereas diesel cars are responsible for 41%. Therefore, we need to think how we get people out of their cars and onto public transport.
- 4.67 30% of Leicester's households do not have a car, and with the cost of running a car likely to reduce in real terms, and the cost of public transport rising, delivering improved public transport is paramount to Leicester's future.
- 4.68 How can the Bus Services Act improve Air Quality?**
- 4.69 The Bus Services Act encourages all local authorities to consider how they can use the tools in the Act to improve air quality in their local areas. Buses can be part of the solution to air quality problems. Low emission buses – such as electric or bio-methane vehicles – offer significant carbon dioxide savings and improved air quality.
- 4.70 The Governments recent introduction of Clean Air Zones (CAZ) to discourage the use of older, more polluting, vehicles has enabled Leicester City Council to carry out its commitment towards tackling air quality issues in the city.

4.71 During the course of this review, in March 2018, Leicester City Council announced: **“Leicester extends ambition for bus clean air zone”** – Leicester’s five major bus companies (Arriva, centre bus, First, Kinchbus and Stagecoach) have signed up to a new commitment with the city council to deliver a clean air zone for buses by the end of 2020.

‘Leicester bus companies agree on clean air zone by end of 2020’

Leicester City Council was recently successful in a bid for £2.2m from the Government’s Clean Bus Technology Fund. This will allow the council to work with operators to retrofit clean air technology to over 100 more buses running on city routes. A new agreement signed by bus operators will help ensure that Euro 6 standard for diesel buses is achieved across the city within the next three years – with a shared ambition for zero emission by 2020.



(Steve Burd, Managing Director Stagecoach Midlands; Deputy City Mayor Cllr Adam Clarke; Nigel Eggleton, Managing Director First Midlands; Alex Kerr, General Manager of Kinch Bus; City Mayor Sir Peter Soulsby; Kevin O’Leary, Regional Engineering Director for Arriva; and Chris Mosley, Operations Manager, Centrebus).

Cllr Adam Clarke, Deputy City Mayor – who leads on environment, sustainability

and public health said “tackling emissions from diesel vehicles is vital to achieving better air quality. Our local bus operators are leading by example and should be applauded for their efforts and investment in cleaner air vehicles. Bringing emissions from the city’s bus fleet down and achieving at least Euro 4 standard was one of the key aims of the Leicester Air Quality Action Plan. We’ve now exceeded that”.

Arriva said “delighted to be working with Leicester City Council on this. We are committed to positioning bus travel as a viable alternative to car travel. We need to ensure that our customers are given access to transport that meets their growing expectations in terms of technology and comfort, but that also delivers with regards to environmental standards”.

Centrebus said “we are pleased to be working in partnership with the city council to help reduce harmful emissions from road transport in Leicester. Whilst buses still generally offer the lowest form of emissions per occupant compared to other types of motor transport, we are happy to take things a stage further”.

First Leicester said “We understand the vital role we play in helping to find solutions to reduce air pollution and so we’re proud to be part of the Leicester CAZ for buses. Road congestion continues to be one of the biggest issues facing bus services and so it’s important that we continue to work jointly to encourage less car usage across the city and entice more people to travel by bus”.

Kinchbus said “Air pollution caused by congestion in our cities and towns is a problem for everyone. While no one organisation can tackle this challenge alone, we are committed to play a leading role. It’s a sign of our commitment that we’ve recently invested a considerable amount of money into brand new cleaner buses for our skylink route that will provide existing customers with a great journey experience that also tempts car drivers to make the cleaner switch”.

Stagecoach said “We have introduced 25 new Gold Standard Euro 6 ADL Enviro 200MMCs, single-deckers on our service 48. This £4.4m investment demonstrates Stagecoach Midlands’ commitment to the Leicester Bus Clean Air Zone. We will continue to work the city council and other operators to seek to achieve the desired improvements to emissions by the end of 2020”.

- 4.72 Speaking at a recent Bus Summit, Government Transport Minister, Nusrat Ghani said: *“The government funding boost will allow councils to retrofit vehicles with technology to reduce tailpipe emissions of nitrogen dioxide, as part of a drive to help ensure that more buses and coaches can contribute to improving air quality in UK cities. Road transport is going to change dramatically over the next couple of decades – and we have to make sure that the bus industry is ready to benefit from those changes”.*

“We have to move away from nose-to-tail car traffic at peak times, endless engine idling, stop-start travel and rising pollution and carbon emissions. Rather than contributing to the problem – buses and coaches very much form part of the solution”.

- 4.73 All cities are facing the challenge of tackling air pollution, recent headlines in June 2018 shows that the London Mayor is leading the way with bold and drastic measures to tackling air pollution: -

Mayor unveils ultra-low emission zone plans

London Mayor Sadiq Khan has unveiled details of his plan to introduce an “ultra-low emission zone” covering a huge swathe of the capital in the next few years. The scheme, which will see the most polluting vehicles charged for entering the centre of the capital from April next year, will be extended to the North Circular and South Circular roads in 2021. Mayor Khan said: “Tackling London’s lethal air and safeguarding the health of Londoners requires bold action. Air pollution is a national health crisis and I refuse to stand back as thousands of Londoners breathe in air so filthy that it shortens our life expectancy, harms our lungs and worsens chronic illness

- 4.74 **The new Bus Services Act reinforces** Leicester City Council’s approach of working in partnership with the bus operators to maximise the benefits of bus services in reducing congestion, in order to deliver services attractive enough to create a shift away from car use. A number of long standing pro-bus options exist in Leicester e.g. bus lanes, park & ride schemes and parking controls, which can help to encourage increased bus patronage and modal shift.

4.75 The evidence from the last 15 years and the new Bus Services Act suggests that more people will use buses if significant investment and modernisation is put into making the bus more attractive and buses are given priority on the road network. This can be seen in other cities such as London, Brighton, and Oxford.

4.76 For Leicester City Council and the bus operators the biggest challenge will be to bridge modal shift from car to public transport, walking and cycling - knowing that for many people the barriers to modal shift will be the cost, time and reliability of travelling by public transport and lifestyles, habits and comfort.

4.77 **Social Value and the Bus Services Act**

4.78 A report commissioned by the Department for Transport <http://www.socialvalueuk.org/app/uploads/2016/07/DfT-final-report.pdf> looked at the impacts of public transport in general and concluded that there are several social groups who benefit from local public transport interventions. Those who benefit the most are on low incomes, older people, younger people, disabled people and those living in remote and rural areas. The main common denominator with these groups 'being the tendency towards non-car ownership', which creates significant barriers such as social and economic exclusion. The report also highlights the benefit of public transport; 'access to employment, education and labour market participation is a key benefit for many groups as is the ability to independently partake in social activities, shopping trips and get to other essential public services, especially healthcare.'

4.79 The task group recognises that bus operators are businesses and that in a deregulated market they are free to set bus fares. However, the task group believe that lower fares and discounted tickets promote bus use and would help meet social needs, in particular for those on low-incomes and young people in the city

4.80 Leicester City Council is in the process of finalising a 'Social Value Charter' (as recommended by *Economic Development, Transport and Tourism Scrutiny Commission review report in 2016*) this evidence supports the importance of social value considerations through delivering public transport in the city.

5. Resources

The Department for Transport has issued guidance on the use of the powers contained in the Bus Services Act 2017.

Website links to key documents can be found on: [Bus Services Act 2017 on the government website](#). The Department for Transport (DfT) has issued [additional guidance on the Bus Services Act 2017](#).

Link to guidance for local councils: 'Bus Services Act 2017 – new powers and opportunities': <https://www.gov.uk/government/publications/bus-services-act-2017-new-powers-and-opportunities>

Link to guidance for local councils: 'Enhanced Partnership creation' <https://www.gov.uk/government/publications/bus-services-act-2017-enhanced-partnership-creation>

6. Financial, Legal and Other Implications

Financial Implications

No significant financial implications arising from this review in general have been identified, however the implications of any specific actions should be reviewed ahead of implementation.

Colin Sharpe, Head of Finance, ext. 37 4081

Legal Implications

The Bus Services Act 2017 ("the Act") received Royal Assent on 27 April 2017 and aims to improve bus services for passengers by providing local authorities, the Secretary of State and bus operators with a new toolkit to enable improvements to bus services.

As set out in the report, the Council has a number of options available to enable improvements. The Council needs to decide which option will best improve local services in the Leicester/shire area. Additionally, the Council has Clean Air Zone obligations and Social Value obligations.

The Act replaces existing ticketing scheme powers and the new powers, known as "Advanced Ticketing Schemes" allow the establishment of multi-operator and multi-modal ticketing schemes to enable local authorities to be more involved in the services provided by bus operators.

The Act also requires local authorities to consider cross boundary working as well as working proactively with bus operators.

Jenis Taylor, Principal Solicitor (Commercial)

Equality Implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

As outlined with in the report, those who benefit most from accessible and reliable public transport which meets peoples' need are often people on low incomes, older people, younger people, disabled people and those living in remote and rural areas, particularly where those groups do not own a car which can create significant barriers to social and economic inclusion, as well as barriers to accessing services and opportunities.

The report outlines potential benefits arising from the Bus Services Act and the recommendations within the report. For example, the potential for the council to have greater influence on how bus services are operated and managed, improve access for protected groups (via standards for audio, visual and displayed information), to secure greater quality of life and social value outcomes.

Whilst there are opportunities for positive impacts across all protected groups (in particular for those groups who are more frequent users of public transport and who may be more likely to face barriers to access) it must also be considered that as work progresses and the recommendations are taken forward, there is the potential for unknown or negative equalities impacts, if changes are not thoroughly considered from an equalities perspective, as part of any decision making process.

The council will need to work with partners to ensure that, through the partnership arrangement, there are mechanisms set up to ensure that the equalities implications of any more detailed proposals for change (for example, the introduction of multi ticketing or multi modal systems or the introduction of non-cash methods of payment) are fully analysed and that

the Council can demonstrate 'due regard' for the aims of the Public Sector Equality Duty. This may be achieved by following the City Council's Equality Impact Assessment process, when considering changes which will affect bus users. Equalities considerations must also be made in terms of accessibility of information to people from across all protected characteristics (particularly age, disability and race), when considering publicity and marketing, as well as potential improvements to how users are provided with information about bus services.

Hannah Watkins, Equalities Manager ext. 37 5811

7. Summary of Appendices

Appendix 1

'Three Stages to Better Bus Services – using the Bus Services Act' guidance for local authorities by the Campaign for Better Transport
<https://bettertransport.org.uk/sites/default/files/pdfs/bus-services-act-guidance.pdf>

Appendix 2

Executive Response to Scrutiny

8. Officers to Contact

Anita Patel, Scrutiny Policy Officer
Email: Anita.Patel@leicester.gov.uk
Tel: 0116 454 6342

APPENDIX 1

'Three Stages to Better Bus Services – using the Bus Services Act' guidance for local authorities by the Campaign for Better Transport – Click on website link below:

<https://bettertransport.org.uk/sites/default/files/pdfs/bus-services-act-guidance.pdf>

APPENDIX 2

Executive Response to Scrutiny

The executive will respond to the next scrutiny meeting after a review report has been presented with the table below updated as part of that response.

Introduction

...

Scrutiny Recommendation	Executive Decision	Progress/Action	Timescales

Leicester City Council Scrutiny Review

End of Life Care

A Review Report of the Adult Social Care Scrutiny Commission

October 2018

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Chair's Foreword

End of Life Care for our loved ones is one of the most difficult and sensitive situations we must cope with. Most of us face this usually with our parents and/or grandparents and wish for a quiet, peaceful death in our own home when the time comes.

The way in which care is provided is a very important part of the complex picture that makes up the pathway to the end of life. It can involve medical and health interventions as well as adult social care (ASC).

Within the adult social care environment, End of Life is a small part of the service provision within the city. In Leicester, there is a growing pattern of chronic ill-health, often supported over months or years by ASC personnel, leading to hospitalisation as health starts to fail and finally release from hospital to allow death at home (in a domestic home, residential care or nursing home).

This review looked at how the ASC department and associated teams addressed the issue and how they and other care providers work together and with health providers and carers who are often the first line of support for frail and elderly people.

We are heartened by the levels of co-operation and support by services, care providers and individual carers across the city. We found very good examples of supportive care.

Our conclusions are overwhelmingly supportive of the department which faces a history and future of underfunding created by successive financial cuts by government. Despite the pressures, the department delivers not just a good End of Life Care service but services across a range of demands for the citizens of Leicester.

Councillor Virginia Cleaver

Task Group Chair and Vice Chair, Adult Social Care Scrutiny Commission 2017/18

1 Executive Summary

1.1. Background to the Review

- 1.1.1. Each year, around 500,000 people die in England and they are set to rise by approximately 16.5% by 2030 which equates to some 90,000 additional deaths each year (590,000).
- 1.1.2. Clearly the supply of hospital and hospice beds will not keep pace with that rate even if that were the appropriate response. So, a big question to consider is 'will residential/nursing home or community care services be equipped?'
- 1.1.3. By 2030 those aged over 65 will account for 86.7% of all deaths with those over 85 accounting for 43.5% (a marked increase from 32% in 2004). A significant proportion will have multiple conditions with approximately 29% also having dementia. Around 70% of people express a wish to die at home. This means that by 2030 we need either 20% more institutional beds or we need to develop new ways to meet people's needs, for example community based models and End of Life Care training for all, so that needs can be met as part of everyone's practice. At the same time informal carers will also be becoming older with possibly multiple conditions which may well affect their ability to fulfil their carer role.
- 1.1.4. The ability of Leicester to respond to this growth in need will be critical. The commission can't emphasise enough the importance of being able to react to this, and allowing people to come to a dignified end when they have already experienced so much. As such, we have decided to do this review to look at End of Life Care and what the current position is and how it is done.
- 1.1.5. The review solely looked at adult social care aspects of end of life (EOL) but recognised that the vast amount of work in this area is done by NHS services. The review offered much food for thought and offers a quick snapshot into an area which undoubtedly needs exploring further as something which needs to be made much more of a priority for all people to ensure those at the end of life are able to depart with dignity, comfort and love.

2. Recommendations

The Assistant Mayor for Adult Social Care and the Executive are asked to consider the following recommendations:

- 2.1. Assurances are sought that social care practitioners dealing with people at the end of life are skilled in having conversations about end of life with either the person involved and/or their family from an early stage.
- 2.2. Assurances are sought that the different needs, which should include cultural backgrounds and other demographic information for the individual, are considered when talking to patients and families about End of Life pathways in the social care setting.
- 2.3. The ICRS team protocols are reviewed to ensure their out of hours procedures are well equipped to deal with end of life.

The Health and Wellbeing Scrutiny Commission are asked to consider the following recommendations:

- 2.4. Consider looking at how the Derby and Derbyshire Out of Hours End of Life care service operates with the ASC Department and NHS Services. Where possible best practice from this model should be embedded in Leicester, Leicestershire and Rutland End of Life protocols.
- 2.5. Consider looking into End of Life Care by NHS services and ensure that early conversations are being had with patients and their families.

3. Report

3.1. What is End of Life Care?

- 3.1.1. There is often confusion between End of Life and Palliative Care, but the two are clearly distinct. Palliative Care is for people living with a terminal illness where a cure is no longer possible. It's not just for people diagnosed with terminal cancer, but any terminal condition or those who have a complex illness and need their symptoms controlled.
- 3.1.2. The aim of Palliative Care is to treat or manage pain and other physical symptoms as well as help with any psychological, social or spiritual needs. This may include treatment such as medicines, therapies, and any other support that specialist teams believe will help their patients. It includes caring for people who are nearing the end of life.
- 3.1.3. End of Life Care is an important part of Palliative Care for people who are nearing the end of life. This is for people who are considered to be in the last year of life, although this timeframe can be difficult to predict. End of Life Care aims to help people live as well as possible and to die with dignity. It may include treatment during this time and can include additional

support, such as help with legal matters. End of Life Care continues for as long as is needed to ensure a peaceful end for the person and their family.

- 3.1.4. Ensuring the medical management and emotional support is in place at the right time in the right place for the right people in End of Life Care is an important service provided by social care and health services to ensure that people can end their lives in a comfortable manner with dignity, taking into account their wishes. Consideration for carers and family support is also a paramount importance in End of Life (EOL).
- 3.1.5. With all this in mind the commission felt it was important to consider how we perform in the city and how well our social care service contributes to the overall needs of dying people within the wider health and care system.

3.2. What does good End of Life Care look like?

- 3.2.1. Before being able to assess if we provide good social care at EOL, it was important for the commission to understand what good End of Life Care looked like.
- 3.2.2. The commission heard that this was specified in the document by the Association of Palliative Social Care Workers; 'The Role of Social Workers in Palliative, End of Life and Bereavement Care 2016 (<http://www.apcsw.org.uk/resources/social-work-role-eol.pdf>).
- 3.2.3. This document contained a checklist of what social workers should offer at the End of Life and what the social workers' capabilities should entail when offering End of Life or Palliative Care.
- 3.2.4. The commission was assured that this is what the social care teams worked to and was the guidance that was followed.
- 3.2.5. It was extremely apparent though that much of EOL care is provided by Health Services and that this is something that may need to be explored by Health Scrutiny in the future to ensure that the best care in those settings is being offered at EOL.

3.3. Specific Available Services for EOL

- 3.3.1. Adult End of Life Care in Leicester is provided by a community health service provider, an acute hospital (across 3 sites), 62 GP practices, one out of hours provider, one walk in centre, one urgent care centre, one mental health trust, Leicester City Council adult social care services, East Midlands Ambulance Service and the voluntary and independent sectors, including one adult hospice.
- 3.3.2. The main community Palliative Care services are offered by LOROS, Hospice at Home (delivered by Marie Curie) and the Leicestershire Partnership Trust Macmillan Nurses.

- 3.3.3. Leicester City Clinical Commissioning Group aims for the EOL Care Service to:
- Improve the quality of End of Life Care;
 - Support care in the patient's place of preference;
 - Prevent unnecessary or inappropriate admissions for people at End of Life.

3.3.4. In terms of Adult Social Care, it was heard that Integrated Crisis Response Service (ICRS) looked at the situations of people who needed care inside two hours. This includes risk assessments and discharge cases; team members looked at End of Life and picked up urgent cases and provided support for them and their families. Based at the Neville Centre on the Leicester General Hospital site, ICRS is part of a wrap-round service. Funded through the Better Care Fund (BCF) the service often has closer links with patients at EOL than other services.

3.4. Position in Leicester

- 3.4.1. Leicester Joint Strategic Needs Assessment (JSNA): End of Life Care (2016) states that most deaths occur in people aged over 65 (85%). In Leicester City, there are around 2,500 deaths per year, approximately 0.8% of the population total. Nationally, 25% of all deaths are unexpected, for Leicester, this is the equivalent of 625 deaths.
- 3.4.2. The JSNA also adds that cancers, circulatory disease and respiratory conditions account for 70% of deaths that are not sudden. The Palliative Care Funding Review report indicates that between 69% and 82% of deaths are likely to have Palliative Care needs; this means that between 1,725 - 2,050 people who die in Leicester every year will require Palliative Care.
- 3.4.3. In Leicester, for the year 2014/15, 2478 after death audits were completed for patients registered with Leicester GPs. Of these, 2,189 (88.3%) of people with a care plan died in their preferred place of choice.
- 3.4.4. The Quality and Outcomes Framework Palliative Care Register has 1,827 patients registered for 2014/15, of which 1,272 (70%) had care plans. On 1st July 2015, 1,834 patients were recorded on the Palliative Care Register for Leicester City. Over 75% of the patients on the register had developed an End of Life care plan with their GP or healthcare professional.
- 3.4.5. The JSNA said that in Leicester in 2014/15, 2,659 people over 18 and registered with Leicester GPs died. 2,478 after-death audits were completed and it was evaluated that 2,189 (88.3%) people with a care plan died at their preferred choice. In 2014/15 in Leicester, the Qualities and Outcomes Framework Palliative Care Register had 1,827 patients recorded; of which 1,272 (70%) had care plans.

3.4.6. The table below shows the percentage of deaths by place of death: 2011-2013

		Hospital	Home	Care Home	Hospice	Other
Persons all ages	Leicester deaths	1173	571	455	112	69
	Leicester %	49.3	24.0	19.1	4.7	2.9
	England %	49.3	22.2	20.7	5.7	2.1
Persons <65	Leicester deaths	238	155	13	40	31
	Leicester %	50	32.4	2.7	8.5	6.5
	England %	47	32.9	2.7	10.6	6.8
Persons 65-84	Leicester deaths	553	280	160	57	22
	Leicester %	51.6	26.1	15.0	5.3	2.1
	England %	52.2	24.9	14.3	7.1	1.5
Persons 85+	Leicester deaths	381	137	282	15	16
	Leicester %	45.9	16.5	33.9	1.8	1.9
	England %	46.8	14.5	35.7	1.9	1.0
Males, All ages	Leicester deaths	612	321	170	58	41
	Leicester %	50.9	26.7	14.1	4.8	3.4
	England %	51.2	25.6	14.4	6.0	2.8
Males, < 65	Leicester deaths	144	103	9	21	24
	Leicester %	47.9	34.2	3.0	6.9	8.0
	England %	45.5	35.0	2.5	8.2	8.8
Males 65-84	Leicester deaths	300	154	73	28	13
	Leicester %	52.9	27.1	12.8	5.0	2.2
	England %	52.7	26.8	11.9	7.0	1.6
Males 85+	Leicester deaths	168	64	88	9	5
	Leicester %	50.2	19.2	26.5	2.7	1.4
	England %	52.3	17.2	27.0	-	0.9
Females all ages	Leicester deaths	561	251	285	54	28
	Leicester %	47.6	21.3	24.2	4.6	2.3
	England %	47.6	18.9	26.6	5.4	1.5
Females <65	Leicester deaths	95	52	4	20	7
	Leicester %	53.5	29.4	2.1	11.1	4.0
	England %	49.4	29.8	3.0	14.1	3.7
Females 65-84	Leicester deaths	253	126	88	29	9
	Leicester %	50.2	24.9	17.4	5.7	1.9
	England %	51.6	22.7	17.1	7.3	1.4
Females 85+	Leicester deaths	214	73	194	6	11
	Leicester %	43.0	14.7	38.9	1.1	2.3
	England %	43.7	13.0	40.7	1.5	1.0

3.5. Experience of EOL in Leicester

- 3.5.1. Evidence from Leicester Ageing Together (LAT) heard that End of Life has appeared as an issue for them as an organisation and they were about to provide End of Life preventative services, building assets among lonely over-50s and developing a befriending service. Some of their volunteers are coming across people who are either old and facing death or who have an illness known to be terminal.
- 3.5.2. LAT stated that they are beginning to have the conversations slipped into the everyday with their clients about EOL. Many of their clients live alone and are over 80 but their family often doesn't want to talk about it. The aim for them is to allow people to take charge of their own death where possible. Commission members suggested that it was important that people and practitioners dealing with people at End of Life are upskilled to have those difficult conversations and that it is not just about a checklist approach, but that a conversation needs to be had with both the patient and family members.
- 3.5.3. **Recommendation: Assurances are sought that social care practitioners dealing with people at End of Life are skilled in having conversations about End of Life with either the person involved and/or their family from an early stage.**
- 3.5.4. Aspire UK also stated that they work with people with complex needs in their own home. Via the End of Life Forum, they have been supported to work with medical specialists and family and have links to Palliative Care and learning disabilities charities.
- 3.5.5. They stated that people that might have otherwise died (e.g. with Down's Syndrome) have survived through improved medication. They also said that clients sometimes did not wish to take a decision about their End of Life pathway but would prefer to get a relative (or indeed anyone else) to decide for them. They also stated that they don't label people and take into consideration the very different cultural and community backgrounds found within Leicester when arranging and managing End of Life Care. This was another point that commission members felt was important as different cultural backgrounds have different needs and approaches that must be considered when talking about EOL.
- 3.5.6. **Recommendation: Assurances are sought that the different needs, which should include cultural backgrounds and other demographic information for the individual, are considered when talking to patients and families about EOL pathways in the social care setting.**
- 3.5.7. Evidence from Ideal Care Homes suggested that the out of hours service in the city was 'patchy' in comparison to that provided in Derbyshire. The way in which GPs delivered a gold standard, the District Nurse directive and how it was implemented, was not always done in Leicester and some learning could be had from Derbyshire.

- 3.5.8. Aspire also felt that while GPs were supposed to visit people on End of Life plans, in their experience no meetings had been held for two years with service users they came across. It was suggested to the Task Group that it was possible in some cases End of Life programmes were being introduced too quickly; that people were being written off too soon. There was a suggestion that maybe there needed to be an interim stage of care, perhaps an advanced care plan.
- 3.5.9. **Recommendation: The ICRS team protocols are reviewed to ensure their out of hours procedures are well equipped to deal with EOL.**
- 3.5.10. **Recommendation: The Health and Wellbeing Scrutiny Commission considers looking at the how the Derby and Derbyshire Out of Hours End of Life care service operates with the ASC Department and NHS Services. Where possible best practice from this model should be embedded in Leicester, Leicestershire and Rutland EOL protocols.**
- 3.5.11. The commission heard repeatedly that EOL was predominantly a primary care issue and was very much needing to be led by NHS colleagues. With other factors such as Delayed Transfers of Care (DTOCs) taking precedent, EOL often finds itself lower on the priority list.
- 3.5.12. The commission are clear that earlier conversations about EOL options need to take place, and with as many people as possible. Individuals and their families overwhelmingly refused to discuss EOL options until it was far too late and this needed to be a much higher priority for practitioners in order to ensure people came to a dignified end, with their wishes catered for.
- 3.5.13. Evidence heard suggested that cancer patients are maybe more aware of options at the EOL than other patients, with good work done by LOROS and Macmillan and the practitioners working with them to discuss options. The commission felt this needed to be replicated across all patients regardless of the illness.
- 3.5.14. At the point people go into care, the discussion about EOL should be had and the relevant forms completed, information gathered, considering the sensitivity of whether the service user wants to discuss it, the extent to which they might be willing to take the discussion and this personal profile should be reflected in the documentation. Ideally, this conversation would also involve family support. It should reflect and document clearly the cultural and religious framework for the service user's End of Life Care and support. If the service user is not willing to discuss EOL arrangements, they should be asked if close family members' views may be sought at another time.
- 3.5.15. **Recommendation: The Health and Wellbeing Scrutiny Commission consider looking into EOL care by NHS services and ensure that early conversations are being had with patients and their families.**

4. Financial, Legal and Other Implications

4.1. Financial Implications

There are no direct financial implications.

Yogesh Patel – Accountant, Ext 4011

4.2. Legal Implications

There are no direct legal implications.

Jenis Taylor – Principle Solicitor (Commercial), Ext 1405

4.3. Climate Change Implications

There are no significant climate change implications associated with this report.

Aidan Davis – Sustainability Officer, Ext 2284

4.4. Equality Implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The report recommendations with regards to End of Life care need to be considered as part of any ongoing work in this area and the relevant protected characteristics need to be taken into account.

It is important that Health and social care commissioners and providers work closely with local communities to make sure they understand their needs and develop care that is sensitive and responsive to them and that all communities understand the choices available to them; that people, carers, families and professionals are empowered to have the right

conversations about death and dying; and people from all communities are treated with dignity and respect.

If the ICRS team protocols are reviewed to ensure their out of hours procedures are well equipped to deal with EOL, it is advised that an Equality Impact assessment is carried out to ensure that equalities implications of any proposed changes are fully analysed and that the Council can demonstrate 'due regard' for the aims of the Public-Sector Equality Duty.

Learning from best practice and the experiences, expectations and needs of people from across all protected characteristics are a vital component of how we will deal with an ageing population and the approach to death and dying as a society.

Surinder Singh – Equalities Officer, Ext. 4148

5. Officers to Contact

Megan Arianna Law
Scrutiny Policy Officer
Tel: 0116 454 0464
Email: Megan.Law@leicester.gov.uk

Overview Select Committee
Draft Work Programme 2018 – 2019

Meeting Date	Topic	Actions Arising	Progress
21 Jun 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue Budget Monitoring Outturn 2017/18 4) Capital Budget Monitoring Outturn 2017/18 5) Income Collection April 2017 - March 2018 6) Review of Treasury Management Activities 2017/18 7) Scrutiny Commissions Work Programmes: <ul style="list-style-type: none"> • HCLS Review: Engagement with Leicester’s Arts, Culture and Heritage Offer Report 	7) Report was endorsed.	
5 Jul 18 (Special)	1) Call-In – Executive Decision: Refurbishment of Haymarket Car Park, Provision of Lifts to the Theatre and Purchase of Haymarket House	1) Call-in was withdrawn by majority vote.	
13 Sep 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period 3		
1 Nov 18	1) Tracking of petitions 2) Questions to City Mayor 3) Update on Prevent Strategy 4) Draft Scrutiny Report 2016-18 5) Scrutiny Commissions Work Programmes: <ul style="list-style-type: none"> • NSCI: The Community Asset Transfer Strategy – Scoping Document • EDTT Review: The Bus Services Act 2017 – The Impacts and Opportunities • ASC Review: End of Life Care Report 		

Meeting Date	Topic	Actions Arising	Progress
13 Dec 18	<ul style="list-style-type: none"> 1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period 6 4) Health and Wellbeing Strategy 5) Digital Transformation Programme Update 		
7 Feb 19	<ul style="list-style-type: none"> 1) Tracking of petitions 2) Questions to City Mayor 3) Draft General Fund Revenue Budget 4) Treasury Strategy 2019/20 5) Revised Scrutiny Handbook 		
4 Apr 19	<ul style="list-style-type: none"> 1) Tracking of petitions 2) Questions to City Mayor 3) Revenue & Capital Monitoring – Period9 4) Update on the Equality Strategy and Action Plan 		

06

Forward Plan Items

Topic	Detail	Proposed Date

Leicester City Council

PLAN OF KEY DECISIONS

On or after 1 November 2018

What is the plan of key decisions?

As required by legal regulations the Council publishes a document to show certain types of decision known as 'key decisions' that are intended to be taken by the Council's Executive (City Mayor, Deputy City Mayor and Assistant City Mayors). The legislation requires that this document is published 28 clear days before a decision contained in the document can be taken. This document by no means covers all the decisions which the Executive will be taking in the near future.

Details of the other decisions, the City Mayor and the Executive also take can be found at www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1

What is a key decision?

A key decision is an executive decision which is likely:

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

Full details of the definition can be viewed at <https://www.leicester.gov.uk/your-council/how-we-work/plan-of-key-decisions/>

What information is included in the plan?

The plan identifies how, when and who will take each key decision, who to contact for more information or to make representations, and in addition where applicable, who will be consulted before the decision is taken.

The plan is published on the Council's website.

Prior to the taking of each executive key decision, please note that the relevant decision notice and accompanying report will be published on the Council's website and can be found at

<http://www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1>

Plan of Key Decisions

On or after 1 November 2018

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1. A place to do business

What is the Decision to be taken?	NEW OPPORTUNITIES To approve the investment in new opportunities through the use of New Opportunities funding.
Who will decide?	City Mayor/Executive

When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	None.
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

What is the Decision to be taken?	DECISIONS ACTING AS ACCOUNTABLE BODY TO THE LLEP Decisions as a consequence of being the Accountable Body to the Leicester and Leicestershire Enterprise Partnership, as and when they arise
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Proposals will have been subject to the LLEP governance processes
Who can I contact for further information or to make representations	Colin.Sharpe@leicester.gov.uk

What is the Decision to be taken?	PIONEER PARK - NEW BUSINESS WORKSPACE Approval to enter into a development agreement for the delivery of workspace development and the sale of land at Exploration Drive
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Any development scheme will be subject to consultation through the planning process
Who can I contact for further information or to make representations	Louise.Seymour@leicester.gov.uk

What is the Decision to be taken?	APPROVE A CULTURAL INVESTMENT PROGRAMME To approve investment in important cultural assets and activities
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	
Who can I contact for further	Mike.Dalzell@leicester.gov.uk

information or to make representations	
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2. Getting about in Leicester

What is the Decision to be taken?	CONNECTING LEICESTER PHASE 3 Decision to approve funds to progress the next phases of Connecting Leicester to be funded as part of the Economic Action Plan and through external grant funding
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Public, stakeholder and planning application consultation carried out on each scheme as appropriate
Who can I contact for further information or to make representations	Andrew.I.Smith@leicester.gov.uk

What is the Decision to be taken?	PUTNEY ROAD PROJECT To give approval to the construction of the Putney Road Project. This includes work at the junction of Aylestone Road/Saffron Lane, and along Putney Road West and Commercial Square.
Who will decide?	City Mayor (Individual Decision)
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Public consultation undertaken on scheme design in March – April 2018. Economic Development, Transport & Tourism Scrutiny Commission considered on 12 July 2018.
Who can I contact for further information or to make representations	Andrew.I.Smith@leicester.gov.uk

3. A low carbon city

No decisions due to be taken under this heading for the current period

4. The built and natural environment

What is the Decision to be taken?	TECHNICAL SERVICES REVIEW - TRANSFORMING DEPOTS To approve a programme of rationalisation, disposal and improvement of the Council's depots. Planned capital expenditure is expected to be funded from the proceeds of disposals.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	No external consultation is required, as this relates to the Council's operational arrangements.
Who can I contact for further information or to make representations	Philip.Davison@leicester.gov.uk

What is the Decision to be taken?	CORPORATE (PROPERTY) CAPITAL MAINTENANCE PROGRAMME 2018/19 To approve the release of £1.642m of policy provision funds to undertake essential maintenance of the Council's buildings.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	
Who can I contact for further information or to make representations	Sean.Atterbury@leicester.gov.uk

What is the Decision to be taken?	ASHTON GREEN - HIGHWAY INFRASTRUCTURE PROGRAMME Delivery of major highway infrastructure programme with 100% funding from the Housing Infrastructure Fund (Homes England). Expected value up to £10m
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Consultation linked to planning applications and with local residents, councillors and stakeholders on specific infrastructure proposals
Who can I contact for further information or to make representations	Geoff.Mee@leicester.gov.uk

What is the Decision to be taken?	INCREASING THE SUPPLY OF NEW AFFORDABLE HOUSING WITHIN THE HRA To consider the range of acquisition opportunities currently being explored by officers in order to increase the supply of new Affordable Housing within the HRA and add £6.5m to the HRA capital programme for 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 14 Nov 2018
Who will be consulted and how?	
Who can I contact for further information or to make representations	Janet.Callan@leicester.gov.uk

5. A healthy and active city

No decisions due to be taken under this heading for the current period

6. Providing care and support

What is the Decision to be taken?	ADULT SOCIAL CARE SPENDING REVIEW PROGRAMME 4 To approve savings that will contribute to the Council's Spending Review Programme 4, which requires Adult Social Care to deliver savings for 2019/20
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	To be confirmed
Who can I contact for further information or to make representations	Tracie.Rees@leicester.gov.uk

What is the Decision to be taken?	CHANGES TO ADULT SOCIAL CARE NON-RESIDENTIAL CHARGING To approve changes to the current treatment of Disability Related Expenditure (DRE) within the financial means test, which will contribute to the Council's Spending Review Programme 4
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018

Who will be consulted and how?	Public consultation from 3 July 2018 to 28 September 2018. (Engagement with service users, carers, public and other stakeholders via surveys and board/forum/group meetings)
Who can I contact for further information or to make representations	Ruth.Lake@leicester.gov.uk ; Prashant.Patel@leicester.gov.uk

7. Our children and young people

What is the Decision to be taken?	ADDITIONAL SCHOOL PLACES To approve capital funding for additional school places
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Schools
Who can I contact for further information or to make representations	Rob.Thomas@leicester.gov.uk

What is the Decision to be taken?	CHILDREN'S CAPITAL IMPROVEMENT PROGRAMME To approve the funding of a £3m capital improvement programme to the Council's school estate
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	
Who can I contact for further information or to make representations	Sean.Atterbury@leicester.gov.uk

8. Our neighbourhoods and communities

No decisions due to be taken under this heading for the current period

9. A strong and democratic council

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2018/19 PERIOD 3 To implement decisions consequential to the monitoring of expenditure in 2018/19 Period 3.
Who will decide?	City Mayor (Individual Decision)
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Overview Select Committee – date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2018/19 PERIOD 6
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Overview Select Committee – date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2018/19 PERIOD 9
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
Who will be consulted and how?	Overview Select Committee – date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE OUTTURN 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 May 2019
Who will be consulted and how?	Overview Select Committee – date to be advised
Who can I contact for further	Alison.Greenhill@leicester.gov.uk

information or to make representations	
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What is the Decision to be taken?	CAPITAL MONITORING 2018/19 PERIOD 3 To show the position of the capital programme for 2018/19 as at the end of Period 3.
Who will decide?	City Mayor (Individual Decision)
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Overview Select Committee, date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL MONITORING 2018/19 PERIOD 6
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	Overview Select Committee, date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL MONITORING 2018/19 PERIOD 9
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
Who will be consulted and how?	Overview Select Committee, date to be advised
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL OUTTURN 2018/19
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 May 2019
Who will be consulted and how?	Overview Select Committee, date to be advised
Who can I contact for further	Alison.Greenhill@leicester.gov.uk

information or to make representations	
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What is the Decision to be taken?	GENERAL FUND REVENUE BUDGET 2019/20 TO 2021/22
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Feb 2019
Who will be consulted and how?	Consultation with Scrutiny prior to the Council meeting
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	HOUSING REVENUE ACCOUNT 2019/20 BUDGET AND CAPITAL PROGRAMME
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Jan 2019
Who will be consulted and how?	Consultation with Scrutiny and Tenants' Forum prior to the Council meeting
Who can I contact for further information or to make representations	Chris.Burgin@leicester.gov.uk

What is the Decision to be taken?	INVESTMENT PROPERTY To approve the purchase of investment property through use of Investment Property funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Nov 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk