



Meeting: **Highways and Transport Overview and Scrutiny Committee.**

Date/Time: **Thursday, 4 November 2021 at 2.00 pm**

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

Contact: **Mr. E. Walters (0116 3052583)**

Email: **Euan.Walters@leics.gov.uk**

Membership

Mr. T. Gillard CC (Chairman)

Mr. R. G. Allen CC Mr. B. Lovegrove CC
Mr. D. C. Bill MBE CC Mr. K. Merrie MBE CC
Mr. Max Hunt CC Mr. L. Phillimore CC

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 2 September 2021.	(Pages 3 - 8)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	
6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.	
7. Presentation of Petitions under Standing Order 35.	



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| 8. | Engagement on the Council's Strategic Plan. | Chief Executive | (Pages 9 - 60) |
| 9. | National Bus Strategy. | Director of Environment and Transport | (Pages 61 - 204) |
| 10. | A511 Growth Corridor Proposals. | Director of Environment and Transport | (Pages 205 - 218) |
| 11. | Highways and Transport Annual Performance Update. | Director of Environment and Transport and Chief Executive | (Pages 219 - 236) |

12. Fuel Position Update

The Director of Environment and Transport will provide an oral update.

13. Date of next meeting.

The next meeting of the Committee is scheduled for 20 January 2022 at 2.00pm.

14. Any other items which the Chairman has decided to take as urgent.



Minutes of a meeting of the Highways and Transport Overview and Scrutiny Committee.
held at County Hall, Glenfield on Thursday, 2 September 2021.

PRESENT

Mr. R. G. Allen CC
Mr. T. Barkley CC
Mr. D. C. Bill MBE CC
Mr. T. Gillard CC

Mr. Max Hunt CC
Mr. K. Merrie MBE CC
Mr. C. A. Smith CC

In attendance

Mr. O. O'Shea CC – Cabinet Lead Member for Highways and Transportation
Mrs. M.A. Wright CC – Cabinet Support Member for Highways and Transportation

1. Appointment of Chairman.

RESOLVED:

That Mr. T. Gillard CC be appointed Chairman of the Highways and Transport Overview and Scrutiny Committee for the period ending with the date of the Annual Meeting of the County Council in 2022.

Mr. T. Gillard CC – in the Chair

2. Election of Deputy Chairman.

RESOLVED:

That Mr. K. Merrie CC be appointed Deputy Chairman of the Highways and Transport Overview and Scrutiny Committee for the period ending with the date of the Annual Meeting of the County Council in 2022.

3. Question Time.

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

4. Questions asked by members.

The Chief Executive reported that the following questions had been received from Mr. M.J. Hunt CC:

The budget for bus stops, shelters and passenger information

1. What has been the budget for bus stops, shelters and passenger information over each of the last five years?

Reply from Chairman

Year	Budget – covering: Bus shelter cleaning and maintenance contract. Bus service area guides and timetables. Bus stop infrastructure (flag, poles and shelters). Public Transport Technician equipment.
2017/18	£70,000
2018/19	£70,000
2019/20	£67,500
2020/21	£67,500
2021/22	£50,500

N.B the above table does not include real time information costs.

2. How many new bus shelter requests have been received and how many agreed in that time?”

Reply from Chairman:

Since 2018 we have received 7 new shelter requests that have not been agreed and 4 replacement shelter requests which have all been agreed.

“The Passenger Transport Strategy

3. The Passenger Transport Strategy, agreed by Cabinet states:

11.1 Leicestershire County Council will continue to provide and maintain infrastructure that facilitates passenger transport use, in cooperation with operators where appropriate. This includes bus stop poles/flags and shelters, information display cases at stops, and interchange facilities. Selection of locations for any new bus stops and shelters will follow good practice and will particularly consider accessibility for people with impaired mobility.

What is “good practice” when selecting the location of bus shelters and where can it be accessed?

Reply from Chairman

Experienced County Council officers make the assessment by using their knowledge of the network and by carefully considering each request based on frequency, usage and locality as well as reviewing daily passenger usage. As there is no specifically defined scoring criteria covering other factors to determine shelter requests, it is recognised that this approach requires a review. The intention going forward is to work towards developing a clear policy for bus shelter requests which will include a scoring framework for a range of factors.

4. When considering “accessibility for people with impaired mobility” is this likely to include members of the public with learning difficulties and unable to use a private car?

Reply from Chairman:

The strategy and paragraph referenced covers physical impaired mobility and consideration is given to accessibility in terms of raised kerbs where appropriate and low floor vehicles. Through the siting of bus stops (i.e. flag and pole) access to public transport is available on a universal basis to everyone in Leicestershire regardless of disability or learning difficulties. It is therefore anticipated that those with learning difficulties and unable to use a private car would have access, as above, or to other County Council transport provision i.e. Special Educational Needs (SEN) transport/Adult Social Care transport where eligible.

Supplementary Question from Mr. M. J. Hunt CC:

Mr. Hunt CC requested clarification on whether the Strategy covered impaired mobility or just physical impaired mobility and what in fact the difference between the two was and whether access to public transport was intended to be on a universal basis. The Chairman offered to provide Mr. Hunt with a written answer after the meeting.

5. How many bus shelters do not meet your criteria or have low patronage and for how long do we continue to maintain them?

Reply from Chairman:

Once a shelter is installed, usage is not monitored, and we would only look to remove a shelter in extenuating circumstances. The reason for this is that the cost to remove a shelter is far greater than the on-going cleaning and maintenance costs. In addition, the bus network is subject to change and where operators reinstate services, a bus stop may once again come back into use. The shelters that are the responsibility of the County Council are maintained through an external contractor.

6. Until several years ago several local highways functions, including bus shelters, were delegated to district councils covering unparished areas. Can you confirm these so called “Highways Agencies” have now ceased and the responsibility for bus shelters now resides exclusively in accord with the County’s Passenger Transport Strategy?

Reply from Chairman:

There are over 800 shelters throughout the county and the County Council are responsible for 217 of these. The remaining shelters are the responsibility of parish or district council both in terms of ownership and on-going maintenance. The District Council previously supplied bus shelters under the local Agency agreement with the County Council however they no longer provide these.

Supplementary Question from Mr. M. J. Hunt CC:

Mr. Hunt CC requested clarification on the part of the answer which stated “The District Council previously supplied bus shelters under the local Agency agreement with the County Council however they no longer provide these.” Mr. Hunt CC asked for confirmation that this meant District Councils no longer provided bus shelters at all and whether Parish Councils provided them. The Chairman offered to provide Mr. Hunt with a written answer after the meeting.

7. With the growth of ‘on demand’ services will some bus shelters become redundant?

Reply from Chairman:

No. Fixed bus stops and shelters will continue to be used for demand led services with the addition of some virtual stops where appropriate.

8. What proportion of passengers now use ‘on demand’ services as opposed to a ‘traditional’ bus?

Reply from Chairman:

Currently in Leicestershire there is only one ‘on demand’ service which is in the New Lubbethorpe area. This therefore represents a very small number of passengers using this type of service. The County Council has been successful in receiving the recent Rural Mobility Fund and it is anticipated that a further new ‘on demand’ service will start early next year. Usage for the New Lubbethorpe service is growing steadily and is still a relatively new service which started in April 2019.

Please note ‘on demand’ has been defined as a service which can be booked via an app on the day of travel within a defined zoned. There are also approximately 47 demand responsive transport (DRT) services in the county. These services need to be pre-booked the day before travel and operate on a fixed time and destination basis.

5. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

6. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

7. Declarations of the Party Whip.

There were no declarations of the party whip in accordance with Overview and Scrutiny Procedure Rule 16.

8. Presentation of Petitions.

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

9. Highways and Transport Performance Report to June 2021.

The Committee considered a joint report of the Chief Executive and Director of Environment and Transport which provided the latest performance update on the key performance indicators that the Council was responsible for within its Strategic Plan covering Highways & Transport Services. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) A member raised concerns regarding the amount of warehousing in Leicestershire that was only accessible via minor unclassified roads and the consequent impact on those roads from HGVs. In response it was explained that the statutory duty of the local authority was to facilitate the movement of vehicles through the network however the local authority did have the power to impose weight limits on roads for safety reasons and the County Council had exercised this power throughout Leicestershire where it was appropriate. HGVs were exempt from the weight restrictions if they were accessing a property that was only accessible via a minor road.
- (ii) The performance indicators which related to 'where maintenance should be considered' did not indicate whether that maintenance work had actually been carried out and a member questioned whether there should be a separate performance indicator relating to maintenance work actually carried out. In response it was explained that these performance indicators related to maintenance work that was still required after the planned maintenance programme had already been carried out. The maintenance was carried out both proactively and reactively and there was often extra maintenance work that was required to be carried out in addition to the planned maintenance work. The planned maintenance programme was published on the County Council's website annually.
- (iii) During the Covid-19 pandemic both service provision and patronage of bus services had significantly dropped. Service provision had now increased to approximately 90% of pre-pandemic levels however patronage was currently 60-80% of pre-pandemic levels. Bus operators were aiming for patronage to return to 90% of pre-pandemic levels by 2022.
- (iv) During the pandemic Government had provided the Covid-19 Bus Service Support Grant (CBSSG) to support bus services but this funding ceased on 31 August 2021. To replace the CBSSG a recovery grant of £226.5 million would be available nationally from 1 September 2021 to 31 March 2022. Should patronage not return to close to pre-pandemic levels by the end of March 2022 then there would be a challenge to maintain bus services without additional Government funding.
- (v) Public satisfaction with the Rights of Way Network had increased and it was believed this was because of more people using footpaths during the Covid-19 pandemic as exhibited by the increase in enquiries from the public received by the Rights of Way Team. Satisfaction with cycle routes and facilities had decreased and

in response to a question as to whether this was due to reduced funding it was explained that it was likely to be due to a variety of factors. Local Authorities were required to bid for funding for cycle routes; there was no funding provided by central government for cycling as a matter of course.

- (vi) It was questioned why the ‘% of businesses saying that a reduction in traffic congestion would significantly affect their business’ was at 53% when there had been much less traffic congestion due to the Covid-19 pandemic. It was noted that the data for this performance indicator came from a survey conducted by the Local Enterprise Partnership and the question was a small part of a much larger survey. Whilst these surveys did not always provide the whole picture with regards to public satisfaction, they could be used to monitor trends over time and decide when and where action needed to be taken.
- (vii) The NHT survey in relation to the number of people satisfied with the condition of the condition of pavements and footpaths was sent to Parish Councils and County Councillors as well as to the public for feedback. The survey needed to be completed by as broad a section of residents of Leicestershire as possible to ensure an accurate picture was received and that any anomalies did not affect the overall results. Suggestions from members for how the surveys could be disseminated wider were welcomed.
- (viii) A member requested that future performance reports provide the sample size when referring to key performance indicators.

RESOLVED:

That the update on the key performance indicators that the Council is responsible for within its Strategic Plan covering Highways & Transport Services be noted.

10. Dates of future meetings.

RESOLVED:

That future meetings of the Committee take place on the following dates at 2.00pm:

Thursday 4 November 2021;
 Thursday 20 January 2022;
 Thursday 3 March 2022;
 Thursday 9 June 2022;
 Thursday 1 September 2022;
 Thursday 3 November 2022.

2.00 - 2.55 pm
 02 September 2021

CHAIRMAN



HIGHWAYS AND TRANSPORT OVERVIEW AND SCRUTINY
COMMITTEE: 4 NOVEMBER 2021

ENGAGEMENT ON THE COUNCIL'S STRATEGIC PLAN

REPORT OF THE CHIEF EXECUTIVE

Purpose of the Report

1. The purpose of this report is to seek the views of the Highways and Transport Overview and Scrutiny Committee on the draft Strategic Plan (2022-26), a copy of which is appended to this report. A 12-week public consultation is set to commence on 1 November 2021, subject to approval being given by the Cabinet at its meeting on 26 October 2021.

Policy Framework and Previous Decisions

2. The Strategic Plan is complemented by the Medium Term Financial Strategy (MTFS) which sets out a financial plan supporting the priorities in the Strategic Plan, as well as by the Strategic Change Portfolio which outlines how the Council will transform local services in response to national and local drivers for change whilst seeking to maintain or improve outcomes. The Plan is also underpinned by Departmental Business Plans and strategies which provide further detail on how the Council will deliver the aims and actions in the Plan.
3. On 6 December 2017, the County Council approved the current Strategic Plan (2018-22). This Plan was based on five aspirational outcomes which described the County Council's vision for Leicestershire. On 15th May 2019, the County Council declared a climate emergency. On 8 July 2020, the County Council approved a revised version of the Plan (still to expire in 2022) to reflect the Council's declaration of a climate emergency, with recognition that it would need to be revisited as a result of the coronavirus pandemic.

Background

4. The Strategic Plan sets out the Council's ambitions and priorities for the next four years. It outlines what it aims to achieve and how it intends to do it.
5. The current Plan is due to expire in 2022. Work has been undertaken to review and refresh the Plan and to re-assess the Council's strategic priorities, particularly in light of the impact of the Covid-19 pandemic.

Plan Structure and Contents

6. The draft Plan (2022-26) is based on five strategic outcomes which describe the Council's vision for Leicestershire. Each outcome includes four or five sub-outcomes which will need to be achieved to deliver the outcome.
7. The outcomes are broad and aspirational, reflecting the County Council's significant and wide-ranging responsibilities and capacity to influence. Therefore, to ensure that the Plan provides a clear strategic direction for the Council, it also includes specific aims and actions to deliver each outcome over the next four years.
8. The Plan also includes a section on 'enabling services' which is intended to highlight the contributions of the County Council's corporate functions (e.g. Finance, Legal, HR) to outcome delivery as well as sustaining good governance. This is followed by a section on the Medium Term Financial Strategy (MTFS) which highlights the Council's aims and actions to maintain a balanced budget whilst protecting frontline services and weathering the coronavirus crisis. Finally, there is a section on the Strategic Change Portfolio, summarising the aims and actions of the four key pillars of this internal transformation programme.

Strategic Outcomes

9. The outcomes, which are detailed below, are intended to broadly reflect the remits of departments and the portfolios of lead members. However, successful delivery of the Plan will rely upon departments sharing ownership of the outcomes in addition to the outcomes being reflected in all relevant Council plans and strategies.

- 'Clean, Green Future' Outcome: *Reflects the need to protect and enhance the environment and tackle climate change, biodiversity loss and unsustainable resource usage.*

Sub-outcomes:

- People act now to tackle climate change;
- Nature and the local environment are valued, protected and enhanced;
- Resources are used in an environmentally sustainable way;
- The economy and infrastructure are low carbon and environmentally-friendly.

- 'Great Communities' Outcome: *Aims to ensure Leicestershire has thriving, inclusive communities in which people support each other and take responsibility for their local area.*

Sub-outcomes:

- Diversity is celebrated and people feel welcome and included;
- People participate in service design and delivery;
- Communities are prepared for and resilient to emergencies;
- Cultural and historical heritage are enjoyed and conserved;
- People support each other through volunteering.

- ‘Improving Opportunities’ Outcome: *Aims for all children to get the best start for life and to have access to a good quality education. Also aims for everyone to have the opportunities they need to fulfil their potential.*

Sub-outcomes:

- Every child gets the best start for life;
- Every child has access to good quality education;
- Families are self-sufficient and enabled to be resilient;
- Everyone is able to aim high and reach their full potential.

- ‘Strong Economy, Transport and Infrastructure’ Outcome: *Aims to ensure that we build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. Also reflects the need for our infrastructure to meet the demands of a growing population and economy.*

Sub-outcomes:

- There is close alignment between skills supply and employer demand;
- Leicestershire has the infrastructure for sustainable growth;
- Leicestershire is an attractive place where businesses can flourish;
- Economic growth delivers increased prosperity for all;
- Leicestershire has the right homes in the right places to meet needs.

- ‘Keeping People Safe and Well’ Outcome: *Aims to ensure the people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing. Also reflects the need to ensure people are safe and protected from harm.*

Sub-outcomes:

- People are safe in their daily lives;
- People enjoy long lives in good health;
- People at the most risk are protected from harm;
- Carers and people with care needs are supported to live active, independent, and fulfilling lives.

Governance

10. The Council’s current Strategic Plan (2018-22) is also based on five strategic outcomes. Its implementation has been led by Outcome Advisory Boards (OABs) responsible for supporting alignment of Departmental Business Plans with the outcomes. A review of this approach identified that the OABs have not influenced Business Plans and seem to have lacked clarity on their specific roles and priorities. This has led to the increased focus in the revised Strategic Plan on defining specific aims for each outcome, as well as the development of a new governance model.
11. The revised model is based on Outcome Boards, which will no longer aim to advise Departments on the contents of their Business Plans. These Outcome Boards will instead focus primarily on monitoring the Council’s progress in delivering the aims of their respective outcomes, providing six-monthly reports to Corporate

Management Team to highlight key achievements, challenges and priorities. The Council's Overview and Scrutiny Committees will continue to receive quarterly updates on performance for the areas they cover. The Outcome Boards will also have the capacity to review and inform Council strategies whilst they are being developed, to help ensure that they reflect the aims of their respective outcomes.

Highways and Transport

12. Highways and Transport services are recognised in the Strategic Plan as a key enabler of economic growth, net-zero carbon emissions, improved public health and community resilience. The outcome in the Plan with the most direct links with the Council's Highways and Transport services is the 'Strong Economy, Transport and Infrastructure' outcome. However, the aims and actions of Highways and Transport services are also embedded throughout the Plan.
13. For example, the '*Clean, Green Future*' outcome includes, for sub-outcome 5.1 'People act now to tackle climate change and protect the environment' an action for the Council to work with partners to expand zero and ultra-low emissions vehicles and charging and promote sustainable modes of transport including walking and cycling. Similarly, sub-outcome 5.4 'The economy and infrastructure are low carbon and environmentally friendly' includes actions to encourage and support active and sustainable travel options, where appropriate, by learning from best practice and encouraging the uptake and use of electric vehicles and micro-mobility as appropriate, including through provision of infrastructure. Further, the '*Great Communities*' outcome includes, for sub-outcome 6.3 'Communities are prepared for and resilient to emergencies' a commitment for the Council to maintain its Resilient Highways Network, targeting works to ensure that traffic is kept moving despite disruptive events (e.g. severe weather).
14. The '*Strong Economy, Transport and Infrastructure*' outcome includes the following aims and actions of relevance to Highways and Transport services.

Sub-outcome 8.2 'Leicestershire has the infrastructure for sustainable growth'

Aim: Infrastructure capacity and capability supports growth and net zero carbon emissions.

Actions include:

- We will continue to provide safe, suitably maintained highways that support and encourage new housing development and economic growth and employ a flexible approach to reviewing, amending, and developing the network to reflect changing travel demand and traffic patterns.
- We will maximise opportunities from technological innovations; utilising evidence gathered on the Major Road Network and from key radial routes to support end to end journey planning and better traffic management.
- We will continue to press Government for long-term funding streams to help us maintain our highway assets and support passenger transport services.
- We will work in partnership with local bus operators to promote and champion the provision of affordable, frequent, and high-quality passenger transport services and support with the recovery of the passenger transport market following the Covid-19 pandemic by identifying opportunities to provide access to essential services in the most cost effective and efficient way

- We will engage with the freight and logistics sector, to better understand the needs of the sector and ensure that schemes are developed which support the efficient movement of freight into, around, and out of Leicestershire
 - We will work with partners through Midlands Connect to invest in strategic road and rail improvements to reduce congestion, improve journey times and support housing growth (e.g. Midlands Rail Hub proposal - rail infrastructure improvements to provide better rail links across the Midlands).
 - We will continue engaging with HS2 Ltd to ensure that Leicester and Leicestershire's interests are protected and/or advanced throughout construction.
 - We will encourage and support active and sustainable travel options, where appropriate, by learning from best practice and encouraging the uptake and use of electric vehicles and micro-mobility as appropriate, including through provision of infrastructure.
15. The '*Strong Economy, Transport and Infrastructure*' outcome also includes aims and actions to maintain confidence and momentum in the development of strategic sites and the Freeport. It includes recognition that focusing development in major strategic locations will enable the Council to plan for new housing and employment along with new and improved roads and public transport. Sub-outcome 8.5 '*Leicestershire has the right homes in the right places to meet needs*' also includes an action for the Council to explore ways to secure financial contributions through development to support essential infrastructure such as highway capacity.

Consultation and Timetable for Decisions

16. Development of the Plan has so far included engagement with lead officers for supporting strategies and the current (2018-22) outcomes, Department Management Teams, Corporate Management Team and Mrs. P. Posnett CC, Cabinet Lead Member for Community and Staff Relations.
17. Subject to Cabinet approval at its meeting on 26 October 2021, a 12-week public consultation on the Plan will begin on 1 November 2021 and run until 21 January 2022. As part of the consultation all of the Council's Overview and Scrutiny Committees and the Scrutiny Commission (from 1 -17 November), key partnership boards such as the Children and Families Partnership and Health and Wellbeing Board (17 and 25 November respectively) will be provided with an opportunity to comment on the draft Plan.
18. Residents, community groups and partner organisations will also be invited to provide feedback on the draft Plan through a variety of methods including a public survey and meetings in which the Plan will be presented and reviewed.
19. Findings from the consultation will be used to inform development of the final Plan and it is intended that, in March 2022, a report will be presented to the Scrutiny Commission for consideration and then to the Cabinet presenting the outcome of the consultation and seeking agreement for the revised draft Plan to be submitted to the County Council for approval on 18 May 2022.

Resource Implications

20. All actions within the Plan are from existing service/business plans and strategies. As such, there should not be any additional resource investment required to deliver the Plan beyond that which has already been approved.
21. However, as referenced in Section 11 of the Plan ('Monitoring Outcome Delivery'), officer resources will be required to monitor delivery of the Plan and ensure that the strategic outcomes are reflected in and supported by all relevant underpinning Council plans and strategies. These tasks will be carried out by Outcome Boards, consisting of representatives from departments and corporate services. As delivery of the Plan will require continued collaboration with partner services, representatives from the Outcome Boards will interact with relevant partnership boards to monitor outcome delivery and promote integration of strategies.
22. The number of Outcome Boards has been reduced following a review of outcome delivery arrangements. Therefore, fewer officer resources will be required than have been utilised to monitor and support delivery of the current (2018-22) Plan.
23. The Director of Corporate Resources and Director of Law and Governance have been consulted on the Plan and will have a further opportunity to comment following the public consultation (prior to the March 2022 Cabinet meeting).

Conclusions

24. It is recommended that the Committee provides its views on the draft Strategic Plan (2022-26) as set out in the Appendix, including the content highlighted in this report.

Background papers

[Leicestershire County Council Strategic Plan \(2018-2022\)](#) (Previous Plan)

Circulation under the Local Issues Alert Procedure

25. None

Equality and Human Rights Implications

26. A screening assessment of the Strategic Plan concluded that a full impact assessment is not required. The Strategic Plan is a high-level document which reflects the content of existing Council plans and strategies in order to set out a clear summary of the Council's overall ambitions and delivery approach; it does not include new actions which could have Equality and Human Rights Implications.
27. The Plan will, however, have a positive impact as it promotes Equality and Human Rights, primarily by including, within the section on the 'Great Communities' outcome (see sub-section 6.1), specific aims and actions to deliver the sub-outcome: 'diversity is celebrated, and people feel welcome and included'. This sub-outcome highlights issues around community cohesion and hate crime along with specific actions which

the Council will deliver over the next four years to address these issues. Equality and Human Rights are also embedded throughout the Plan.

Other Relevant Impact Assessments

Crime and Disorder Implications

28. There are no direct crime and disorder implications arising from this report. The Plan promotes community safety by including, within the section on the 'Keeping People Safe and Well' outcome (see sub-sections 9.1 and 9.2 of the appendix), specific aims and actions to deliver the sub-outcomes 'people are safe in their daily lives' and 'people at the most risk are protected from harm'.

Environmental Implications

29. The Plan raises the profile of environmental issues by including, within the section on the 'Clean, Green Future' outcome, aims and actions to tackle climate change and biodiversity loss and promote sustainable resource usage. Aims to ensure infrastructure supports the transition to net zero carbon emissions are also reflected in the section on the 'Strong Economy, Transport and Infrastructure' outcome (see sub-section 8.2 of the appendix).

Appendices

Appendix: Leicestershire County Council Strategic Plan (2022-26) **(Revised Plan)**

Officer to Contact

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Strategic Plan

2022-26



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1. Glossary

Term	Definition
LLEP	Leicester and Leicestershire Enterprise Partnership
VCSE Sector	Voluntary, Community and Social Enterprise Sector
SEND	Special Educational Needs and Disability
EHCP	Education, Health and Care Plan
EHE	Elective Home Education
NEET	Not in Education, Employment or Training
GVA	Gross Value Added
STEM	Science, Technology, Engineering and Mathematics
R&D	Research and Development
SMEs	Small and Medium-Sized Enterprises
GDHI	Gross Disposable Household Income
PM2.5	Fine Particulate Matter
CO2e	Carbon Dioxide Equivalent

2. Foreword



Cllr Nick Rushton

Leader of Leicestershire County Council

This Strategic Plan sets out our ambitions and priorities for the next four years (2022-26). It outlines what we want to achieve and how we intend to do it.

It is based on five strategic outcomes which are aspirational; they outline the end results that we want to see for Leicestershire. For each outcome, we have identified specific aims which we will focus on achieving over the next four years, with corresponding actions. Further detail can be found through the relevant strategies in our Strategy Library.

Whilst the outcomes have been set out in separate sections, it is recognised that there are significant interdependencies between them. For example, reducing our carbon footprint supports not only our aim to tackle climate change but also to ensure positive health outcomes for current and future generations. Further, improving the educational attainment of disadvantaged children ensures they are able to access opportunities to fulfil their potential and supports economic growth in the county. Links between outcomes have been highlighted throughout the Plan and some actions support multiple outcomes.

We will deliver it by building upon our previous achievements, such as being recognised by Impower as the most productive Council in England and Wales, whilst being the lowest funded County Council in the UK. However, the Council alone cannot deliver all the change that will be needed. Through continued collaboration with our partners to coordinate and integrate our plans we hope to make the maximum impact on the most pressing issues that we face and celebrate and build on the success of this great county.

A handwritten signature in black ink that reads "Nicholas Rushton". The signature is written in a cursive, flowing style.

3. Vision

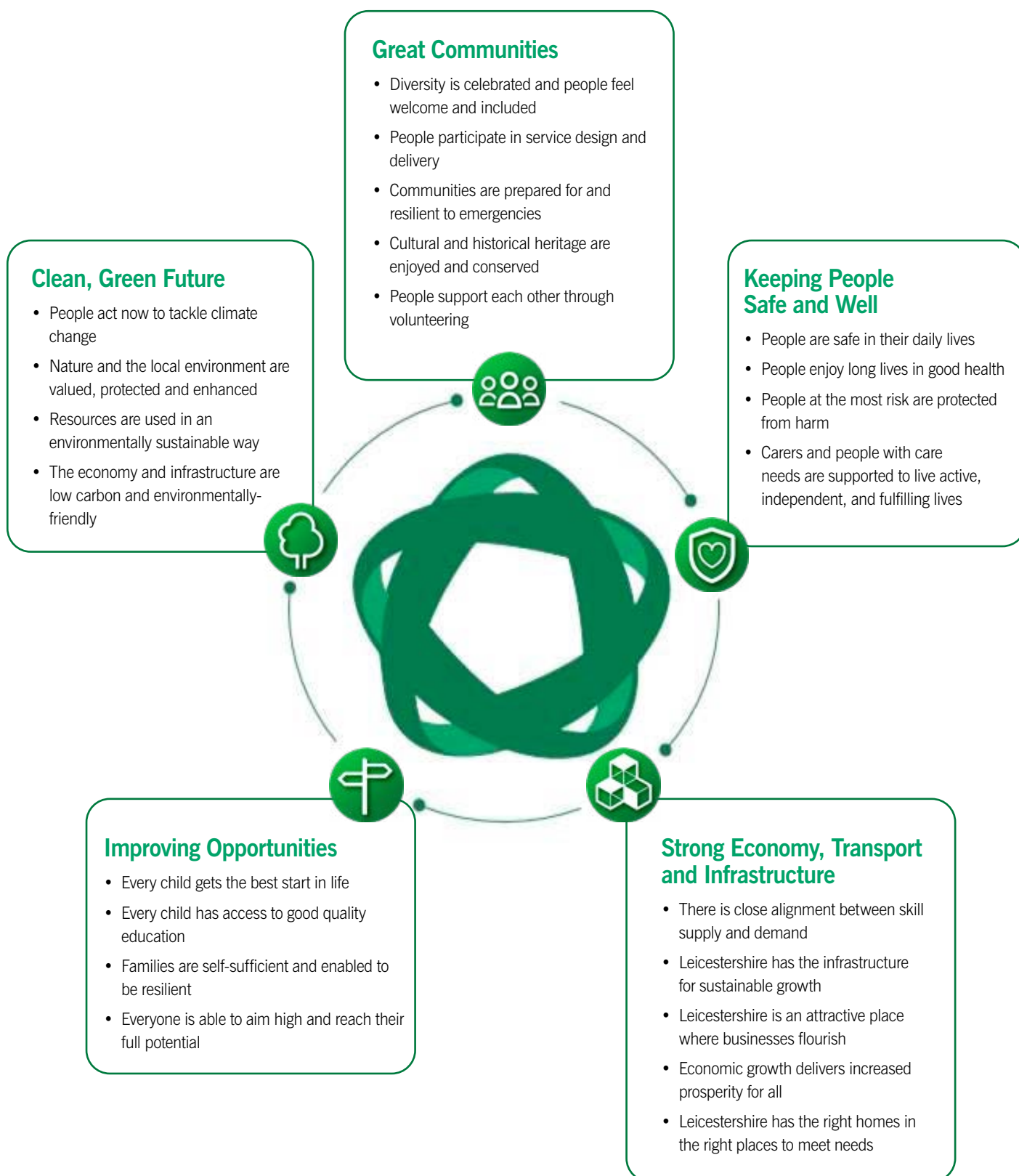
The vision below summarises our ambitions for Leicestershire and puts us on the right path to secure the best possible future for local residents.

An inclusive county in which active communities, great connections and greener living enable everyone to prosper, be happy and healthy.

We want Leicestershire to have welcoming and inclusive communities in which people take responsibility for their local areas and support each other. People are safe and well, living active, independent, and fulfilling lives. The local economy is flourishing with resilient, clean growth delivering increased prosperity for all. Everyone, regardless of their background or personal characteristics, has access to the opportunities they need to aim high and achieve their aspirations. People act now with urgency to protect and enhance the environment and meet the challenges of climate change.



4. Strategic Outcomes



5. Clean, Green Future

This outcome reflects the need to protect and enhance the environment and meet the challenges and opportunities of responding to climate change. Global warming is leading to an increase in the frequency and intensity of storms, flooding and heatwaves and changes in pests and diseases. It will affect social and environmental determinants of health including clean air, safe drinking water, supply of sufficient food and access to secure shelter. It will also damage local infrastructure and services, reduce productivity, increase the likelihood of conflict and climate migration and increase the loss of biodiversity.

There is increasing recognition of, and commitment to, the need to protect, promote and improve the environment at a local, national, and global level. The Paris Agreement of 2015 requires countries to limit global temperature rise to below 1.5 to 2°C. The interconnection between economic development, social equity and inclusion and environmental impacts has also been recognised internationally via the 2030 Agenda for Sustainable Development. The UK Government has prioritised action on climate change through the Climate Change Act 2008 (2050 Target Amendment) Order 2019, requiring the government to reduce the UK's net emissions of greenhouse gases to zero by 2050. This will require transformational action.

On 15th May 2019, Leicestershire County Council declared a climate emergency, making a commitment to achieving net zero carbon emissions from its own operations by 2030 and to work with others and to lobby government to achieve net zero carbon emissions for Leicestershire by 2045.

The Council has different levels of control and influence in protecting the environment and addressing climate change. It is responsible for complying with legislation relating to the environmental impacts from its activities, such as heating and powering our offices, using vehicles and generating waste; managing the environmental impacts from the activities of Leicestershire residents and businesses, such as air pollution from local transport and the reduction, recycling and disposal of household waste; and enforcing environmental legislation on businesses, such as in relation to product packaging, banned substances and energy certificates. It also has capacity to influence wider environmental action by lobbying government and working with partners within Leicestershire.

The Council commits to minimising the environmental impact of its activities and helping to protect the environment of Leicestershire. We will tackle climate change and embed environmental sustainability into everything we do. We will work with partners to deliver sustainable development by recognising and fostering the links between the environment, people, and the economy.

The priorities and commitments to deliver this outcome focus on how the Council will help to protect the environment and tackle climate change through its service delivery and interactions with residents and partners. Further detail on how the Council will reduce carbon emissions from its own operations can be found in the section on the Council's Carbon Reduction Programme.

5.1 People act now to tackle climate change and protect the environment

To achieve net zero carbon emissions in Leicestershire we need communities to be aware of the need for action on climate change and to act now to reduce environmental impacts. There is significant potential for individual action and community-led initiatives to support environmental sustainability (e.g. energy usage, sustainable transport, recycling). Our Community Survey highlights that 97% of residents feel protecting the environment is important. However, only 45% feel informed about what the Council is doing to protect the environment and tackle climate change, and 67% think the Council should be doing more.

Leicestershire has a higher rate of average waste produced per household than comparator counties, which may suggest that there is scope to reduce the amount of waste produced locally. We also have lower rates of electrical vehicle ownership than comparators and fewer electrical vehicle charging points.

There has been a 33% reduction in the rate of domestic CO2 emissions in Leicestershire since 2010. Leicestershire also ranks in the best performing 25% of comparators for the percentage of new-build houses with an Energy Performance Certificate rating of C+. However, the county ranks in the worst 25% comparators for the percentage of *existing* homes with this level of energy efficiency.

What will success look like?

- Residents actively involved in tackling climate change and protecting the environment
- Reduction in the rate of CO2 emissions per capita (average per resident)

Our Commitments

- We will use our interactions with communities to raise awareness of environmental impacts and harness community capacity to address them
- We will provide support and opportunities for learning to local communities, schools, and businesses to promote positive environmental action and collaborative working, leading to constructive behavioural change
- We will support residents to be more resource efficient in their energy and water use, such as through our Warm Homes service which provides free advice and information on managing heating costs and staying warm at home well as grants to deliver first-time gas central heating systems
- We will work with partners to expand zero and ultra-low emissions vehicles and charging, including Heavy Goods Vehicle refuelling, and promote sustainable modes of transport including walking and cycling



5.2 Nature and the local environment are valued, protected and enhanced

Biodiversity describes the enormous variety of life on Earth. Biodiversity and the eco-system cleanse our atmosphere, provide us with the oxygen we breathe, the clean water we drink and the food we eat as well as many of the medicines which help to keep us well. The natural capital assets (geology, soil, air, water and all living things) of Leicestershire have an annual value of £388.45 million, with agricultural habitats generating £180.91 million annually.

Intensively managed farmland is poor for wildlife whilst land which is less intensively managed with little or no applications of chemical fertiliser, pesticides and herbicides is much richer in wildlife. In Leicestershire and Rutland where more than 80% of the land is farmed, good habitats for wildlife are now few and far between and much of our wildlife is being squeezed out and continues to decline. Leicestershire and Rutland are amongst the poorest counties for sites of recognised nature conservation value. The best sites (Sites of Special Scientific Interest) represent only about 1%% of the land area in Leicestershire.

Natural green space includes a wide variety of land from scrub and wetland to woodland and meadow. Access to natural green space supports our health and well-being. There is a risk that future development may not sufficiently consider the value of natural capital and green space.

What will success look like?

- Increase in the percentage of county land which promotes diversity of habitat and species

Our Commitments

- We will support awareness raising and education on biodiversity and the value of natural capital to society and the economy
- We will create, protect, enhance, and manage sustainable green infrastructure and biodiversity on Council managed land and assets
- We will seek to improve the biodiversity value and condition of natural capital features on Council managed land and assets
- We will seek to demonstrate and support environmentally sustainable farming practices that support the maintenance and enhancement of biodiversity and the condition of natural capital features
- We will work with partners through the LLEP to develop a Natural Capital Investment Plan, and deliver the roadmap the recent Natural Capital Review Report set out for Leicestershire, minimising the loss of habitats and the impacts of development and encouraging innovative land use

5.3 Resources are used in an environmentally sustainable way

A further environmental crisis we are facing, in addition to climate change and biodiversity loss, is unsustainable resource usage. We are using the planet's resources at a faster rate than they are being replenished and in a way which does not allow most of these resources to be reused within our economic systems. In order to address this crisis, we need to move to a circular economy model. This is a more resource efficient alternative to a traditional linear economy (make, use, dispose) where resources are used for as long as possible, then products and materials are recovered, regenerated, or recycled.

Leicestershire County Council is responsible for the reuse, treatment, recycling, or disposal of the collected wastes. In addition, it has the duty to provide places for the deposit of household waste from residents (Recycling & Household Waste Sites). Compared to other county areas, Leicestershire has a lower rate of household waste which is recycled and has a significantly higher percentage of waste which is landfilled.

What will success look like?

- Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled

Our Commitments

- Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled
- We will reduce the tonnage of household waste produced in Leicestershire and minimise its environmental impact by applying the waste hierarchy in the priority order of prevention, preparation for reuse, recycling, other recovery, and disposal
- We will continue to encourage appropriate use of the Recycling & Household Waste Sites service
- We will provide a trade waste recycling, treatment and disposal service for businesses in Leicestershire, where practicable and cost-effective to do so
- We will work closely with other Waste Disposal Authorities to share ideas and opportunities for joint working / collaboration and innovation

5.4 The economy and infrastructure are low carbon and environmentally friendly

Decarbonising the economy and infrastructure is the key solution to addressing the climate emergency. Nearly 70% of Leicestershire's emissions come from commercial, industrial and transport sources, with the remaining 30% coming from domestic sources (how we heat and use energy in our homes). Total commercial CO2 emissions in Leicestershire have reduced by xx% since 2005 and industrial CO2 emissions have reduced by xx%. However, transport emissions have only fallen by x%. The move to a low carbon, environmentally-friendly economy will require policy, technological and behavioural changes.

The Leicester and Leicestershire Enterprise Partnership (LLEP)'s survey of local businesses from March-June 2021 found that 35% of businesses had taken action to reduce carbon impact in the past 2 months and 50% planned to take action over the following 6 months.

What will success look like?

- Increase in the percentage of businesses taking action to reduce their carbon impact
- Reduction in CO2 emissions under the Council's influence in the local area

Our Commitments

- We will ensure that our Corporate Asset Investment Fund owns efficient assets which enhance the environment and biodiversity in the county
- We will reduce the impact of the Council's procurement and delivery of goods and services on the environment, including through the reduced use of raw materials and fossil fuels, increased use of renewable energy and deployment of smarter and more efficient processes
- We will work with businesses to raise awareness of the need to act on climate change and to support carbon reduction and circular economy practices
- We will identify and promote business opportunities arising from the move towards a circular economy

- We will work with partners to identify the investment requirements for zero carbon development and develop associated training and skills routes
- We will work with partners to create new, low-carbon business units and managed workspaces for start-ups and small companies
- We will work with partners and developers to ensure developments are low or zero carbon, climate resilient and enhance biodiversity
- We will ensure effective restoration of public transport services following the pandemic and identify opportunities to make transport more efficient
- We will encourage and support active and sustainable travel options, where appropriate, by learning from best practice and encouraging the uptake and use of electric vehicles and micro-mobility as appropriate, including through provision of infrastructure
- We will reduce pollution and contamination in Leicestershire through our Trading Standards service and other areas of control and influence
- We will continue to investigate and pursue opportunities to increase carbon sequestration through nature based solutions, such as tree planting



6. Great Communities

The Great Communities outcome aims to ensure that Leicestershire has thriving, integrated and inclusive communities in which people support each other and take responsibility for their local area. We want communities to frequently tell us what is important to them and how well services are working and to work with us to improve services. Communities also need to be resilient and adaptable during emergencies to ensure a seamless return to normal life.

The communities we live in and the relationships we have are the primary source of our physical and mental health – which in turn affects the kind of life we are able to live and the part we play in society. Our communities are key assets and by investing in them we can cultivate the conditions for people to flourish.

Whilst the pandemic has presented significant challenges for communities, it has also offered many examples of positive community spirit and highlighted the willingness of people to volunteer to help others, particularly the most vulnerable. Leicestershire's thriving and diverse Voluntary, Community and Social Enterprise (VCSE) sector, comprising over 3,000 organisations, has continued to provide essential services. Over 1,000 Covid-19 volunteers have been recruited to support vulnerable people through activities such as providing food and medication, transport to and from appointments, information about support available and check-in/befriending contact. A further 1,250 county volunteers were recruited to support the Covid-19 vaccination programme.

We aim to encourage more people to become active citizens, taking responsibility for their local areas. We will 'help communities to help themselves' by supporting them to take advantage of and build on the assets within their local area (e.g. buildings, people, skills, and networks) to help solve local challenges. We will build upon the successful partnerships and initiatives which have developed during the pandemic to further strengthen and empower communities. We will also provide VCSE organisations with tailored information, advice, and support to build community capacity and strengthen universal services.

The council has a strong record of engaging with communities on services and strategies. This reflects our commitment to openness and transparency and supports informed decision-making on council services. We also encourage and support communities to direct development in their local areas. We aim to increase the involvement of residents in service design, such as by using a wider range of engagement methods and reaching marginalised communities.

Culture is our past, present and future. It's what we have inherited, what we are experiencing now and what we would like to see remembered. It's myths and legends, faiths and religion, buildings, villages, cities and landscapes, art, dance, music, and food, treasured and meaningful objects and possessions, values, beliefs and memories. We will preserve and make accessible our local cultural and historic heritage to enhance the wellbeing of local residents.

Resilient communities are capable of bouncing back from adverse situations. They do this by actively influencing and preparing for economic, social, and environmental change. We will work with partners to support society to avoid, prepare for, respond to, and recover from emergencies.

Our specific priorities and commitments to deliver this outcome are set out in the following pages. To deliver them, we will work closely with residents, VCSE organisations and partner services.

6.1 Diversity is celebrated and people feel welcome and included

Our Community Insight Survey finds that as of Quarter 1 2021/22 the vast majority of residents (92%) agree that their local area is a place where people from different backgrounds get on well together. However, this percentage represents a decrease from 96% in Quarter 2 2020/21. The rate of hate crime has also increased since the EU referendum and during the pandemic.

What will success look like?

- Increased community cohesion
- Better reporting and reduction in hate crime
- Council services are accessible and inclusive for all

Our Commitments

- Our Equalities strategy will focus on providing accessible services, promoting community cohesion and ensuring equity in employment opportunities
- We will sign up to the Race at Work Charter, The Disability Confident Scheme and the Stonewall Workforce Equalities Index
- We will provide guidance, training and support for all staff to address equalities issues
- We will organise and promote civic events throughout the county to celebrate our diverse communities
- We will support the Inter Faith Forum to promote greater understanding and awareness of religion, faith, and belief
- We will support the Leicestershire Equality Challenge Group to provide an independent challenge to our work to ensure service accessibility
- We will work with partners through the Leicestershire Safer Communities Strategy Board to tackle all forms of hate crime

6.2 People participate in service design and delivery

Our Community Survey suggests that 94% of residents are satisfied with their local area as a place to live. The majority of residents (57%) feel well informed about the Council and 67% state that they trust the Council. However, only 33% feel that they can influence Council decisions.

Neighbourhood Plans enable residents to develop a shared vision for local neighbourhoods and to shape the development and growth of local areas. There are now 125 active Neighbourhood Planning groups and there has been an increase in the number of Plans adopted, from 34 in 2019/20 to 38 in 2020/21. There are also 35 communities managing their local library, with many of these being community hubs which support the needs of local people.

What will success look like?

- Increase in the proportion of residents willing to work together and who feel that they can influence Council decisions
- Increase in the number of Neighbourhood Plans adopted

Our Commitments

- We will engage residents, service users and partners in the planning of services, through a variety of means
- We will sign the Consultation Institute's Charter and follow the best practice principles for consultation and engagement
- We will actively encourage community participation through the planning process, for instance through consultation on planning applications
- We will support Neighbourhood Plan development and provide timely and co-ordinated consultation responses from the Council
- We will continue to support Parish and Town Councils in their role as community leaders and providers of community managed services
- We will continue to support communities to plan and deliver devolved services, such as community-managed libraries and heritage sites

6.3 Communities are prepared for and resilient to emergencies

Leicestershire County Council aims to ensure that communities are ready for emergencies and prepared to respond. This can be supported through the development of Community Response Plans, which help communities to identify the skills, knowledge and resources that can be mustered to help those within the community who have been affected. There are currently 53 Community Response Plans across Leicestershire.

What will success look like?

- Increase in the number of active Community Response Plans

Our Commitments

- We will work with the Leicester, Leicestershire, and Rutland Resilience Partnership to prepare for, respond to and recover from emergencies
- We will support communities to develop Community Response Plans, so they are in a position to help themselves in exceptional circumstances
- We will provide advice and assistance to businesses and voluntary organisations to ensure effective business continuity management
- We will take action to support the resilience of the County to the existing and predicted changes in climate
- We will undertake the Lead Local Flood Authority statutory duties including reviewing Leicestershire's Local Flood Risk Management Strategy
- We will maintain our Resilient Highways Network, targeting works to ensure that traffic is kept moving despite disruptive events (e.g. severe weather)
- We will work with partners through the Signposting and Community Support Service to provide emergency short-term food and fuel support

6.4 Cultural and historical heritage are enjoyed and conserved

There was an 8% reduction in visits to heritage sites between 2018/19 and 2019/20. The pandemic has also had a significant impact on the county's museum and heritage sites and library services, with premises having closed during the restrictions. However, services have adapted through digital delivery including virtual museum tours, whilst libraries have seen an 89% increase in the number of e-loans from 2019/20-2020/21.

What will success look like?

- Increase in the number of Leicestershire residents and visitors engaging in cultural and heritage activities

Our Commitments

- Our libraries, heritage, country parks and adult learning programmes will promote wellbeing by providing free and accessible community facilities, exhibitions and parks and outdoor activities and offering a range of learning opportunities
- Our Audience Development Team will ensure that new audiences obtain the wellbeing benefits associated with cultural participation and support communities through the Cultural Communities Network to develop their own bespoke programmes of cultural events and activities
- Our Creative Learning Services will support schools with a wide range of resources, pupil sessions and professional help to stimulate reading for pleasure and creative learning across the curriculum
- Our Record Office will preserve and provide access to resources which can be used to research Leicestershire's history and culture
- Our Museums', Curatorial and Collections teams will maintain the County's natural history, artefacts, specimens, information and objects as well as the stories of the people who have made Leicestershire their home for thousands of years
- Through GoLearn! (Leicestershire Adult Learning Service), we will offer a wide range of online adult learning courses in venues across Leicestershire

6.5 People support each other through volunteering

As highlighted previously, there has been a surge in prospective and mobilised volunteers during the pandemic, which is reflected nationwide; 750,000 people registered to volunteer for the NHS Volunteer Responders scheme within four days of its launch in April 2020 and over 4,000 mutual aid groups formed. Locally, 1,077 volunteers were recruited to support vulnerable people at the beginning of the pandemic and a further 1,250 recruited to support vaccination. However, pre-pandemic there was a long-term downward trend in volunteer numbers and our latest Community Survey finds that 39% of resident respondents had given unpaid help in the last 12 months, suggesting that there may be scope to increase the rate of volunteering.

VCSE organisations have taken a leading role in ensuring the provision of support for vulnerable people throughout the pandemic, however they have faced significant financial pressures due to reduced income, the costs of making facilities Covid-19 secure and increases in demand.

What will success look like?

- There is a sustained increase in volunteering post-pandemic

- VCSE organisations remain financially viable and maintain service delivery

Our Commitments

- We will continue to provide communities with up-to-date information and advice to support and promote volunteering
- We will develop and maintain a volunteering offer across services such as libraries, museums and heritage, social care and environment and waste
- We will encourage Council employees to volunteer to develop their skills and experience, build links with communities and support local initiatives
- We will support volunteers to maintain their health and wellbeing
- We will support the growth and development of VCSE organisations by providing targeted grants and funding
- We will commission an ongoing programme of support for VCSE groups in areas such as governance, income generation, commissioning support, representation, and establishment



7. Improving Opportunities

This outcome aims to ensure that all children get the best start for life and have the opportunities they need to reach their potential, regardless of where they grow up, or the family circumstances they are born into. This reflects evidence that the first 1001 critical days of life (from pregnancy to age two years) have a significant influence on neurological brain development and lifelong outcomes for the child. We believe children are best supported to grow within their own families and as such the outcome also reflects the need to ensure families are resilient and self-sufficient. Further, it aims to ensure that disadvantaged adults, such as those with learning disabilities, autism and/or mental health conditions, are able to aim high and achieve their aspirations.

The impact of family and community disadvantage is felt before a child enters school and is likely to have a significant impact on their future educational attainment and life chances. Whilst the term 'disadvantage' is usually linked to a family's income, a wider definition incorporating the child's vulnerability in the context of their family or community is more useful. For example, children living in a home where there is domestic abuse, a parent has poor mental health and/or problematic usage of drugs or alcohol, are at greater risk of experiencing mental illness and engaging in harmful behaviours. We also know that children with special educational needs and/or disabilities may be disadvantaged.

A report from the Association for Young People's Health suggests that many of the risk factors for poorer outcomes amongst children and young people have been exacerbated by the pandemic, including financial hardship, poor emotional health and wellbeing and academic pressures. Young people already facing challenges in their lives (such as living in poverty, with a disability and/or in challenging family situations) seem to have been hardest hit.

Early education has the potential to drive social mobility and improve outcomes for the next generation. It is therefore essential that children arrive at school ready to learn. High quality care in the early years of a child's life supports better readiness for school, stronger cognitive skills and speech and language development. Investing in children's development in the early years leads to large payoffs for children, communities and the wider economy. It is estimated that individuals with five or more good GCSEs have average lifetime productivity gains of £100,000, compared to those with qualifications below this level.

Our services will be flexible and responsive to the needs of children and families, providing the right level of support at the right time. Wherever possible children's and families' needs will be met by universal services, however we will also invest in effective, targeted services that identify and support vulnerable families at an early stage. Supporting families requires effective collaboration between partner services. We will therefore work closely with partners, including through Leicestershire's Children and Families Partnership - a sub-group of Leicestershire's Health and Wellbeing Board which brings together local authorities, police, health, schools, probation and the voluntary sector - to help ensure children and young people reach their full potential.

7.1 Every child gets the best start in life

The 1,001 days from pregnancy to the age of two set the foundations for an individual's cognitive, emotional and physical development. These 1,001 days are a critical time for development, and we are committed to improving how we support families during the 1,001 critical days.

Leicestershire generally performs well in child and maternal health, with a lower rate of under-18 conceptions, smoking at the time of delivery and low birth weight babies than England. It also currently has a slightly higher percentage of children achieving a good level of development at age 5 than the national average, although performance on this measure has historically tended to be below comparators.

However, Leicestershire ranks in the worst 25% of county areas for the percentage of children achieving the expected level of development at age 2-2.5yrs. It also performs poorly in terms of the percentage of eligible 2 year olds taking up free early education in Leicestershire (an initiative focused on the most socio-economically deprived households) and the percentage of children eligible for free school meals who achieve a good level of development at age 5. There is also further work to do around maintaining breastfeeding rates after initiation across the County.

There are 2 tiers of support for children with special educational needs (SEND): 'SEN Support' and 'Education, Health and Care Plan' (EHCP). EHCPs are the higher level of support. In Leicestershire, the percentage of children with SEND who have an EHCP and achieve a good level of development by age 5 is significantly higher than national average. However, for children on SEN Support, performance is below the national average.

For the past 10 years in Leicestershire there has been a year-on-year increase in the rate of children who are looked after in our care. Locally, as of 2019, Looked After Children were working below age related expectations when they start school - 72% were below age related expectations for Personal, Social and Emotional Development and 78% were below in Communication, Language and Literacy.

What will success look like?

- Services working in more integrated and collaborative ways to support pre-school children and their families
- Increase in the proportion of young children achieving a good level of development at foundation stage

Our Commitments

Services working in more integrated and collaborative ways to support pre-school children and their families

- We will focus on strengthening collaboration between partners to improve early education, health and wellbeing outcomes for pre-school children
- We will work with partners across education, health and care to promote breastfeeding initiation and continuation
- We will develop an integrated Early Years Pathway to ensure that vulnerable children are identified and supported early
- We will develop an integrated communication strategy to promote the 1001 Critical Days Children's Manifesto
- We will join up how services for pre-school children and their families report on performance to support a coherent understanding of our progress and where we need to improve
- We will help to ensure staff across health, care and education are informed about the needs of children with SEND and available support

Increase in the proportion of children achieving a good level of development at foundation stage

- We will focus on narrowing the development gaps that affect children and families who are at the greatest disadvantage (e.g. those who live in poverty or have a poor home environment, have special educational needs and/or are in our care)
- We will support parents and families to build on their understanding of children's needs so that they are able to get their children off to a good start

- We will help families access free childcare and provide high-quality childcare and early education that is fully inclusive and accessible
- We will support all childcare providers to offer sufficient high-quality early education places
- We will protect and where possible strengthen the service provided by our Children and Family Wellbeing Centres
- We will provide greater clarity on what success looks like when children are ready for school and on how we can support schools to be ready

7.2 Every child has access to good quality education

As of 2018/19, Leicestershire had a higher proportion of primary and secondary schools rated either good or outstanding than the national average. The vast majority of children and families are offered their first preference of school placement. Leicestershire also has better overall educational attainment rates than the national average from key stages 1-4, although outcomes at A-Level are consistently below comparator levels.

Although children in our care have significantly poorer educational outcomes than their peers, Leicestershire performs well compared to other counties in this area. Additionally, educational attainment for children with SEND who have an EHCP is better in Leicestershire than the national average at all key stages except key stage 2. However, for children on SEN Support, educational attainment is consistently below comparator levels. Further, for children in receipt of free school meals, educational attainment rates at key stages 2 and 4 are consistently lower locally than the national average.

One of the key challenges in Leicestershire is a growing need for school places. Demand for EHCPs to support children with SEND has also increased significantly locally, at a rate higher than regionally or nationally. We recognise that the majority of children with SEND can and should have those needs supported in a mainstream setting at the SEN Support stage, without the need for an EHCP.

What will success look like?

- Sufficient, high quality mainstream school places and specialist SEND provision to meet growing demand
- Improved educational attainment amongst disadvantaged pupils (e.g. those in receipt of free school meals, with SEN and/or a disability)

Our Commitments

Sufficient, high quality mainstream school places and specialist SEND provision to meet growing demand

- We will work with partners to ensure that admissions arrangements promote diversity and choice and meet the needs of vulnerable groups
- We will ensure a sufficient supply of high-quality school places by monitoring capacity and extending or building new schools where required
- We will implement an ambitious sufficiency programme to develop SEND provision across the local area, including development of resources in pre-school settings and mainstream schools to promote inclusion and expansion of existing special schools

- We will maintain strong arrangements for the management of our assets, and strengthen our relationship with Academies, to ensure all school buildings (irrespective of their designation and funding arrangements) are fit for purpose

Improved educational attainment amongst disadvantaged pupils

- We will aim to help school pupils catch up with learning missed during the pandemic and continue to improve educational attainment
- We will focus on ensuring all children in our care access appropriate, stable education placements and positive educational experiences. Our Virtual School will ensure children in care and care leavers receive the best education possible and develop skills and knowledge for a successful future.
- We will work with partners through the SEND and Inclusion Board to ensure the culture of all mainstream schools and providers is inclusive and staff are well-equipped and supported to meet the learning needs of the vast majority of children, including those with SEND.
- We will work with further education colleges to develop opportunities for a more individualised learning experience for young people with SEND.
- We will focus on improving the quality of EHCPs and developing the EHCP process and Annual Reviews both within the local authority and between the local authority, clinical commissioning group and provider services
- We will ensure that when a child or young person needs move to a different educational provision or service, this is done in a timely manner with the appropriate information being made available so that needs are well understood

7.3 Families are self-sufficient and enabled to be resilient

Many families have emerging or complex needs which require support to enable their children to achieve good outcomes in life. To provide an effective response, we need to identify issues early, ensure joined-up working between services and work directly with families.

In 2019/20, Leicestershire County Council achieved its target for the number of families achieving significant and sustained progress through the Troubled Families programme, which aims to improve the lives and outcomes for England's most complex and 'troubled' families.

Disruption in family lives can lead to children missing education, with the impacts felt by children themselves, families and society. Leicestershire has low rates of children missing education. The number of elective home-educated (EHE) children has increased from approximately 150 six years ago to over 790 children which highlights the need to ensure families are well-equipped and supported to provide a suitable education.

Leicestershire has a high rate of children with SEND who have an EHCP and this has increased in recent years. As the majority of children with SEND can and should have those needs supported in a mainstream setting at the SEN Support stage without the need for an EHCP, this may suggest a need to develop the confidence and capacity of families to manage the needs of children with SEND.

What will success look like?

- Families are able to identify their own support networks and feel more able to deal with issues as they arise
- The Council continues to achieve its target for the number of families achieving significant and sustained progress

Our Commitments

- We will develop the Leicestershire Information and Support Directory and Local Offer to help families access information, guidance, and support
- We will support the delivery of Citizens Advice services and crisis and hardship support for people in need
- We will work positively with parents and carers opting for EHE, offering a range of support to ensure that statutory duties are met
- We will work across the early help partnership to ensure all agencies are able to identify families who may require additional support at the earliest possible opportunity, and will work with partners to make sure families receive the best response to their needs
- We will continue to prioritise investment in preventative services to help to avoid the need for children to become looked after. We will ensure children who are at risk of family breakdown receive timely and, if necessary, intensive support to help them to remain living with their families
- We will develop our support to young people who encounter emotional difficulties or require other targeted early help support

7.4 Everyone is able to aim high and reach their full potential

Only 2% of children aged 16-17 in Leicestershire are not in Education, Employment or Training (NEET), below the national average (2.7%). The sub-groups we know are most likely to be NEET are care leavers, young carers, young offenders, young parents, and young people with learning and/or other disabilities. For example, the proportion of children with SEND who have an EHCP and are NEET at ages 16-17 is 9.4%; above the national average (8.9%).

The percentage of young people aged 19 with at least a level 2 qualification is consistently higher locally than the national average, however for those from poorer backgrounds who claimed free school meals during school, performance is consistently lower locally than the national average.

Leicestershire is in the best performing 25% comparators for the percentage of care leavers who are in education, employment, or training as well as for the percentage of care leavers who are living in suitable accommodation.

It is also in the best performing 25% comparators for the proportion of people aged 18-64 with a learning disability who are in paid employment and the proportion who are living in their own home or with their family. However, it is in the worst 25% of comparators for the proportion of those in contact with secondary mental health services who are in paid employment, and below the average amongst comparators for the proportion who are living independently.

What will success look like?

- Below national average rate of vulnerable young people (e.g. unaccompanied asylum-seeking children, those with SEN and/or disability, those who are from poorer backgrounds and/or care leavers) who are NEET
- Above national average rates of disadvantaged adults (e.g. those with learning disabilities, autism and/or mental health conditions) who are in paid employment and living independently

Our Commitments

Below national average rate of vulnerable young people who are NEET

- We will challenge schools in relation to statutory individualised careers guidance for vulnerable groups
- We will monitor the progress of learners beyond age 16 to ensure good progress and identify those at risk of becoming NEET in order to target them for additional support to participate in education or training and make positive and well-informed choices
- We will identify the interests and skills of children in our care and provide them with information and advice about educational and career options
- We will raise employers' awareness of the issues affecting care leavers to help ensure they offer the right support to care leaver employees
- Through our Teenagers with Babies Action Group, we will deliver actions to reduce NEET amongst Teenage parents, such as ensuring seamless support pathways and improving access to educational opportunities
- Our Youth Offending Team will provide young offenders with dedicated Education Worker and Careers Advisors to ensure they are actively engaged in education, training or employment and will advocate for them with schools, colleges, alternative providers, and employers
- We will expand the range of alternative providers for young offenders and others for whom formal educational placements are not suitable

Above national average rates of disadvantaged adults who are in paid employment and living independently

- We will maintain a person-centred process to support navigation through transition, from child to adulthood
- We will continue to offer engaging 'first steps' learning opportunities through our Adult Learning Service as a way of increasing participation for disadvantaged learners, and to prepare them for a more formal programme of learning
- We will work with all partners to promote and extend opportunities for supported employment for disadvantaged people
- We will support people to live in the least restrictive environments possible, by developing more supported accommodation, including 'step down' temporary accommodation, and exploring the benefits of single accommodation units with on-site shared support for adults with mental ill-health

8. Strong Economy, Transport and Infrastructure

This outcome aims to ensure that, using our local capabilities, innovations, and skills – we build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. It also reflects the need for our infrastructure to meet the demands of a growing population and economy, by providing great connections and sufficient employment space and housing of a range of types and tenure.

Our economy is primed for success. We have unrivalled assets such as a world-class university with one of the UK's largest science parks, a central location with the largest distribution park in Europe and the UK's 2nd largest freight airport. Our strong and growing manufacturing sector forms the backbone of our economy. Recently, the East Midlands Airport and Gateway Industrial Cluster sites in North West Leicestershire were selected for Freeport Status. This could provide a significant boost to manufacturing and logistics industries and create up to 60,000 additional jobs.

However, our economy faces significant challenges including lower productivity than the UK. This may be in part due to a lack of training, investment and innovation. Productivity helps businesses to grow more profitable and is a key determinant of the pay and living standards of residents.

The pandemic has also had a significant impact; leading to many jobs being classified as 'vulnerable' (particularly in hospitality, tourism, retail and manufacturing) and a contraction in job vacancies and hiring. This has impacted workers in low pay and/or insecure jobs the most and increased the risk of lower-skilled workers facing unemployment and job insecurity. Young people have been particularly affected by a reduction in entry level positions and apprenticeships. The capacity and capability of many businesses has also been significantly stretched in terms of their resilience and financial health, and rural areas have experienced disruptions to harvesting and demand for agricultural produce, as well as supply chain disruptions in the food and drink sector.

Pre-Covid, the Leicester and Leicestershire economy generated £24.5 billion in GVA, with 42,000 businesses and 538,000 jobs. Testament to its resilience and growth potential, we expect this to increase, despite the impacts of the pandemic, to £30.2 billion and 568,000 jobs by 2030.

The specific priorities and commitments for this outcome, outlined in the following pages, will enable the economy to recover from the Covid-19 pandemic and support long-term growth. To deliver them, we will continue to work in close partnership with public sector partners, businesses, and universities. We will focus on ensuring that people have the skills they need to access employment, as this will support a good quality of life and help businesses to grow. We will ensure that infrastructure provides excellent connectivity, enabling access to opportunities and opening up sites for development. As highlighted in the [Clean, Green Outcome](#), we also need to ensure that economic growth and infrastructure development supports the transition to net zero carbon emissions.

8.1 There is close alignment between skill supply and demand

Manufacturing and logistics are the key employment sectors in Leicester and Leicestershire, and we aim to accelerate growth in these areas. However, we also want to increase employment in business and financial services, tourism and hospitality and creative design, as well as facilitate growth in life sciences, environmental/low carbon technologies and space and aerospace. Local skills needs will also be driven by the shortfall in overseas workers, caused by Covid-19 and the fall in EU workers. This is likely to have a significant impact on the social care sector, which has already been facing recruitment and retention

difficulties for many years. There will be a need to encourage life-long learning, and to improve skills attainment across all of these priority sectors.

Leicestershire performs well in terms of the percentage of working-age population qualified to Levels 2+ and 3+, and the percentage of residents qualified to NVQ Level 4+ is similar to the national average. It also has a good supply of graduates to the local labour market and a strong and improving further education sector which provides a wide range of vocational training to meet local employer needs. However, there are insufficient numbers of local young people choosing to pursue careers in Science, Technology, Engineering & Mathematics (STEM), which is critical for our growth sectors.

Leicestershire has lower levels of in-work training than comparators and employers are reporting a lack of skilled workers in key sectors which is impacting business performance. The Leicester and Leicestershire Enterprise Partnership (LLEP)'s survey of local businesses in 2021 found that 21% of businesses had recruitment difficulties, 60% required improvement in basic work-based skills and over a third in digital skills.

Leicestershire has a lower unemployment rate than the national average. However, the rate has increased locally during the pandemic; the rate of Job Seekers Allowance and Universal Credit claimants increased from 1.6% in March 2020 to 3.3% in June 2021. Young people are likely to be disadvantaged due to missing education, reduction in apprenticeship opportunities, a more competitive labour market and lack of workplace digital skills.

What will success look like?

- Improvement in population skills and reduction in the proportion of employers reporting skills shortages or gaps
- Increased opportunities in the labour market for young people and reduced unemployment and job insecurity

Our Commitments

Improvement in population skills and reduction in the proportion of employers reporting skills shortages

- We will work with partners through the LLEP to:
 - Capture and analyse labour market information to identify skills shortages and growth businesses
 - Support the Further Education sector to expand and improve their facilities, especially where there is a strong link to growth sectors
 - Develop Skills Plans for priority sectors to promote relevant job opportunities and help businesses meet their recruitment and skills needs
 - Create a Leicester and Leicestershire Digital Skills Partnership to address digital skills deficiencies in the workplace and wider society
 - Focus on embedding employability skills so that individuals are well-prepared for employment and attractive to employers
 - Provide flexible leadership and management skills development programmes
 - Promote enterprise skills programmes to help people think about self-employment and support start-ups and existing businesses

Increased opportunities in the labour market for young people and reduced unemployment and job insecurity

- We will provide information, advice, and guidance on the labour market to parents, teachers and young people and promote STEM careers
- We will work with partners to identify pathways into employment and support youth engagement in emerging, productive, and buoyant sectors
- We will work with partners to continue provision of youth, employment, and career services such as Careers Hub and Youth Employment Hub
- We will work with partners to support the graduate careers and retention initiatives of local universities and to incorporate graduate skills into enterprise support, innovation, and growth initiatives
- We will work with partners to produce an Apprenticeship Action Plan to address the decline in apprenticeships due to Covid-19
- Our Kickstart scheme will provide employment placements for young people aged 16-24 at risk of becoming long-term unemployed
- We will work with local authorities, businesses, and education providers to support Leicestershire people back into employment following the Covid-19 crisis through re-training/job matching and stimulating entrepreneurialism
- Our Work + scheme will provide free one-to-one support, advice and information to people looking for secure paid employment or training

8.2 Leicestershire has the infrastructure for sustainable growth

We need our infrastructure to support continuous economic growth, whilst helping to tackle the climate emergency. There is a need to develop and promote sustainable forms of transport and decarbonise road transport.

Leicestershire's population is projected to rise to 860,618 by 2043 – an increase of 23% from 2018. Leicester and Leicestershire's Strategic Growth Plan identifies the need for 96,580 more homes by 2031 and a further 90,500 dwellings from 2031-50. Just under 200,000 new homes are therefore set to be built by 2050. These will need to be supported by new roads, schools, transport, and other infrastructure – estimated to cost £600m over the next 25 years.

The Strategic Growth Plan also identifies the need for an additional 367-423 hectares of land for employment use by 2031. Since 2010, there has been a transformation of the provision of world class business locations and premises in Leicester and Leicestershire; brand new Grade A office, technology and manufacturing premises accommodate 5,000 high-technology jobs. There is a need to continuously explore how existing employment areas can be supported and where new growth should be directed.

Road networks in Leicestershire are in fair condition with a relatively low percentage of roads requiring consideration of structural maintenance, although the percentage is higher for unclassified roads. However, unreliable journey times and congestion on local roads in county towns and on parts of the strategic road network (M1 Junctions) are a frequent complaint. Further, the predominantly rural nature of the county presents viability challenges for medium and long-distance public transport, which in turn means that it can be difficult to identify opportunities to travel by sustainable modes. Where mid or long-distance bus and rail opportunities exist, they may be infrequent, with long journey times, and stops located at potentially inconvenient locations.

In terms of digital infrastructure, the pandemic has accelerated the pace of digital transformation of businesses and public services, with employers expecting digital skills to become increasingly important.

Whilst this has created opportunities for enhanced business efficiency, productivity and resilience, it has also exposed the 'digital divide' in society with residents unable to afford and/or use digital devices, rural areas lacking access to high speed broadband or 4G or 5G services and independent retailers in our Towns and Rural areas struggling to sell on-line or advertise themselves by social media.

What will success look like?

- Infrastructure capacity and capability supports growth, whilst supporting net zero carbon emissions
- Sufficient employment sites and premises for growth

Our Commitments

Infrastructure capacity and capability supports growth, whilst supporting net zero carbon emissions

- Through our Corporate Asset Investment Fund, we own and manage a diverse portfolio of property and other investment assets. We will use this to support growth in the county and ensure there is a diverse range of properties and land assets available to meet the aims of economic development
- We will continue to provide safe, suitably maintained highways that support and encourage new housing development and economic growth and employ a flexible approach to reviewing, amending, and developing the network to reflect changing travel demand and traffic patterns
- We will maximise opportunities from technological innovations; utilising evidence gathered on the Major Road Network and from key radial routes to support end to end journey planning and better traffic management
- We will continue to press Government for long-term funding streams to help us maintain our highway assets and support passenger transport services
- We will work in partnership with local bus operators to promote and champion the provision of affordable, frequent, and high-quality passenger transport services and support with the recovery of the passenger transport market following the Covid-19 pandemic by identifying opportunities to provide access to essential services in the most cost effective and efficient way
- We will engage with the freight and logistics sector, to better understand the needs of the sector and ensure that schemes are developed which support the efficient movement of freight into, around, and out of Leicestershire
- We will work with partners through Midlands Connect to invest in strategic road and rail improvements to reduce congestion, improve journey times and support housing growth (e.g. Midlands Rail Hub proposal - rail infrastructure improvements to provide better rail links across the Midlands)
- We will continue engaging with HS2 Ltd to ensure that Leicester and Leicestershire's interests are protected and/or advanced throughout construction
- We will encourage and support active and sustainable travel options, where appropriate, by learning from best practice and encouraging the uptake and use of electric vehicles and micro-mobility as appropriate, including through provision of infrastructure
- We will work with partners through the LLEP to improve digital connectivity through broadband, Wi-Fi and 5G connectivity in rural blackspots and will define and implementing the Council's first digital connectivity strategy

Sufficient employment sites and premises for growth

- We will work with partners to renew existing employment sites and premises where there is demand
- We will work with partners to maintain confidence and momentum of development of strategic sites and the Freeport

8.3 Leicestershire is an attractive place where businesses flourish

The Leicestershire economy is dominated by small businesses - with 89.2% of businesses micro-sized (employing 9 or fewer people). Building on the support from our growth hub and successful partnership initiatives, we can continue the substantial progress made in the last 10 years, as evidenced by the growth in number of businesses (+18% between 2014 and 2019) and improvements in start-up and survival rates.

However, productivity rates are lower locally than the national average. Investment in research and development (R&D) is a key driver of innovation and productivity growth. Investment in R&D in Leicestershire has however been consistently below the national average; In 2016 R&D expenditure was equivalent to 1.5% GVA for Leicestershire, Rutland, and Northamptonshire – below the UK average (1.7%), and government target of 3% in the longer-term. This highlights the need to increase investment and activity in R&D and innovation and to lever existing R&D capabilities from our leading corporations.

Leicester and Leicestershire is a prime location for international businesses – with 18% of all businesses exporting overseas in 2020, and 83% of exporters selling to markets in the EU. Over the next 10 years, businesses must adapt to the new challenges and opportunities posed by Covid-19 and EU-Exit, as illustrated by the value of goods exported from the UK declining by 16% throughout 2020 – the largest drop since comparable records began.

What will success look like?

- Growth and expansion of existing innovation and R&D strengths
- Further increase in business density; particularly in growth sectors and knowledge-based businesses

Our Commitments

Growth and expansion of existing innovation and R&D strengths

- We will work with partners through the LLEP Innovation Board to drive forward accelerated innovation priorities
- We will work with partners to ensure the R&D sector has sufficient skills, capabilities and support to retain and attract new R&D programmes
- We will support R&D funding bids, innovation and knowledge transfer initiatives and increase public and private investment in R&D and innovation
- We will work with partners to increase opportunities for collaboration, knowledge exchange, pooling of resources, and applied problem solving
- We will support development of business and university networks to promote technology adoption and digital transformation
- We will work with businesses to improve the culture of innovation and awareness of the business performance benefits

Further increase in business density; particularly in growth sectors and knowledge-based businesses

- We will continue to support the key growth sectors of life sciences, space and earth observation, sports and sport science, advanced engineering, ICT, food and drink, logistics and professional and financial services – as well as the locally important sectors of agriculture, textiles, creative and cultural, construction, tourism and the visitor economy, and the voluntary and non-profit sectors
- We will work with partners to encourage and support international business expansion, including in the Freeport site
- We will develop and implement the Freeport strategy and SME support for exporting, identifying key sectors and opportunities
- We will continue to provide advice and support to businesses to assist recovery from Covid-19 and adaptation to the new EU trading relationships

8.4 Economic growth delivers increased prosperity for all

We aim for local economic growth to advance equality by creating opportunities for all, and for the benefits of increased prosperity to be distributed fairly.

Leicestershire is not deprived overall; the county is ranked 137th out of 152 upper tier authorities in England for Multiple Deprivation, where 1st is the most deprived. However, pockets of significant deprivation exist; four neighbourhoods in the county fall within the most deprived decile in England.

There is a lower number of children living in poverty locally than the average amongst county authorities and a lower percentage of children in secondary schools receiving free school meals. However, the percentage is higher than comparators for nursery and primary school children. Further, Gross Disposable Household Income (GDHI) is lower locally than average amongst county authorities.

Leicestershire has a low rate of households assessed as being at risk of homelessness, ranking in the best performing 25% comparators. However, financial pressures on residents are likely to increase as government Covid-19 support measures end. Local survey data suggests that over half of residents are worried about the economic wellbeing of their friends and family and significantly more are worried about their own economic well-being.

What will success look like?

- Growth in Gross Value Added (GVA) corresponds with an increase in GDHI and a reduction in the percentage of children receiving free school meals

Our Commitments

- We will focus on supporting inclusive economic growth in the disadvantaged areas and groups of Leicestershire
- Our Work + scheme will provide free one-to-one support, advice and information to people looking for secure paid employment or training

8.5 Leicestershire has the right homes in the right places to meet needs

Housing is generally an area of good performance, as Leicestershire ranks in the best performing 25% of comparators for the rates of new houses and affordable houses built. However, expensive house prices in rural areas puts housing out of reach for many and Leicestershire has a high rate of local authority owned homes which are 'non-decent' (an issue in Charnwood, Hinckley and Bosworth, North West Leicestershire and Melton). As highlighted, there is a need for 187,096 new houses by 2050, with 96,580 of those required by 2031. These will need to be low carbon developments and include affordable housing. The number of older people living in Leicestershire is also forecast to increase significantly, and many will require specialist accommodation.

What will success look like?

- Leicestershire is on track to deliver the 187,096 new dwellings required by 2050

Our Commitments

- We will work with developers, landowners, and statutory agencies to remove the barriers to development
- We will focus development in major strategic locations to reduce the amount that takes place in existing towns, villages, and rural areas. This will allow us to plan for new housing and employment with new and improved roads, public transport, schools, health services, shops, and open space
- We will explore ways to secure financial contributions through development to support essential infrastructure (e.g. highway capacity, schools etc)
- Through the Leicestershire Rural Housing Group, we will guide work to assess and meet the housing needs of people in the villages of Leicestershire
- We will work with partners and developers to help ensure all housing developments are low carbon and enhance biodiversity
- We will develop further the Social Care Investment Plan to secure suitable accommodation choices for social care service users



9. Keeping People Safe and Well

This outcome aims to ensure the people of Leicestershire live in a healthy environment and have the opportunities and support they need to take control of their health and wellbeing. It also aims to ensure people are safe and protected from harm.

Health and wellbeing is an asset to individuals, communities and wider society. Good mental and physical health is a basic precondition for people to take an active role in family, community, and work life. However, these benefits are undermined by health inequalities. Those living in the most disadvantaged areas often have poorer health outcomes, as do some ethnic minority groups and vulnerable people. Health inequalities have been further exposed by Covid-19 as it has taken a disproportionate toll on groups already facing the worst health outcomes.

Health inequalities are driven by factors beyond age, gender, genetics, lifestyle, social and community networks, socio-economic, cultural and environmental factors. The Council has influence and responsibility over some of these 'wider determinants of health' such as education, housing, transport, culture and clean air. It also fosters economic opportunity which is reflected in the supply and quality of jobs in the local area. Further, it empowers people to help themselves and each other, for example through volunteering and local initiatives.

We will work with partners through Leicestershire's Health and Wellbeing Board to improve the health and wellbeing of children and adults and reduce health inequalities. This will include addressing the wider determinants of health, with a focus on breaking down intergenerational cycles of deprivation and poor health outcomes. We will ensure that everyone has access to information and advice which supports their wellbeing and enables them to think ahead and plan for their future. We will promote wellbeing by building upon peoples' strengths and community assets. We will identify people who may be at risk of needing social care support in the future and help them to gain or regain the skills to live independently. We will also enable those requiring further support to take control of their health and wellbeing and to live active, independent, and fulfilling lives through easy access to effective, personalised care.

To help keep people safe, we will work with partners through Leicestershire's Safer Communities Board to strengthen links between work-streams being undertaken to reduce crime and disorder within communities. We will also fulfil our statutory duties to safeguard vulnerable children and adults who have experienced, or may be at risk of experiencing, abuse, or neglect. This will include work with partners through the Leicestershire and Rutland Safeguarding Adults' Board and Safeguarding Children's Partnership to coordinate and continuously review and improve safeguarding practices.

9.1 People are safe in their daily lives

Total crime levels are relatively low in Leicestershire compared to other areas and have reduced in recent years. The number of people killed or seriously injured on the County's roads is also low and public satisfaction with road safety is high. Leicestershire also has low rates of youth offending.

However, during 2020/21 there were significant increases in: hate crime (+32%); sexual offences (+32%); drug offences (+24%) and violence with injury (+13%). There was also an increase in reported anti-social behaviour across the County during 2020/21. There has been a reduction in the percentage of residents who feel safe when outside in their local area after dark, from 88% in 2019/20 to 79% in 2020/21. A survey by the Leicestershire Police and Crime Commissioner found that respondents tended to attribute this to a lack of street lighting and the proximity of anti-social behaviour and crime.

From 2018/19 to 2020/21, there has been a year-on-year reduction in the number of referrals to child safeguarding for child sexual exploitation. However, the rate of referrals for child criminal exploitation has

however increased slightly from 140 in 2019/20 to 145 in 2020/21. There is a risk that child criminal exploitation and violence related to young people may increase or become more visible during Covid-19 recovery.

What will success look like?

- Less crime and fear of crime and increase in the percentage of residents who feel safe when outside in their local area after dark
- Fewer children and young people involved in and impacted by criminal behaviour

Our Commitments

Less crime and fear of crime and increase in the percentage of residents who feel safe when outside in their local area after dark

- We will work with Police and other agencies to ensure anti-social behaviour is dealt with swiftly and effectively
- We will work with partners to raise awareness of and tackle all forms of hate crime in which people are targeted based on their personal characteristics
- We will help to reduce the prevalence of modern slavery and trafficking by ensuring our suppliers adhere to the highest standards of ethics and working with the Leicester, Leicestershire, and Rutland Modern Slavery Action Group to raise awareness, disrupt crimes and safeguard victims
- We will work closely with partners and communities through the Violence Reduction Unit to prevent serious violence
- We will work with partners to raise awareness of and tackle scammers and rogue traders who exploit vulnerable consumers
- We will enforce standards related to food and product safety

Fewer children and young people involved in and impacted by criminal behaviour

- We will deliver a robust, whole-family approach to prevent children and young people from engaging in criminal behaviour
- We will work with partners to provide safe spaces for children and young people to play, without the risk of being groomed into criminal exploitation
- We will deliver preventative street-based work with young people targeted in areas with high levels of anti-social behaviour
- We will identify and address the exploitation of children and young people and provide care and support to those affected

9.2 People at the most risk are protected from harm

There is an upward trend in demand for child safeguarding, with an increase in the rate of Section 47 enquiries (initiated to decide whether action should be taken to safeguard a child suspected to be suffering or at risk of suffering harm) and children on child protection plans. The rate of children looked after by the local authority has also increased year-on-year for the past 10 years.

Whilst the rate of reported domestic abuse-related incidents remains below the national average, it has increased in Leicestershire from 21.1 per 1,000 population in 2017/18 to 23.1 in 2019/20 and during

2020/21 there was a 20% rise in Domestic Violence with Injury and a rise in psychological abuse. Domestic abuse has also been a more prominent feature in child safeguarding cases during the last year.

What will success look like?

- Safeguarding approaches are effective in recovery from Covid-19 and informed by learning from the pandemic
- Vulnerable people are identified and protected from harm and abuse

Our Commitments

Safeguarding approaches are effective in recovery from Covid-19 and informed by learning from the pandemic

- We will focus on identifying and responding to hidden harm (e.g. self-neglect, mental ill-health and/or learning disabilities, domestic abuse)
- We will support care homes with Infection Control, vaccination, and Personal Protective Equipment support to minimise Covid-19 outbreaks
- We will risk assess and quality assure care providers to ensure services are safe and protect vulnerable children and adults
- We will work with partners to review the response to and forward implications of Covid-19 and recovery work regarding safeguarding

Vulnerable people are identified and protected from harm and abuse

- We will improve how we work with families to safeguard babies by ensuring robust procedures are in place and raising awareness of risk factors
- We will develop a communications strategy to support partners to deliver universal safety messages to children and young people
- We will work with partners to develop joint responses to risk including child sexual exploitation, domestic abuse, gangs, missing from home
- We will focus on combatting sexual violence and domestic abuse by developing a Domestic Abuse Strategy, protecting all survivors and their families in safe and appropriate accommodation and improving our understanding of perpetrators and how to respond to them
- We will develop trauma-informed practices and offer direct work to support children to recover from Adverse Childhood Experiences
- We will ensure that work with young people to reduce risk and vulnerability assists prevention of adult safeguarding need
- We will work with communities to prevent people becoming victims and ensure they know how to seek help and have the confidence to do so
- We will develop understanding of equality and diversity issues and the impact on access to safeguarding services
- We will review and change systems to ensure that the new Liberty Protection Safeguards Legislation and codes of practice are in place

9.3 People enjoy long lives in good health

The health of people in Leicestershire is generally better than the England average, as it is one of the 20% least deprived counties in England. Life expectancy for both men and women is higher in Leicestershire than the England average. However, healthy life expectancy (an estimate of how many years people might live in a 'healthy' state) is only marginally higher than the national average and there are significant health inequalities in the county, as life expectancy is 6.3 years lower for men and 5.0 years lower for women in the most deprived areas of Leicestershire than in the least deprived areas.

As highlighted, health outcomes are influenced by a range of social, economic and environmental factors, known as the 'wider determinants of health'. Air pollution, particularly fine particulate matter (PM2.5), is a significant health hazard. PM2.5 is the 3rd leading cause of preventable deaths in Leicestershire.

Additionally, two thirds of adults, and one third of children in year 6, are either overweight or obese. This increases their risk of having long-term conditions like type 2 diabetes and reduces expected lifespan. There has also been a rise in adults classified as physically inactive from 19.5% in 2018/19 to 21.9% in 2019/20. Whilst these figures are similar to the national average, some areas of the county have higher rates of overweight/obesity and physical inactivity than England. Physical inactivity has also been exacerbated by the pandemic, with the deconditioning of the population during lockdown restrictions.

In terms of mental health and wellbeing, Leicestershire has a high rate of people reporting a low happiness score and a high rate reporting a high anxiety score. Although there is a low rate of suicides in Leicestershire compared to other counties, the county has a high rate of excess deaths amongst those aged under 75 with a severe mental illness. These excess deaths are explained not only by suicides and accidents but also physical illnesses; studies show that that all-cause mortality in people with severe mental illness is 2 to 3.5 times higher than in the general population. There has also been a significant increase in the number of cases referred to adult social care mental health teams during the pandemic, which has also occurred across the country. Surveys and cases also suggest that ongoing Covid-19 restrictions are having an impact on mental health of children and young people.

What will success look like?

- Improved healthy life expectancy and reduced health inequalities
- Increased proportion of residents with a healthy weight
- Improved mental wellbeing and reduced prevalence of mental ill health

Our Commitments

Improved healthy life expectancy and reduced health inequalities

- We will focus on breaking down intergenerational cycles of deprivation and poor health, promoting new ways of working to tackle disadvantages
- Through Healthy Together 0-19 we will provide Health Visiting and School Nursing to support the health and wellbeing of children and young people
- We will provide information and advice to enable people to access services, facilities and resources which contribute towards wellbeing
- We will deliver a wider determinants programme of work to address the range of social, economic and environmental factors which influence health outcomes, thereby improving health and reducing health inequalities. This will include for example our work with partners to improve air quality.

- We will embed a Health Equity in All Policies approach to ensure policy decisions help to improve health outcomes and reduce health inequalities
- We will identify those at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing

Increased proportion of residents with a healthy weight

- We will provide weight management support and guidance to residents, so that they can achieve and maintain a healthy weight
- We will work with partners through Active Together (Leicestershire and Rutland Sport) to support people to get and stay active; ensure physical activity and sport facilities are high quality and accessible and promote the county as a premier location for sport businesses
- We will work with partners in a 'whole-system' approach to deliver the Healthy Weight Strategy; creating an environment which facilitates healthy choices and supports individuals to be physically active and maintain healthy weight

Improved mental wellbeing and reduced proportion of residents experiencing mental ill health

- We will promote positive mental health and improve awareness of risk factors for poor mental health to increase resilience
- We will learn from and sustain the excellent customer satisfaction with our cultural, wellbeing and adult learning services; promoting and facilitating access to our libraries, museums and learning centres to promote the wellbeing of residents and their communities
- We will implement Making Every Contact Count Plus to make the most of opportunities to support peoples' wellbeing
- We will work with partners to improve access to mental health services for all ages to promote recovery and independence
- We will work with partners to ensure the early detection and treatment of child mental health and wellbeing needs

9.4 Carers and people with care needs are supported to live active, independent, and fulfilling lives

Leicestershire's reablement services effectively support those with physical or mental health needs to maintain or regain their independence and avoid unnecessary admissions to hospital or residential care; In 2020/21 Leicestershire ranked in the best 25% of comparators for reablement outcomes. Additionally, Leicestershire has low rates of adults aged either 18-64 or 65+ being permanently admitted into residential or nursing care. This is important because residential care is an expensive resource for individuals and the local authority and research suggests that people tend to prefer alternative options.

Leicestershire also has a high proportion of people with social care needs who are in receipt of a direct payment or personal budget; enabling people to access personalised care and support by choosing provision which is suitable to meeting their outcomes.

However, there is a need for improvement in the proportion of people who find it easy to access information about adult social care services and in the quality of life and overall satisfaction of those who receive care and support. In 2019/20, Leicestershire also ranked in the worst 25% comparators for the proportion of adult service users who felt safe or that they had control over their daily lives. The level of

social contact in the daily lives of carers and users of social services also remains comparatively low and an area for improvement, something which the Covid-9 crisis has made worse.

As mentioned, the number of older people, and those living with dementia and/or mobility problems, is forecast to increase significantly. Some will require housing adaptations to meet their changing needs and others will need more specialist accommodation or support.

What will success look like?

- Increase in the proportion of people who find it easy to access information and advice about adult social care services
- Improvements in the experiences of those who receive adult social care and support
- Carers are recognised, valued, and supported to undertake their caring role, whilst maintaining their own health and wellbeing

Our Commitments

Increase in the proportion of people who find it easy to access information and advice about adult social care services

- We will improve access to information and advice through our digital plans including the directory of services and First Contact Plus
- We will work closely with partners to take a more proactive approach to providing advice and information relating to housing, including development of social prescribing and empowering frontline staff to encourage people to take responsibility for their housing needs
- We will continue to provide good quality information, advice, and guidance for those living with dementia and their informal carers

Improvements in the experiences of those who receive adult social care and support

- We will implement activities identified through research with our customers to improve satisfaction with our adult social care services
- We will work with partners to deliver integrated services at the point of delivery with seamless transitions between health and social care
- We will provide effective crisis response, reablement services, equipment, and technology to enable people to be self-reliant
- We will review progress on the Living Well with Dementia Strategy 2019-22 and co-produce a new strategy and action plan with our partners
- We will continue to ensure care services and support procured by the Council provide a good supply and quality of dementia care
- We will explore solutions to transport issues, enabling older people to remain active and independent and connected to community
- We will support people in receipt of direct payments and Personal Assistants to choose the provision suitable to meeting their outcomes
- We will develop further the Social Care Investment Plan to secure suitable accommodation choices for social care service users

- We will work with providers of services to maximise peoples' opportunities for independence, health, and wellbeing

Carers are recognised, valued, and supported to undertake their caring role, whilst maintaining their own health and wellbeing

- We will work with partners to identify carers and ensure they are signposted, if required, to relevant information and services
- We will ensure accurate advice, information and guidance is available to assist carers to navigate health and social care services
- We will listen and involve carers in the development of services that enable them to continue to provide their caring role
- We will develop carer-friendly communities by awareness-raising within existing community groups
- We will promote health checks for carers to help them to maintain their own physical and mental health and wellbeing
- We will work with housing and other organisations to ensure carers can access technology, equipment, or adaptations
- We will ensure carers have access to assessments which will determine if social care services have a statutory duty to assist them

10. Enabling Services

Delivery of this Plan is dependent on a wide range of 'back-office' services such as Finance, IT, HR, Legal, Communications, Property Services, Strategy and Business Intelligence, Democratic Services and Business Support. These organisation-wide functions support frontline services by providing business support based on specialised knowledge, best practice and technology. They also support good governance, ensuring that:

- Resources are directed in accordance with agreed policy and according to priorities
- There is sound and inclusive decision making
- There is clear accountability for the use of those resources

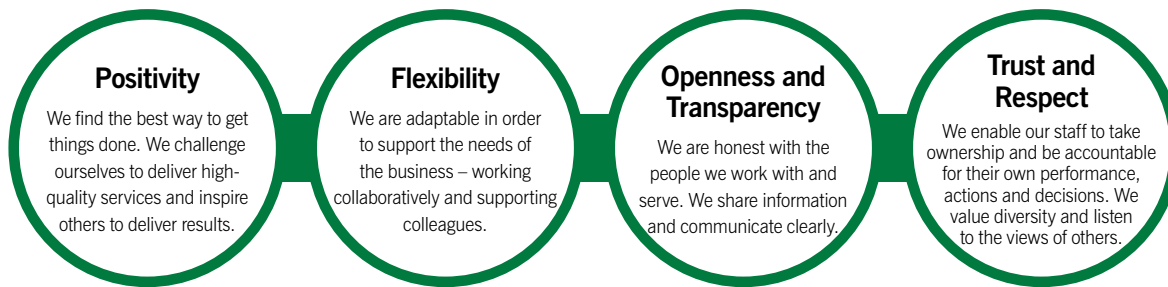
Good governance is about ensuring the Council is doing the right things, in the right way and for the benefit of the communities it serves. It leads to high standards of management, strong performance, effective use of resources and positive outcomes. The diagram to the right illustrates the core principles of good governance which the Council is committed to and how they relate to each other: Principles A and B permeate implementation of principles C to G.

Back-office services have a key role in ensuring that the Council adheres to these principles and achieves positive outcomes for service users. For example, Strategy and Business Intelligence support principle C by assisting decision-makers in defining the Council's overall vision and outcomes. Additionally, Finance support Principle F by enforcing financial discipline, strategic resource allocation and efficient service delivery.



10.1 Leicestershire County Council Values and Behaviours

Good governance flows from shared values and culture. Our values, set out below, underpin everything we do and describe how we will deliver this Plan.



11. Monitoring Outcome Delivery

Council officers will oversee delivery of this Plan through Outcome Boards which will meet on a quarterly basis. These will ensure that the Council maintains focus on achieving the outcomes throughout service planning and delivery and that the aims of this Plan are reflected in all relevant supporting strategies.

The Council's Scrutiny Committees will receive quarterly reports on progress in delivering the outcomes in this Plan and our Annual Performance and Benchmarking Reports will provide a summary of progress each year.

Progress in delivering the outcomes will also be monitored internally by the Outcome Boards through updates on delivery of key activities supporting outcome delivery along with reviews of Leicestershire's performance on the Performance Indicators set out in Appendix A. Updates on outcome delivery and performance will be shared with our Corporate Management Team, led by the Chief Executive, to inform strategic decision-making and resource allocation.



12. Medium Term Financial Strategy

The Council's Medium Term Financial Strategy (MTFS) provides information on its financial planning over a four year period. Our latest Strategy, covering 2021-25, focuses on protecting frontline services and weathering the coronavirus crisis. The MTFS, along with other plans and strategies such as the Strategic Change Portfolio, aligns with and underpins the Strategic Plan.

The Council continues to operate in an extremely challenging financial environment following a decade of austerity and spending pressures, particularly from social care. The position has also been severely affected by Covid-19 and the ongoing financial impacts of the pandemic are unclear. There is also significant uncertainty and risk around future funding levels.

What will success look like?

- A credible 4-year financial plan to deliver at least 2-years of balanced budget followed by 2-years with a financial gap that is at a manageable level
- A financial plan that reflects the council's key priorities
- Delivery of planned savings and active pipeline of new initiatives
- Sustainable level of service growth, particularly in social care
- SEND capital and revenue costs contained within designated external funding streams
- Capital programme that balances support for the Council's priorities with financial sustainability
- Balance-sheet that supports the Council's resilience to financial shocks
- Above 'normal' share of eligible funding schemes secured and sufficient developer contributions towards the cost of local infrastructure
- Progress on Fair Funding to increase Leicestershire's share of national funding

Our Commitments

- We will raise awareness inside and outside of the Council of our financial position and the challenges faced
- We will maintain transparency around our savings proposals
- We will target efficiency savings and new income generation before service reductions
- We will ensure regular updating of assumptions to support the efficient flow of resources to Council priorities
- We will promote a culture of forward planning to ensure there is time for corrective action
- We will embed financial discipline in decision making to increase value for money assurance for Council Taxpayers
- Through our Corporate Asset Investment Fund, we will continue to invest in commercial schemes which support the Council's budget

13. Strategic Change Portfolio

The Council has long held an internal approach to transformation that ensures we respond effectively to national and local drivers of change, including the need to transform local services whilst seeking to maintain or improve outcomes. The Council's Strategic Change Portfolio (SCP) brings together the collective response to these drivers of change, delivered through four primary programmes:

- Sustainable Finances
- Customer & Digital
- Carbon Reduction
- Ways of Working

Overseen by the Council's Transformation Delivery Board, and managed through Departmental Change and Programme Boards, the SCP contains key targets and deliverables for each programme as described below.

13.1 Sustainable Finances Programme

The savings requirements contained within the Council's annually refreshed Medium Term Financial Strategy remain a central driver for the Council's change portfolio. However, the scale of the financial and transformation challenge is increasing, with the simple changes having been made and the straightforward savings long-since delivered. What remains is complex change, often involving multiple partners and many risks.

The body of work contained within the portfolio, refreshed annually, currently represents future savings targets in excess of £48m, including £21m for SEND.

13.2 Customer & Digital Programme

The Covid-19 pandemic has changed customer expectations of how our services should be delivered and the need for more immediate access to information and support via a broader range of channels is greater than ever before. In response to the changing needs of our citizens we will focus on developing and delivering against an improved, council-wide customer and channel strategy which supports the delivery of modern and effective services in the most efficient and sustainable way. By promoting innovative, digital ways of working, we will seek to shape the Council's interaction with its customers as part of our digital revolution and to enable improved customer journeys leading to an enhanced customer experience and faster, first time resolution of customer needs.

By 2024...

- Innovation will be our business as usual
- Automation and digital will have improved services and reduced cost
- Customer journeys for staff and residents will be simple

What will success look like?

- Customers directed to the right channel, at the right time, in the most efficient way
- Our customer channels maximise citizen value whilst reducing the cost of service
- A whole system approach is taken to designing our customer journey and back office processes

Our Commitments

Customers directed to the right channel, at the right time, in the most efficient way

- We will further develop our Customer and Digital strategies to shape our delivery of services
- We will increase our customer understanding and actively involve our customers to inform our channel development
- Through engagement with groups such as the Leicestershire Equalities Challenge Group, we will continuously seek to understand and mitigate the impact of digitalisation and channel development on those with protected characteristics, to ensure services remain accessible to all
- We will improve our front-end communications interfaces to support the routing of customer enquiries to the right channel at the right time
- We will deliver a new target operating model for our Customer Service Centre
- We will support high-quality, consistent customer experience council-wide
- We will enhance the customer experience through improved digital services

Our customer channels maximise citizen value whilst reducing the cost of service

- We will increase the amount of automation for repetitive, low value activities and integrations
- We will increase customer adoption of improved digital solutions driving a cultural shift to “digital by choice”
- We will improve our ability to resolve queries on first contact using the optimal channel
- We will identify opportunities to reduce the cost of service provision through more effective deployment of resources and/or efficiency savings

A whole system approach is taken to designing our customer journey and back-office processes

- We will work jointly with departments to develop and deliver improved customer journeys
- We will improve our contact and system data to inform continuous improvement activity
- We will seek to exploit emerging technologies and system integration where possible to enable more streamlined end-to-end working

13.3 Carbon Reduction Programme

The Carbon Reduction Programme aims to achieve net zero carbon from the Council's own operations by 2030, with an interim target of 64% reduction in greenhouse gas emissions by 2025 (compared to 2016/17 emissions)

The Council's emissions are set out in our annual Greenhouse Gas Emissions Report (GHG) and expressed in a standard measure of tonnes of carbon dioxide equivalent (CO₂e) in line with national guidance which follows the international Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Existing

efforts and future opportunities to reduce our carbon emissions from internal operations were documented, resulting in the development of a draft roadmap to net-zero emissions by 2030.

The Council is in a good position in comparison to many other authorities due to the quantity and quality of data we have in relation to our emissions and our historic efforts to reduce emissions which date back as far as 2008/09. Overall, in 2019/20, the council had reduced its greenhouse gas emissions from its own operations by 67% to 11, 663 tCO₂e compared to 35, 778 tCO₂e 2008/09.

The impact of Covid-19 has been seen most significantly in business mileage and to a lesser degree in emissions from our estates, and an emerging objective is to look to retain as much of these carbon reductions as possible, primarily through close engagement with our Ways of Working Programme. Even before the impacts of Covid-19 on carbon emissions are considered, Leicestershire County Council is ahead of target in the delivery of net-zero emissions by 2030.

As highlighted, the recognition of the climate and biodiversity emergencies mean that there is increased local, national and international policy commitments to address the issues. This has led to increasing opportunities to secure external funding and investment. The most recent success has been in our bid for decarbonisation funding, securing £3.6m towards works on our key buildings, including expansion of the biomass heating system across County Hall.

However, meeting the ambitious net-zero 2030 target remains a significant challenge, particularly in light of the challenging financial position of the council and demands on staff resources. There is also the risk that national legislation or local policies change, impacting on our baseline or possible solutions to decarbonise our operations.

What will success look like?

- Net-zero carbon emissions from the Council's own operations by 2030, with an interim 64% reduction by 2025
- Leicestershire County Council is a climate active organisation – carbon reduction and adapting to climate change are included in decision making

Our Commitments

- We will complete an assessment of the cost and technology implications of achieving net zero carbon by 2030 for the council
- We will produce a Net Zero Carbon 2030 Plan for the council
- We will reduce our demand for energy, increase our use and generation of clean energy
- We will explore opportunities to remove carbon from the atmosphere through nature based solutions such as tree planting
- We will include net zero carbon criteria in our decision making
- We will create a culture for carbon reduction through communications, training, tools and guidance

13.4 Ways of Working Programme

The Covid-19 pandemic saw a huge shift in organisational culture – with many working from home for the first time. This brought about a change in mentality around how we work with each other and how we serve our customers. It led to a wholesale rethinking of how departments and teams need to operate in the future; including the need for a higher degree of flexibility and more remote working than previously thought possible.

In the latter half of 2020, the Workplace Programme Board, along with wider stakeholders came together to rescope the vision and objectives into a new programme called “Ways of Working” – building on the already great foundations and principles established through the workplace programme as well as key learnings and opportunities presented throughout the pandemic in relation to changing ways of working.

What will success look like?

- All staff are provided with the technology and training needed to do their job effectively
- The way we work embodies continuous improvement, innovation, and ambition
- Council-operated workplaces are a shared resource based on need, where staff and customers can collaborate

How are we doing this?



Our Commitments

All staff are provided with the technology and training needed to do their job effectively

- All staff will have an assigned ‘worker style’ and the IT kit they need
- All IT equipment will be centrally owned and replaced in good time to ensure technology is effective and productive
- All staff will have the ability to work remotely through specialist technology, software, and remote access – no one will be tied to a specific location
- Where appropriate, staff meetings will be ‘digital by default’ - hybrid and face-to-face meetings will be supported with investment in workplace technology and collaboration spaces

The way we work embodies continuous improvement, innovation, and ambition

- We will focus on objectives and outputs not on presenteeism for office-based staff
- Staff - in consultation with managers - will be empowered to choose the right location to deliver their work - freedom to choose with responsibility to meet service and customer needs first
- Senior leaders and managers will lead by example – champion > role model > challenge

Council-operated workplaces are a shared resource based on need, where staff and customers can collaborate

- Our workplaces will be set up to better support collaboration, productivity, wellbeing, and customer service
- We will prioritise space for activities, not individuals - flexibility will be the norm and use of fixed desks will be kept to a minimum
- We will all work in the most appropriate location for the task we are doing rather than being at a council office or workplace by default
- Staff will be encouraged to work as flexibly as possible, using a mix of workplaces (offices, working from home, remote working) to best meet service and customer needs, and support staff wellbeing.



HIGHWAYS AND TRANSPORT OVERVIEW AND SCRUTINY
COMMITTEE: 4 NOVEMBER 2021

REPORT OF DIRECTOR OF ENVIRONMENT AND TRANSPORT

NATIONAL BUS STRATEGY

Purpose of report

1. The purpose of this report is to provide an update on work associated with the implementation of 'Bus Back Better' the National Bus Strategy, setting out the financial implications for the Leicestershire Bus Service Improvement Plan, which will inform the proposals for an associated Enhanced Partnership plan and scheme, in line with the Department for Transport's (DfT) requirements and timescales as specified in the NBS and associated guidance (the guidance).

Policy Framework and Previous Decisions

2. In October 2018 the Environment and Transport Overview and Scrutiny Committee considered a report on the Authority's draft Passenger Transport Policy and Strategy (draft PTPS). Further to this, in October 2018, Cabinet approved the PTPS.
3. In May 2019, the County Council declared a Climate Emergency. The updated 2020 Environment Strategy sets out how the Council will reduce the environmental impacts of travel and transport. Providing frequent, high quality passenger transport services is a key element in delivering the Climate Change commitment and the Environment Strategy.
4. In November 2020 the Cabinet approved the Leicester and Leicestershire Strategic Transport Priorities document (2020-2050), which highlights where Leicestershire County Council and Leicester City Council will work together to deliver common transport aims and objectives. Its principle aims including:
 - support the transition to a low carbon and circular economy;
 - adapting to climate change;
 - improve connectivity;
 - support and drive the economy to unlock growth;
 - support the efficient movement of both people and goods around and through the County.
5. In June 2021 the Cabinet approved the establishment of an Enhanced Partnership Scheme(EPS) and publication of a Statutory Notice to that effect in order to comply with the requirements of the NBS and the guidance. This further report sets out proposals for the EPS and BSIP.

6. In October 2021 the Cabinet approved the Leicestershire Bus Service Improvement Plan, which will inform the proposals for an associated Enhanced Partnership plan and scheme, and authorised the Director of Environment and Transport to submit the County Council's BSIP funding requirement template to the Department for Transport by no later than 31 October 2021

Background

National Bus Strategy (NBS)

7. The National Bus Strategy (NBS) 'Bus Back Better' was published in March 2021, marking another radical change in Government transport policy.
8. The NBS sets out an ambitious vision to dramatically improve bus services in England outside of London through greater local leadership, to reverse the recent shift in journeys away from public transport as a result of the pandemic and encourage passengers back to buses. Local Transport Authorities (LTAs) and local bus operators must work at pace with local communities to plan and deliver a fully integrated service with simple, multi-modal tickets, more bus priority measures, the same high quality information for all passengers in more places, and better turn-up-and-go frequencies that keep running into the evenings and at weekends.
9. The NBS explains that there can be no return to a situation where bus services are planned on a purely commercial basis with little or no engagement with, or support from, Local Transport Authorities.
10. The Government has previously committed £3bn of new funding to support delivery of the NBS, some of which has already been paid to LTAs to assist with work to implement the NBS (i.e. the £397,000 of funding already received by the Authority). LTA's access to a further share of this funding is contingent, inter-alia, on compliance with the DfT's timeframe requirements as set out in paragraph 13, with the amount potentially available to each LTA to be dependent on the DfT's assessment of the scale of ambition of an LTA's BSIP.

Bus Service Improvement Plans (BSIP)

11. The Government describes BSIPs as being how LTAs, working closely with their local bus operators and local communities, set out a vision for delivering the step-change in bus services that is required by the NBS.
12. The Government expects BSIPs to be comprehensive, living documents that will evolve over time. All relevant LTAs are required to prepare a BSIP.

DfT requirements and timeframes for implementing the NBS

13. The guidance is very prescriptive in placing significant requirements on LTAs in very short timeframes.
 - **Step 1 - by the end of June 2021:** LTAs to decide which statutory path to follow for improving bus services – Cabinet approved an EPS in June 2021 and the required Statutory Notice was published to that effect.

- **Step 2 – by the end of October 2021:** Publish a BSIP for its area.
- **Step 3 – by the end of March 2022:** Have the EPS in place.

NBS Engagement Survey

14. Engagement with stakeholders is an important part of the process for developing a new approach to the delivery of bus services. It helps to ensure that the Authority takes account of customer and user expectations and delivers the most appropriate service levels, consistent with the budget available.
15. The guidance also makes clear that BSIPs should be developed taking into account the views of service users.

Overview

16. To inform work on the EPS and development of a BSIP a public engagement survey was undertaken between 15 June and 30 July 2021.
17. The survey was undertaken primarily as an online survey. However, people were also offered the option of completing and returning a paper copy of the questionnaire. The survey was widely publicised through a marketing and communications campaign.
18. The main purpose of the survey was to find out what local people think would improve local bus services and what would make them use local buses more. This included engaging with people who already use buses and with those who currently do not. The survey also invited opinions from representatives of public, private, and voluntary organisations who have an interest in making Leicestershire's bus services work better.
19. Within the survey, questions were asked about local bus services as well as buses that operate on a regular timetable, which included 'demand responsive transport' (or DRT). Dedicated school bus services were excluded from the scope of the survey. The survey consisted primarily of 'closed' questions with the opportunity for respondents to express their more detailed thoughts freely, with response to an 'open' question.
20. Whilst a detailed report on the survey findings is included at Appendix A, the following sections summarise some of its key findings.

Respondent characteristics

21. A total of 1,483 responses were received, with 1,428 online responses and 55 paper responses. The vast majority (92%) of respondents were residents of Leicestershire, with a marked skew towards white (93%), females (68%) and relatively older age groups (with 42% of respondents being aged 55 or older and only 5% under 25 years of age).
22. 1,385 respondents answered the survey question about concessionary passholder status. 64% of respondents were not concessionary passholders, while 36% held a concessionary pass.

Pre-Covid-19 frequency of bus use and journey purpose

23. The survey data has been consolidated into two main categories - 'regular bus users' (those who use a bus once a month or more) and 'infrequent or non-bus users' (less than once per month or never). Of the 1,398 respondents that answered in this regard, 63% were regular users and 37% were infrequent/non-users.
24. Excluding respondents that reported they 'never' use local buses within Leicestershire, a total of 1,324 respondents indicated at least one trip purpose. The majority of respondents used the bus for shopping (60%), closely followed by social reasons (58%). Just less than one in four respondents (23%) used the bus to travel to and from work.

Expected frequency of use 'post-pandemic'

25. Respondents were asked how they expected their use of local bus services to change, if at all, following the Covid-19 pandemic (compared to how they used to travel prior to the pandemic). A total of 1,394 provided a response, with over half (54%) expecting their bus usage to remain the same. Just over one in five people (22%) expected to increase their bus usage following the pandemic, while 12% expected their bus usage to decrease. 12% of respondents did not know how their usage might change.

Measures to increase bus usage

26. A key part of the survey from a BSIP perspective explored what measures would encourage people to use buses more. Individual survey respondents were asked to consider the extent to which 21 different measures would make them personally use local buses in Leicestershire more. Similarly, people responding from organisations were asked their views on which measures would make people whose views they represent use buses more. For each measure, respondents rated the extent to which it would increase their bus use, ranging from 'a great deal', to 'to some extent', to 'not very much' to 'not at all' and finally 'don't know'.
27. The top ten measures that responding residents and visitors said would increase their bus use a great deal, were:
 - More frequent services (63%);
 - Easier access to bus service information (54%);
 - More comprehensive services (local buses near you serving more destinations) (50%);
 - Better bus stops or shelters (50%);
 - Earlier and later services (49%);
 - Lower fares (49%);
 - Wider availability of multi-operator tickets (45%);
 - More reliable journey times (44%);
 - Contactless fare payment on buses (44%);

- Better bus service and rail service connections (37%);
28. Regular users and infrequent/non-users both consider that the measure most likely to increase their use of buses in Leicestershire is a more frequent service. In addition, easier access to bus service information and a more comprehensive service (serving more destinations) were also common considerations likely to increase bus usage.
 29. There are, however, some notable differences in the perceived effect of several measures between regular users and infrequent/non-users. The capability for contactless fare payment was considered more effective at encouraging increased bus use for infrequent/non-users than for regular users. Conversely, whilst 55% of regular bus users felt that improved bus stops or shelters would encourage increased bus use 'a great deal', only 42% of infrequent/non-users felt the same.
 30. There are also variations of response by district of residence. For example, a more frequent service was considered as being one of the most effective measures (where highest proportions of the response 'a great deal' was recorded) for five of the seven districts: Harborough (70%) Blaby (67%), Hinckley and Bosworth (67%), Melton (67%) and Charnwood (52%). For Charnwood residents, this was very closely followed by 'better bus stops or shelters' where 51% felt that this would encourage them personally to increase their bus use 'a great deal'.
 31. Only 35% of North West Leicestershire residents perceived a more frequent bus service would increase their bus use 'a great deal' (although 37% considered it would do 'to some extent'). Respondents from North West Leicestershire generally showed a different set of priorities for measures to improve bus use. Respondents from this district considered 'more reliable journey times' to be a more effective measure for increasing bus use than increased frequency, with 62% of residents considering this would increase their bus use by a great deal. More modern vehicles and zero emission vehicles also appeared in the top five most favoured measures in that district.
 32. To conclude, the survey responses suggest that the BSIP needs to have a focus on making bus travel more attractive to a wider demographic, including to those under the age of 25. Whilst the responses also helpfully highlight measures that the BSIP should concentrate on to improve attractiveness, they also serve to show that there is not necessarily a universal one size fits all approach in respect of bus users versus non-users and across the County.

Development of the Enhanced Partnership Plan and Scheme (EPS)

33. Following the decision of the Cabinet in June 2021 to establish an EPS, officers (supported by the commissioned consultants) have been working with local bus operators to agree the details of the Scheme.
34. The EPS is a formal agreement between the LTA and local bus operators, to work together to improve local bus services. It will provide the formal framework and governance for the Enhanced Partnership and the schemes within it will mirror those within the BSIP, it is the delivery vehicle for the schemes detailed in the BSIP.

35. Several meetings of the 'shadow' EPS have been held, attended by bus companies Arriva, First Bus, Centrebus, Stagecoach, Vectare and Trent Barton (including Kinchbus). The meetings have been generally constructive and have been primarily focused initially on the content of the BSIP; the EPS will be the delivery vehicle for the BSIP.
36. A statutory notice of the EPS will be issued to bus operators in November, providing them with a 28-day period for objection. Should no objections be received a public consultation would then be undertaken towards the end of the year. Any changes resulting from the consultation would need to be ratified by bus operators prior to formalising the partnership agreement, through a further 28-day period of objection.
37. Discussions will continue and it is currently intended that a further report will be presented to the Cabinet on this matter March 2022, ahead of the EPS formally coming into existence.

Draft Leicestershire BSIP

38. The BSIP has been developed in collaboration with bus operators in the County. It also takes account of the public's views gathered through the engagement survey including those of parish councils and of the views of neighbouring authorities, including Leicester City Council, district councils; and community transport operators.
39. The BSIP recognises the very important role that passenger transport services have to play in keeping people and places connected, especially in a largely rural county such as Leicestershire. Use of such services rather than private car travel also helps reduce congestion, improve air quality in towns, and limit carbon emissions.
40. The BSIP is intended to be strongly led by users. In general terms, the focus is on increasing the fare-paying customer market, with concessionary passengers also benefiting from many of the initiatives. A particular focus is growth of patronage among young people (16-19) and young adults (19-25), as these are key life stages when people who have been regular bus travellers are often tempted to move from bus to car use. Encouraging young people and young adults to use buses more is seen as a cornerstone of a future sustainable Leicestershire bus network.
41. Whilst for the benefit of customers and also because of how the DfT intend to award further NBS funding, it is important that a BSIP for Leicestershire seeks to be ambitious. It is equally important to be mindful of a number of key points:
 - There is no reliable evidence available at present to indicate how in a world living with Covid-19, passenger transport patronage levels in the County might recover and as to how travel patterns might have changed 'forever'. This makes it challenging to establish baseline usage levels against which to set targets for patronage increases;
 - There are still considerable uncertainties about the 'lasting' economic implications arising from the pandemic and the impacts this might have on levels of public and private investment available, at least in the short to medium term. Combined with uncertainties about patronage levels, it is unsurprising that this is influencing operator confidence to invest, for example the degree of investment in more modern vehicles;

- In a rural county such as Leicestershire, with a great number of (relatively) smaller communities requiring access to a dispersed/remote range of economic and social needs, it will always be considerably more challenging and costly to deliver high quality, viable and sustainable (in financial terms) passenger transport services than in comparison to more densely populated urban/metropolitan areas;
- Hitherto, rural counties such as Leicestershire have not had access to the significant levels of funding available to urban/metropolitan areas, such as City Region Sustainable Transport Settlements for Mayoral Combined Authorities and Transforming Cities Funds.

42. Throughout the life of the BSIP, the Authority will be regularly required to report to the DfT on the progress of the delivery of the targets that it contains.

Overview of content

43. The draft BSIP is attached at Appendix B. In summary its content includes:

- i) Description of the BSIP's area of coverage, i.e. the area administered by Leicestershire County Council as the LTA, and of current service provision
- ii) A vision, which is one where the County's bus services are simply *“best-in-class”*. *Our future bus network will seamlessly connect people with employment locations, education and training opportunities, key services, other transport modes, leisure destinations and, of course, each other; in a way that is reliable, affordable, environmentally friendly, easy-to-use, safe, and inclusive.”*
- iii) An overall aim, which is to increase bus usage (compared with pre-pandemic levels) across the County through improved, financially sustainable, higher standard services that better meet the needs of Leicestershire residents, employees, and visitors – making bus travel a preferred choice for travel around the County and travel into the City of Leicester.
- iv) Several objectives focused around:
 - creating a single, higher-quality integrated system, e.g. through a clearer brand identity and a more holistic approach to marketing and greater coordination between operators' timetables; integration with other travel modes such as rail and cycling and e-mobility;
 - greater use of DRT to provide greater availability, particularly in rural areas of the County;
 - improved journey time reliability of bus services;
 - affordability - particularly for young people who are the potential core bus market for the future;
 - ease of use – with the customer experience much easier in terms of getting information, using different operators' services, and paying fares; and;
 - moving towards the use of modern, lower emission vehicles across the network.

- v) Proposals for *setting* (but not for definitively establishing at this time, for the reasons set out in paragraph 41 above) a number of targets in respect of:
- passenger growth;
 - customer satisfaction;
 - journey times;
 - reliability (including how well buses run to the timetable, whether a bus arrives at all and consistency of journey time);
 - bus emissions.
- vi) Delivery themes, and schemes within those themes, grouped around:
- Theme: Single System, which includes schemes around:
 - Operators working together to coordinate timetables on key corridors,
 - Piloting of increased frequencies on three (yet to be selected) routes,
 - Bus operators working with rail operators to seek to ensure better coordination of bus services with connections to railway stations relative to train times,
 - Provision of higher quality bus stop infrastructure and which is better maintained,
 - Working in collaboration with operators to create a distinctive brand for the Leicestershire bus network, with marketing of the network as a single entity undertaken jointly by LCC and bus operators,
 - Piloting of further DRT services, building on experience as it's gained from the Rural Mobility Fund (RMF) project in south east Leicestershire,
 - Using the RMF project to explore the piloting of evening services,
 - Agreement and implementation of minimum service quality standards across all Leicestershire bus services, covering aspects such as cleanliness of vehicles and customer service training for drivers,
 - Adoption of a Customer Charter across Leicestershire bus services.
 - Theme: Reliable, which includes schemes around:
 - The development and implementation of a programme of individual schemes and interventions to address delays to bus services and give buses priority,
 - Improving traffic and parking management and enforcement particularly in areas where poor traffic and parking discipline causes problems and delays for buses.
 - Theme: Affordable, which includes schemes around:
 - Rationalisation of qualification ages for child / young people discounted fare products, i.e. seeking to agree with operators a consistent age below which significantly discounted ticket products for children and young people are available,
 - Putting in place a young adult discounted fare offer for all 19 to 25-year-olds.

- Theme: Easy to use, which includes schemes around:
 - Improved bus service information availability, including online, printed and roadside,
 - Improvements to real time information provision,
 - Moving towards multi-operator capped fares that work with debit, credit card, cash, and mobile payments across all Leicestershire operators.
- Theme: Greener, which includes schemes around:
 - Piloting the use of ultra-low emissions vehicles.

44. Subject to there being no changes in national policy or funding, or any other material changes, it is currently proposed to undertake a major, wholesale review prior to the BSIP's 10-year anniversary. However, during its lifetime changes are likely to be required as progress against targets is monitored and evidence is collected about the effectiveness of the BSIP's delivery.

BSIP Funding Requirements

45. In August 2021, the Government published additional guidance as to how LTAs should present their BSIP funding requirements to Government.

46. The additional guidance on funding specifies a template that is required to be attached to BSIPs when returned to them. Furthermore, it sets out that:

- i) The purpose of the template is to provide an indicative view of potential LTA and operator priorities for additional Government funding. The template asks for detail regarding potential funding requirements, both capital and resource (revenue), to deliver the expectations set out in the Strategy. It goes on to say that LTAs should aim to include detail on specific schemes, routes and requirements where possible (e.g. bus priority measures on a specific route corridor, or detail on changes to fares/tickets).
- ii) Given the limited amount of funding available across the country, LTAs should aim to prioritise these schemes and consider constraints on available funding. Funding amounts should be set out by year (i.e. 2022/23, 2023/24 and 2024/25) and long term (beyond 2025) as best as able. Albeit, the supplementary guidance notes that at this stage, ahead of the DfT's spend profiles beyond April 2022 being confirmed at the Spending Review later this year, it cannot confirm specific funding allocations. Officers understand that the DfT will release further detailed guidance in due course on the funding allocation process.
- iii) LTAs should also set out what alternative sources of funding are available to support delivery of BSIPs (e.g. operator or LTA contributions).
- iv) The DfT do not expect BSIPs to provide detailed, definitive costings. As explained in the primary BSIP guidance, given that the plans had to have been produced by October, they will necessarily be outlines.
- v) BSIPs will enable the Government to understand the appetite for transformational investments which support the bus sector in the funding period and over the long term (i.e. beyond 2025). In the shorter term, there are

also existing bus funding sources (such as the LTA element of the Bus Services Operators Grant, and the Revenue Support Grant) and other funding schemes with transport elements (such as the Levelling Up fund, or the City Region Sustainable Transport Settlements for Mayoral Combined Authorities) that are expected to be considered, where relevant, in how the BSIP is supported and delivered. The BSIP is not purely a bid for funding from the buses £3bn and should not rely on additional Government funding to deliver a basic level of service integration, investment and improvement. The template also contains a section to note the other funding which will support delivery of the BSIP.

47. Whilst the additional guidance does not clearly state it, the process for the further award of NBS delivery funding is in effect a bidding process. As such there is no guarantee as to its outcome.
48. The completed template setting out the Authority's BSIP funding requirements is attached at Appendix C. This takes into account the additional guidance; the position on funding previously set out in the report to the Cabinet in June 2021; and discussions with operators.
49. The total estimated requirement is £173m, which allows for:
 - *revenue* funding required over a ten-year period (assumed life of the BSIP) to resource the management of the EPS and also to manage implementation of, monitor the impacts of and the continued development of the BSIP (the NBS guidance is clear that BSIPs should be 'living documents' that continue to evolve over their lives);*
 - * **This includes funding of a EPS Manager and support team (see Resource Implications)**
 - *revenue* funding to deliver measures set out in the BSIP, e.g. in relationship to branding and marketing; and
 - *capital* funding to deliver measures set out in the BSIP, e.g. improvements to bus stop infrastructure or highway works to remove pinch-points that are causing delays to bus services.
50. The extent to which the Authority (and bus operators) is able to deliver on ambitions to improve bus services in Leicestershire will be dependent on the level of further NBS delivery funding received from the Government. In effect the Authority is once again reliant on having to 'bid' for funding from Government in order to deliver its BSIP.

Further Consultation

51. There is a Statutory requirement for the Authority to undertake a consultation exercise with bus operators in respect of the EPS.
52. Bus operators will receive notice of the EPS in November, providing them with a 28-day period for objection. Statutorily, any objections received by bus operators would need to be resolved before the Enhanced Partnership can be formalised.

53. Subject to no objections from bus operators, the Council would undertake a three to six-week public consultation on the EPS in Winter 2021 through an on-line survey with paper version available on request. Other key stakeholders such as district councils, the police, Transport Focus and the Traffic Commissioner, will be consulted. It will be promoted through the Council's website and through social media.
54. Any changes resulting from the consultation would need to be ratified by bus operators prior to formalising the partnership agreement, through a further 28-day period of objection.
55. Any delays caused in resolving any bus operator objections would need to be reported to DfT accordingly.
56. It is intended that a further report on the outcomes of the consultation will be presented to the Cabinet in March 2022.
57. Going forward specific schemes and measures delivered through the EPS and under the BSIP will, as appropriate, be subject to separate engagement and consultation exercises.

Implications for the Authority's Adopted Passenger Transport Policy and Strategy (PTPS)

58. It is inevitable that the formal establishment of the EPS and delivery of the BSIP will have implications for the adopted PTPS.
59. The BSIP sets out that the PTPS will be reviewed in full once the BSIP and EP Plan have been developed to ensure that full alignment is achieved and a further report will be brought to the Highways and Transport Overview and Scrutiny Committee and Cabinet once that work has been completed and the implications for the PTPS are understood. For the avoidance of doubt, officers will continue to use the adopted PTPS where appropriate in considering whether the Authority should provide funding to support local bus services where they are no longer able to operate on a commercial basis.

Resource Implications

60. Since the report to the Cabinet in June 2021, the Authority has received a further payment of £297,000 from the DfT to support initial implementation of the NBS (which combined with the pre-June payment of £100,000 gives a total received to date of £397,000). Presently, the Authority continues to use these funds to help to pay for consultancy support commissioned to assist with the development of the EPS and BSIP.
61. The report to the Cabinet in June 2021 noted that the Authority was not resourced to deliver the NBS. Having since undertaken a further assessment of resourcing requirements, an initial need is to appoint an EPS Manager and support team to be in place by the time that the EPS is expected to be implemented at the end of March 2022. This will be an ongoing 'base' requirement to ensure the Authority's effective participation in the EPS. The estimated annual total (revenue) cost (based on current pay rates) is circa £230,000; funding for this forms part of the Authority's BSIP funding requirements submission to DfT. In the meantime, should this additional

resource need funding for a balance of the current financial year (bearing in mind likely recruitment process timeframes and notice periods), the intention is that this will be paid for from the DfT monies already received.

62. Over the longer-term, as outlined in the BSIP funding requirement template it is presently estimated that the costs of implementing a Leicestershire EPS and BSIP are in the order of £58m over the next three years (i.e. 2022/3 to 2024/5) and of the order of £173m over a ten-year period (the assumed life of the BSIP). There are fundamental linkages between many aspects of the BSIP's proposals, so it is likely to prove challenging to determine which ones not to pursue in the event that the Authority does not receive the funding that it is 'bidding' for. However, this will be considered once funding levels are confirmed and proposals will be presented to Cabinet for a decision as appropriate.
63. At this point it bears repeating the content of the June Cabinet report, which noted that however ambitious the Authority (and bus operators) might want to be in improving bus services to meet the needs and wants of the residents and businesses of Leicestershire, the costs of delivering on those ambitions will not be affordable to the Authority in either revenue or capital terms without receipt of additional funding. Thus, accordingly, the Authority continues to expect the Government to provide:
 - consistent and sustained *revenue* funding for the resources that it currently does not have (and the DfT acknowledge many other Local Transport Authorities (LTAs) do not have) to enable the implementation of, ongoing operation of and monitoring and review of the EPS and BSIP;
 - consistent and sustained *revenue* funding to enable it, if and as required, to continue to provide any financial support for bus services; and
 - the levels of *capital* funding required to deliver on the Authority's ambitions.
64. There are some significant uncertainties regarding the further share that the Authority might receive of the already announced £3bn NBS funding, in any event, this only covers the lifetime of the current Parliament (i.e. until 2024/2025 if this Parliament runs to its full term) and the level of funding available beyond 2025 is subject to the outcomes of the Comprehensive Spending Review.
65. Notwithstanding such uncertainties and the immediate and longer-term financial implications arising from seeking to deliver on the NBS, there are likely to be equally significant consequences arising from any failure to do so. The Government continues to make clear that ongoing access to passenger transport funding (both 'temporary' pandemic related and 'permanent' NBS related) remains contingent on compliance with the requirements of the NBS and the guidance, including the specified delivery timetable. In addition, there is an inference from the guidance that this might not just be in respect of bus related funding, but in respect of wider highways and transport funding.
66. It should also be noted that separately, costs are still likely to fall to the Authority where a service ceases to operate on a commercial basis and it is required to fund a replacement in accordance with the Authority's adopted Passenger Transport Policy and Strategy.
67. BSIP funding is intended to provide transformational investment to support the bus sector over the life of the current Parliament and in the long term. In the shorter term,

it is expected that the Authority will continue to receive existing bus funding such as the LTA element of the Bus Services Operators Grant (BSOG) and the Revenue Support Grant.

Timetable for Decisions

68. Further to the publication of the Statutory Notice in June 2021, which set out the Authority's decision to establish an EPS to improve bus services in Leicestershire, work will continue to develop the EPS for implementation by the Government's deadline of end March 2022.
69. A report on the BSIP and EPS will be considered by the Highways and Transport Overview and Scrutiny Committee in November.
70. It is currently anticipated that a further report on progress with implementation of the NBS and the associated formalisation of an Enhanced Partnership will be considered by the Cabinet in March 2022.

Conclusions

71. Publication of the NBS marked another radical change in Government transport policy. The role of LTAs in the development and delivery of passenger transport services is significantly altered by its publication, with the expectation that they will provide greater local leadership and work far more collaboratively with bus operators and local communities to plan and deliver a fully integrated service with simple, multi-modal tickets, more bus priority measures, the same high quality information for all passengers in more places, and better turn-up-and-go frequencies that keep running into the evenings and at weekends.
72. The Government describes BSIPs as being how LTAs, working closely with their local bus operators and local communities, set out a vision for delivering the step-change in bus services that is required by the NBS. Government expects BSIPs to be comprehensive, living documents that will evolve over time. All relevant LTAs are required to prepare a BSIP.
73. Development of the Leicestershire BSIP has been informed by discussions with operators and by the outcomes of an engagement survey, but also mindful too of the continuing impacts of the pandemic both on patronage levels (both current and going forward) and on the public finances and private sector investment confidence; the rural nature of Leicestershire; and that as non-Mayoral or City area, the Authority has not enjoyed the benefits of such things as (direct award) Region Sustainable Transport Settlements or qualified for Transforming Cities Funding.
74. This report sets out the immediate financial implications to the Authority arising from implementing the NBS in line with DfT requirements. Over the longer-term, delivery of the Leicestershire BSIP is dependent on the award by Government of further NBS delivery funds to the Authority. The process for the further award of funding amounts, in effect, to a bidding process with no guarantee as to its outcome.
75. Notwithstanding financial considerations, improving local bus services has a key role to play in seeking to reduce carbon emissions from transport; providing for equality of

opportunity for those who don't have access to a private car; and supporting recovery from the pandemic.

Background papers

Report to the Environment and Transport Overview and Scrutiny Committee on 11 October 2018, 'Draft Passenger Transport Policy and Strategy'
<http://cexmodgov1.ad.leics.gov.uk:9075/ieListDocuments.aspx?CId=1044&MId=5645&Ver=4>

Report to the Cabinet on 16 October 2018, 'Draft Passenger Transport Policy and Strategy'
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5184&Ver=4>

Report to the Cabinet on 20 November 2020, 'Leicester and Leicestershire Strategic Transport Priorities':
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5999&Ver=4>

Report to the Cabinet on 22 June 2021, 'National Bus Strategy'
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=6444&Ver=4>

Report to the Cabinet on 26 October 2021, 'National Bus Strategy'
<http://cexmodgov1.ad.leics.gov.uk:9075/ieListDocuments.aspx?CId=135&MId=6447&Ver=4>

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None

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Appendix A: National Bus Strategy Bus Service Improvement Plan Public Engagement Survey Findings August 2021

Appendix B: Draft Leicestershire BSIP September 2021

Appendix C: BSIP Funding Requirements Template

Relevant Impact Assessments

Equality and Human Rights Implications

76. The Equality Act 2010 requires the Authority to have due regard to the need to eliminate discrimination and to promote equality of opportunity between different protected groups.
77. An initial Equality and Human Rights Impact Assessment (EHRIA) screening exercise was undertaken at the stage the Council submitted a statutory notice of intent to enter into an Enhanced Partnership. The initial impact was considered to be positive and so a full EHRIA was not needed at that time.
78. A further EHRIA screening exercise will be undertaken following the consultation.

Environmental Implications

79. Delivery of improved bus services should help to deliver mode shift away from the private car and would therefore be anticipated to deliver air quality and carbon reduction benefits.

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National Bus Strategy
Bus Service Improvement Plan

Public Engagement
Survey Findings

August 2021

V1-0



a company of Royal HaskoningDHV

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1. Introduction

- 1.1 This report has been prepared by Integrated Transport Planning Ltd (ITP) on behalf of Leicestershire County Council. It presents the main findings of a public engagement survey undertaken by Leicestershire County Council between June 15th and July 30th, 2021. The survey was undertaken primarily as an online survey. However, people were also offered the option of completing and returning a paper copy of the questionnaire. The survey was widely publicised through a marketing and communications campaign devised and run by Leicestershire County Council officers.
- 1.2 The main purpose of the survey was to find out what local people think would improve local bus services and what would make them use local buses more, to inform development of Leicestershire's Bus Service Improvement Plan (BSIP). This included engaging with people who already use buses and with those who currently don't (collectively termed 'individual respondents' in this report). The survey also invited opinions from representatives of public, private, and voluntary organisations who have an interest in making Leicestershire's bus services work better.
- 1.3 Within the survey questionnaire (see appendix A), questions were asked about 'local bus services'. As well as buses that operate on a regular timetable, this included 'demand responsive transport' (or DRT). Dedicated school bus services were excluded from the scope of the survey. The survey consisted primarily of 'closed' questions with the opportunity for respondents to express their more detailed thoughts freely, with response to an 'open' question.

2. Respondent Sample Characteristics

- 2.1 A total of 1,483 responses were received, with 1,428 online responses and 55 paper responses. A small number of representations from individuals were also received outside the main survey. This report contains only analysis of the 'closed' question responses; analysis of 'open' question responses and separate representations will be added later.

Role of Respondent

- 2.2 Table 2-1 provides a breakdown of respondents by the role in which they were responding. The great majority (~95%) of respondents were 'individual respondents' who were either residents of Leicestershire or visited Leicestershire (for example, for work or leisure). Parish, town, district, or county councillors represented 4% of respondents, with the remainder being representatives of other organisations.

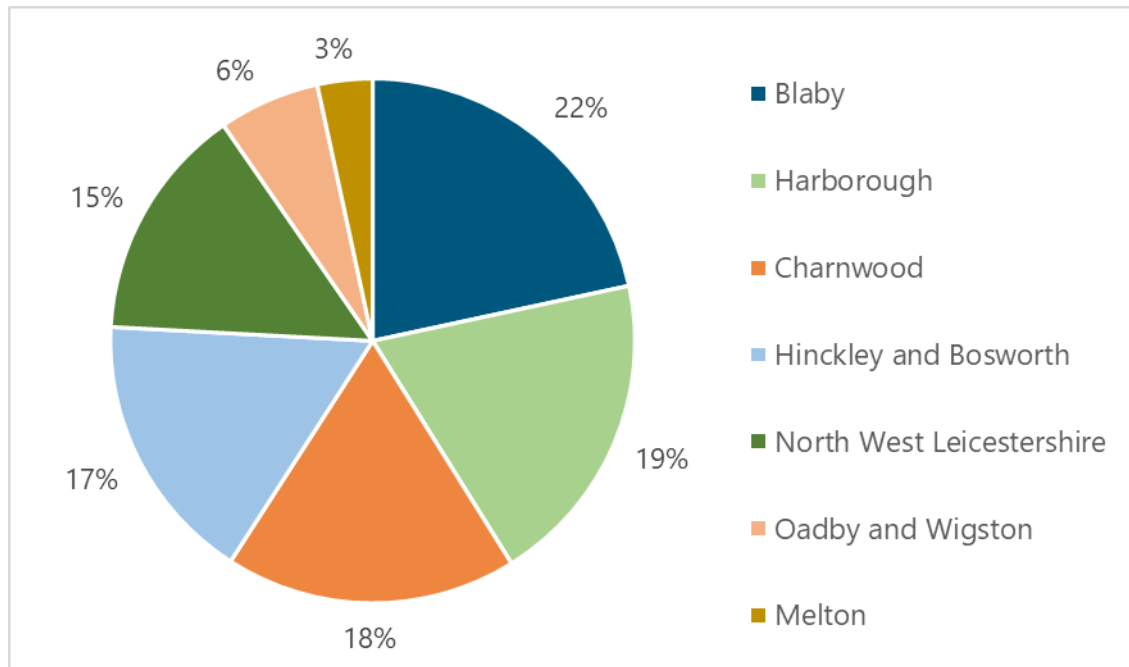
Table 2-1: Numbers and proportions of respondent role

Role of Respondent	Number of respondents	% of all respondents (n=1483)
Leicestershire resident	1370	92.4%
Parish or town councillor	41	2.8%
Visitor to Leicestershire (e.g. for work or leisure)	31	2.1%
District councillor	12	0.8%
Other (please specify)	9	0.6%
Representative of a voluntary sector organisation, charity, or community group	8	0.5%
Representative of a public sector organisation	5	0.3%
Representative of a business or private sector organisation	4	0.3%
County councillor	3	0.2%

Respondents' District of Residence

- 2.3 Individual respondents (residents or Leicestershire visitors) were asked to provide their full postcode in order to determine their district of residence. 1,336 individual respondents answered this question. There were two responses from residents of Rutland, and 67 respondents from the city of Leicester. The split of responses from Leicestershire residents among the seven districts is shown in Figure 2-1. It is notable that residents of Melton, and Oadby and Wigston, were under-represented in the achieved sample. Results specific to those districts presented in this report therefore need to be viewed with caution because of the small sub-sample sizes.

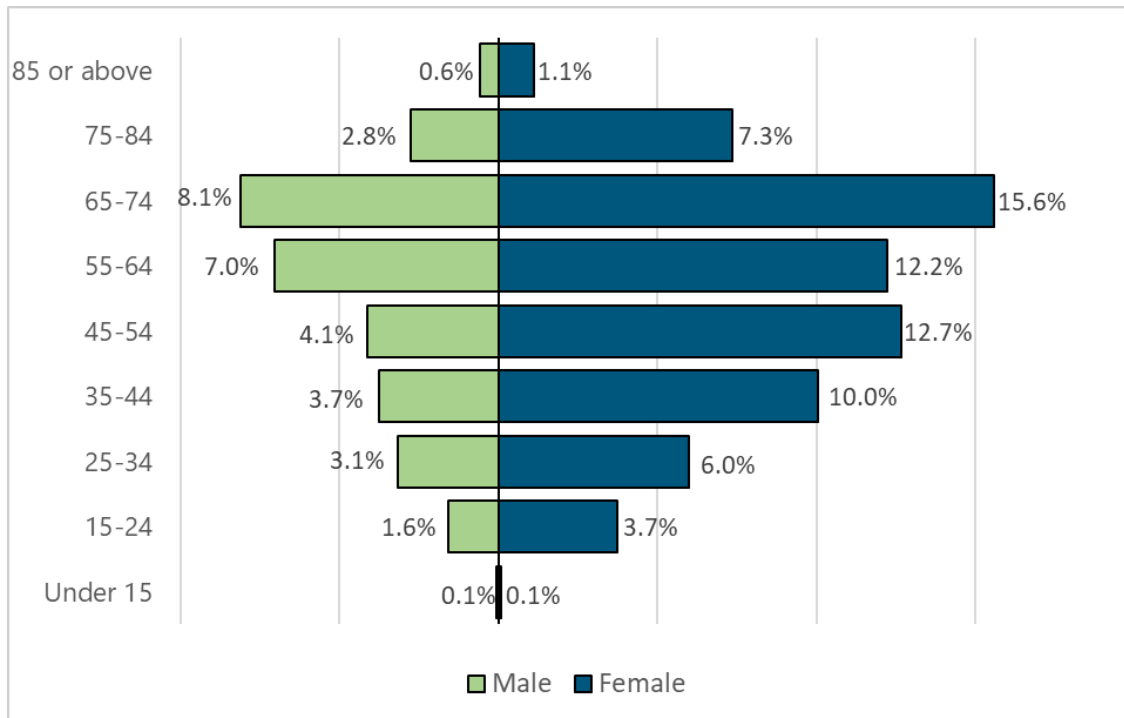
Figure 2-1: Proportion of respondents per Leicestershire district



Age and Gender of Respondents

- 2.4 In terms of gender, the sample was skewed towards females (68%) rather than males (31%). 1% of respondents opted to self-describe. On age, the highest number of responses was received from the 65 – 74-year age group (23%), followed by 55–64-year-olds (19%) and 45–54-year-olds (17%). Only 5% of respondents were under 25 years of age. The breakdown across all age groups and male/female genders is shown in Figure 2-2.

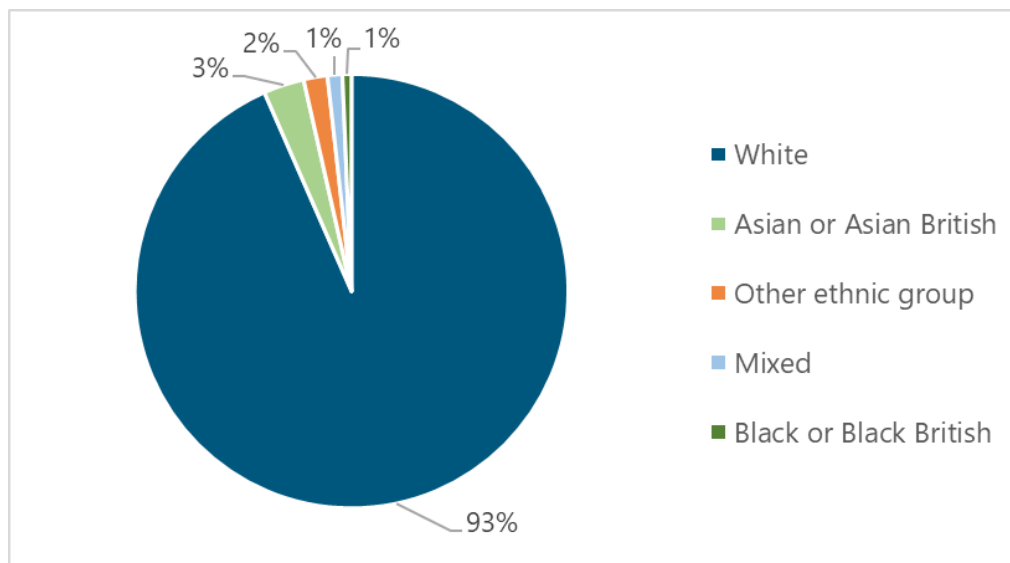
Figure 2-2: Respondents by gender (male and female) and age



Ethnicity of Respondents

- 2.5 Individual respondents were asked about their ethnicity. Of the 1,352 people who responded to this question, 93% were White, followed by 3% Asian or Asian British (see Figure 2-3). For comparison, 2011 Census data for Leicestershire indicated that 92% of the population of Leicestershire identified as White.

Figure 2-3: Proportion of respondents per ethnicity



Concessionary passholder status

- 2.6 1385 respondents answered the survey question about concessionary passholder status. 64% of respondents were not concessionary passholders, while 36% held a concessionary pass.

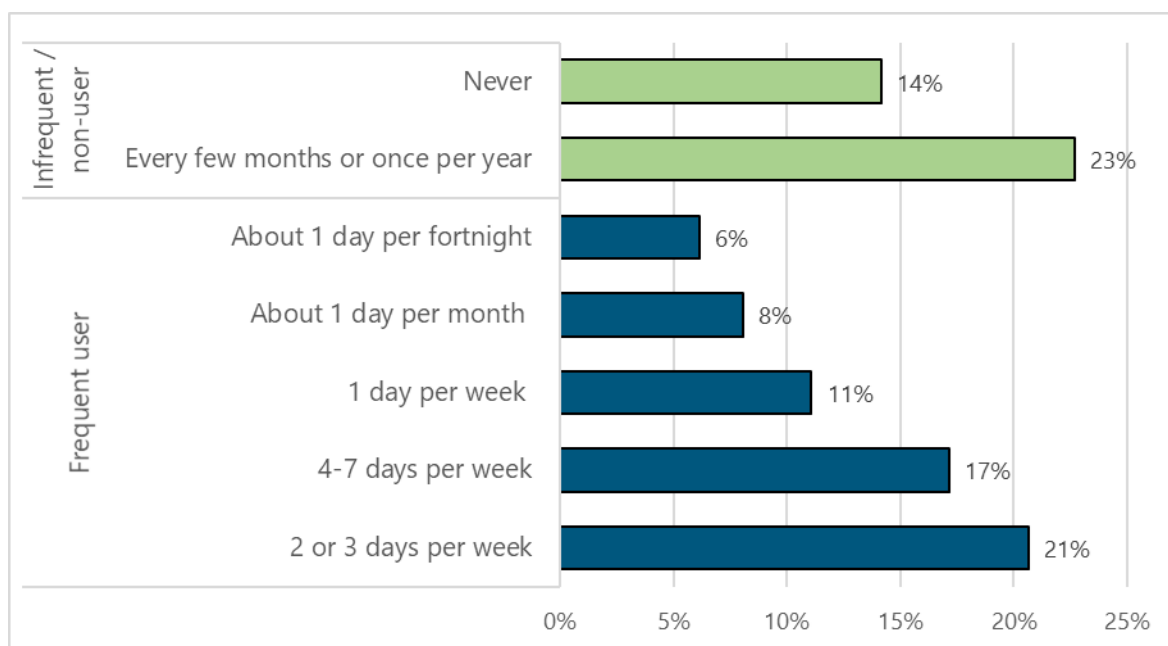
3. Travel Habits of Individual Respondents

- 3.1 The survey posed questions about individual respondents' (Leicestershire residents and visitors) pre-pandemic bus usage, including frequency and purpose, and how they expected their frequency of use to change, if at all, following the COVID-19 pandemic.

Frequency of Bus Use

- 3.2 Individual respondents were asked about how often, if at all, they used a local bus service in Leicestershire, considering a typical week before the COVID-19 pandemic. A breakdown of responses is shown in Figure 3-1 **Error! Reference source not found.**, with only three respondents choosing not to answer. The data was consolidated into two main categories - 'regular bus users' (those who use bus once a month or more) and 'infrequent or non-bus users' (less than once per month or never). Of the 1,398 respondents that answered the question, 63% were regular bus users and 37% were infrequent/non-bus users.

Figure 3-1: Frequency of bus use prior to the COVID-19 pandemic



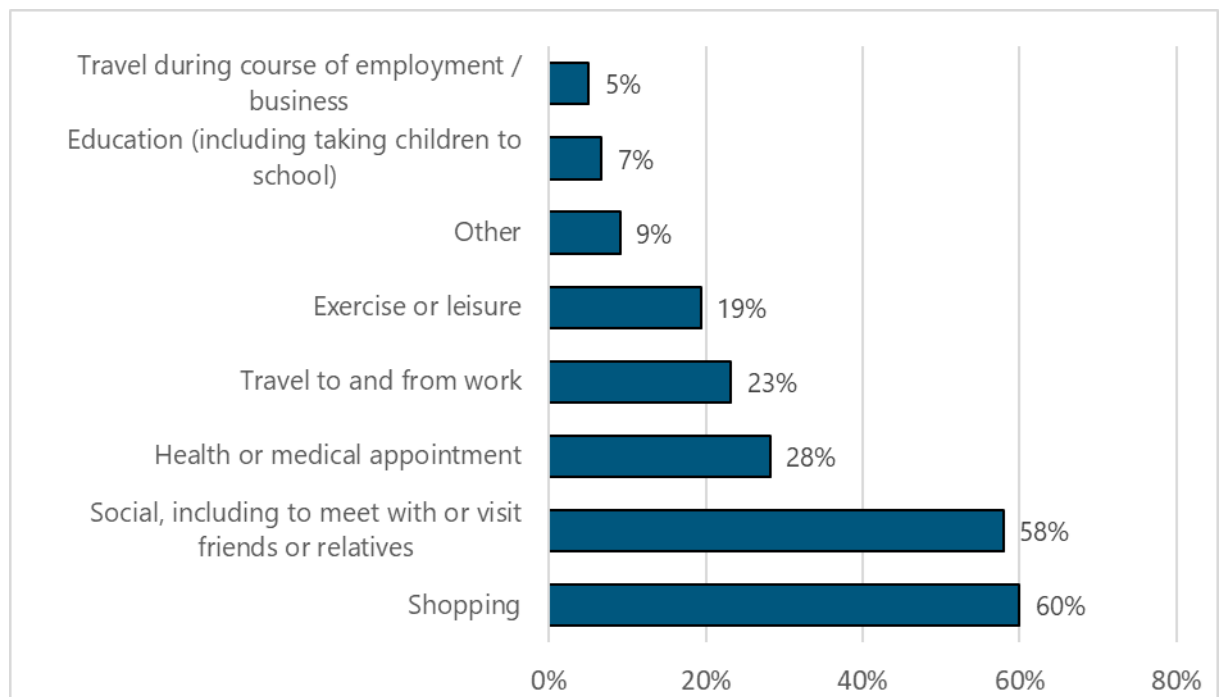
Trip Purpose When Travelling by Bus

- 3.3 In order to understand the reasons why people use local bus services in Leicestershire, individual respondents were asked to provide their most usual / frequent reasons for

travelling by bus in a typical week before the COVID-19 pandemic. Respondents were able to provide more than one trip purpose, as applicable.

- 3.4 Excluding respondents that reported they 'never' use local buses within Leicestershire, a total of 1,324 respondents indicated at least one trip purpose (see Figure 3-2). The majority of respondents used the bus for shopping (60%), closely followed by social reasons (58%). Just less than one in four respondents (23%) used the bus to travel to and from work.

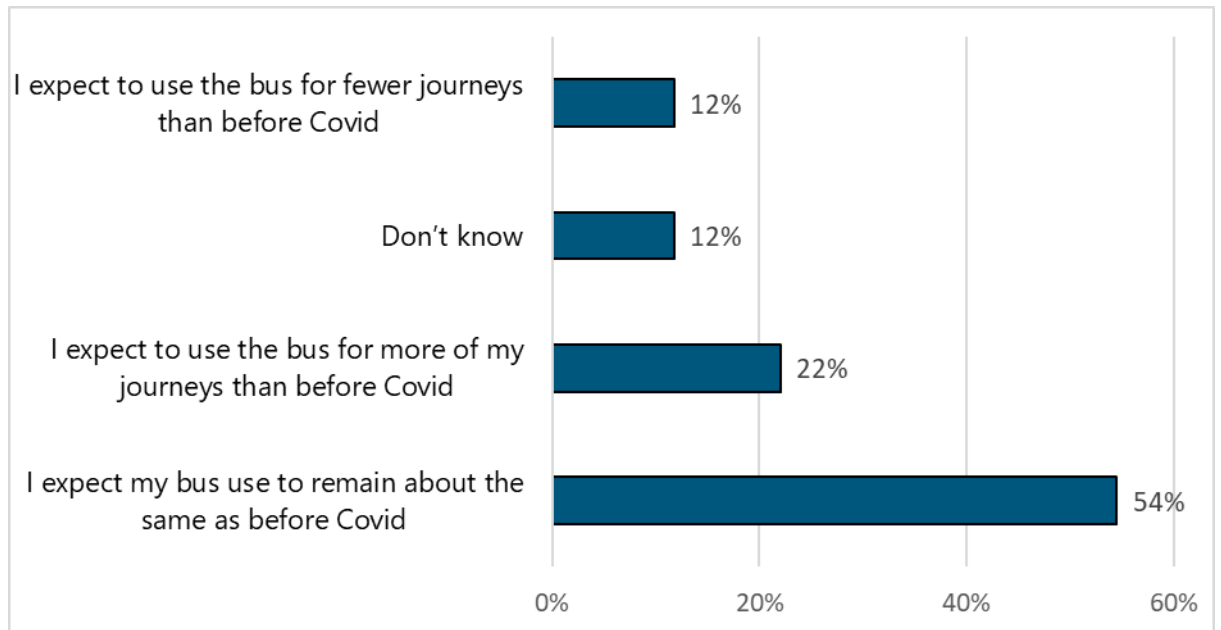
Figure 3-2: Leicestershire local bus usage by trip purpose



Expected Frequency of Bus Use Following COVID-19

- 3.5 Individual respondents were asked how they expected their use of local bus services to change, if at all, following the COVID-19 pandemic (compared to how they used to travel prior to the pandemic). A total of 1,394 provided a response, with over half (54%) expecting their bus usage to remain the same. Just over one in five people (22%) expected to increase their bus usage following the pandemic, while 12% expected their bus usage to decrease (see Figure 3-3). 12% of respondents to this question didn't know how their usage might change.

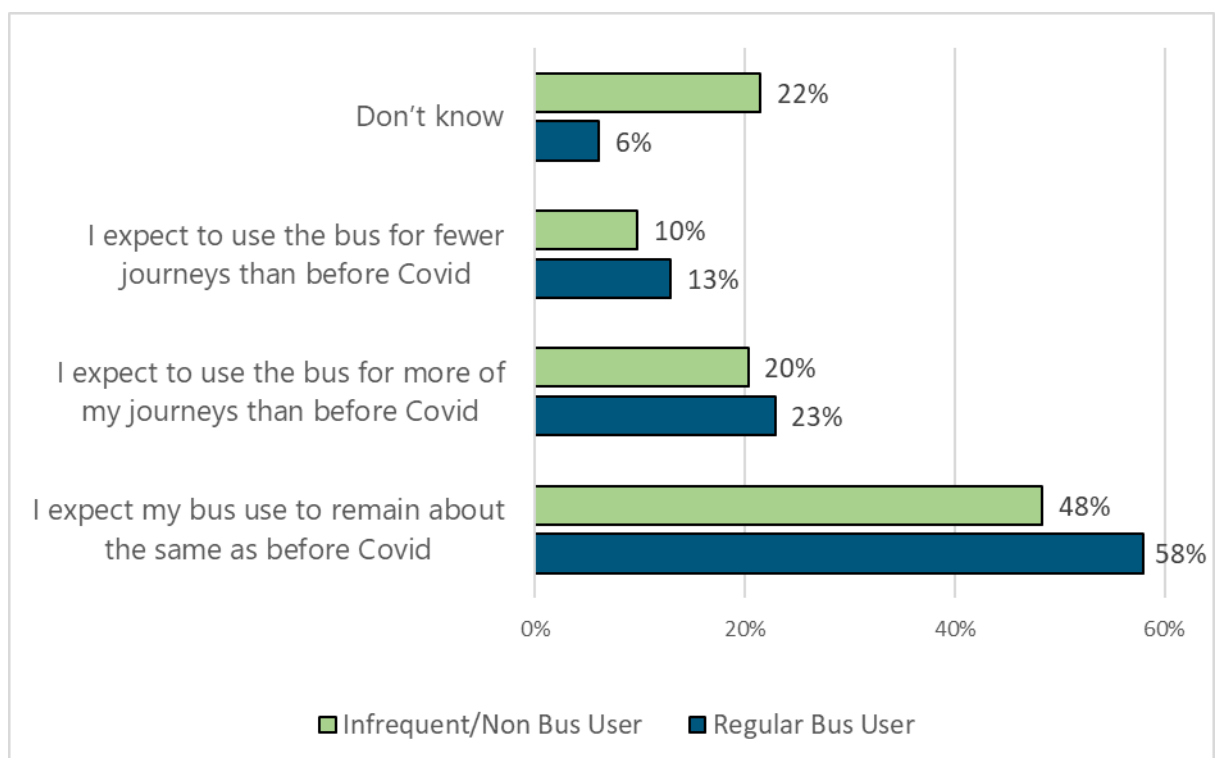
Figure 3-3: Expected bus usage following the COVID-19 Pandemic



3.6 It is interesting to note that infrequent users were more unsure about their bus use post-Covid than those who regularly travelled by bus (22% compared to 6%), as shown in

3.7 Figure 3-4.

Figure 3-4: Expected change in bus use, comparing regular bus users to infrequent/non-bus users



4. Measures to Increase Bus Usage

4.1 A key part of the survey from a BSIP perspective explored what measures would encourage people to use buses more. Individual survey respondents were asked to consider the extent to which 21 different measures would make them personally use local buses in Leicestershire more. Similarly, people responding from organisations were asked their views on which measures would make people whose views they represent use buses more. For each measure, respondents rated the extent to which it would increase their bus use, ranging from 'a great deal', to 'to some extent', to 'not very much' to 'not at all' and finally 'don't know'. The 21 measures were.

- Journey times on local bus services made quicker
- Delays on local bus services reduced to make journey times more reliable
- Local bus services near you operating more frequently
- Local buses near you operating later in the evening or earlier in the morning
- More Sunday bus services
- Local buses near you serving more destinations
- Better connections between bus services and with rail services
- On-demand bus services that could be booked at short notice with an app
- Services operated with more modern vehicles
- Services operated with electric or other zero emission vehicles
- Better availability of Wi-Fi onboard local buses
- Better interior cleanliness of the vehicle
- Better availability of seating
- Better customer service from bus drivers
- Better on-bus information such as 'next stop' displays or announcements
- Lower fares
- Simpler-to-understand fares
- Wider availability of multi-operator tickets (or e-tickets) that could be used on more than one operator's buses
- Contactless fare payment on buses
- Information on local bus services made easier to obtain and understand

- Better bus stops or shelters (e.g., real time information, lighting, seating, CCTV, raised kerbs)

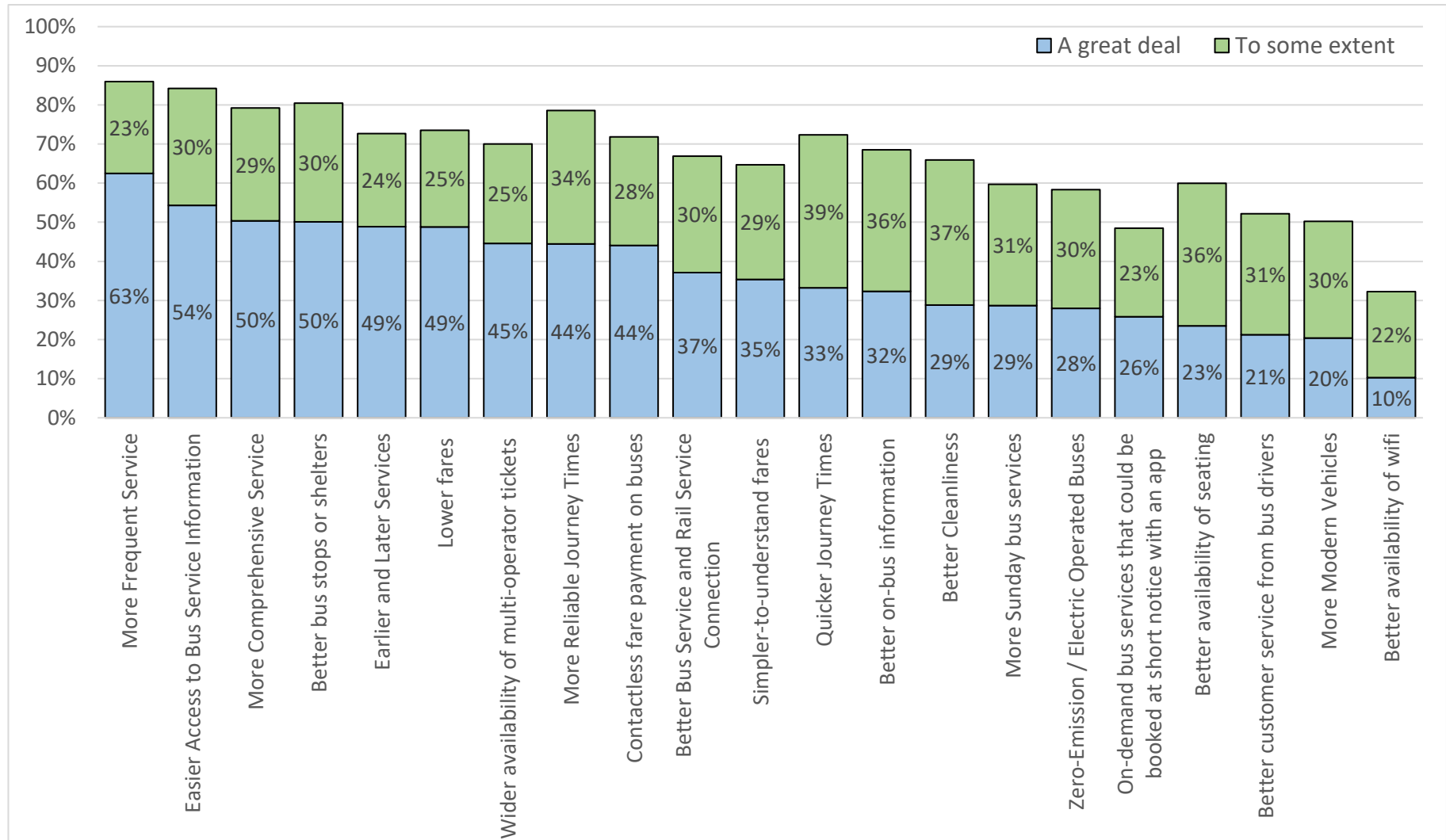
Individual Respondents

- 4.2 Responses from Leicestershire residents and visitors (individual respondents) are considered within this section. It should be noted that not all respondents provided an answer to all of the 21 measures, so there are varying sample sizes across all measures.

Overall

- 4.3 Figure 4-1 shows the overall picture from all individual respondents, in terms of people who say that measures would increase their bus use 'a great deal' or 'to some extent'. Measures are presented in order of the percentage of respondents who responded 'a great deal'.
- 4.4 The top ten measures considered that responding residents and visitors' said would increase their bus use a great deal, were:
- More frequent service (63%)
 - Easier access to bus service information (54%)
 - More comprehensive service (local buses near you serving more destinations) (50%)
 - Better bus stops or shelters (50%)
 - Earlier and later services (49%)
 - Lower fares (49%)
 - Wider availability of multi-operator tickets (45%)
 - More reliable journey times (44%)
 - Contactless fare payment on buses (44%)
 - Better bus service and rail service connections (37%)
- 4.5 The three measures that residents and visitors considered least likely to increase their bus use included:
- Better availability of Wi-Fi
 - More modern vehicles
 - Better customer service from bus drivers

Figure 4-1: Measures that would encourage Leicestershire residents and visitors to increase their bus use



Regular bus users vs infrequent / non-bus users

- 4.6 Regular bus users (59%) and infrequent / non-bus users (59%) both considered that the measure most likely to increase their use of bus services in Leicestershire was a more frequent service (see Figure 4-2 and Figure 4-3). The top five measures that were considered most effective across both user groups are summarised in Table 4-1. There was agreement across the two groups on three of the top five measures which would increase their bus usage. As well as a more frequent service, easier access to bus service information and a more comprehensive service (serving more destinations) were also considered likely to increase their bus usage.
- 4.7 There were some notable differences in the perceived effect of a number of measures between regular bus user and infrequent / non bus user groups. The capability for contactless fare payment was considered more effective at encouraging increased bus use for infrequent / non-users than for regular users. Conversely, whilst 55% of regular bus users felt that improved bus stops or shelters would encourage increased bus use 'a great deal', only 42% of infrequent / non-users felt the same.

Table 4-1: Summary comparison of the 'Top 5' measures considered most effective by regular and infrequent / non-bus users

Ranking (based on 'a great deal')	Regular User	Infrequent / Non User
1	More Frequent Service	More Frequent Service
2	Better bus stops or shelters	Easier Access to Bus Service Information
3	Easier Access to Bus Service Information	Lower fares
4	More Comprehensive Service	Contactless fare payment on buses
5	Earlier and Later Services	More Comprehensive Service

Figure 4-2: Measures that would encourage regular bus users to increase their bus use

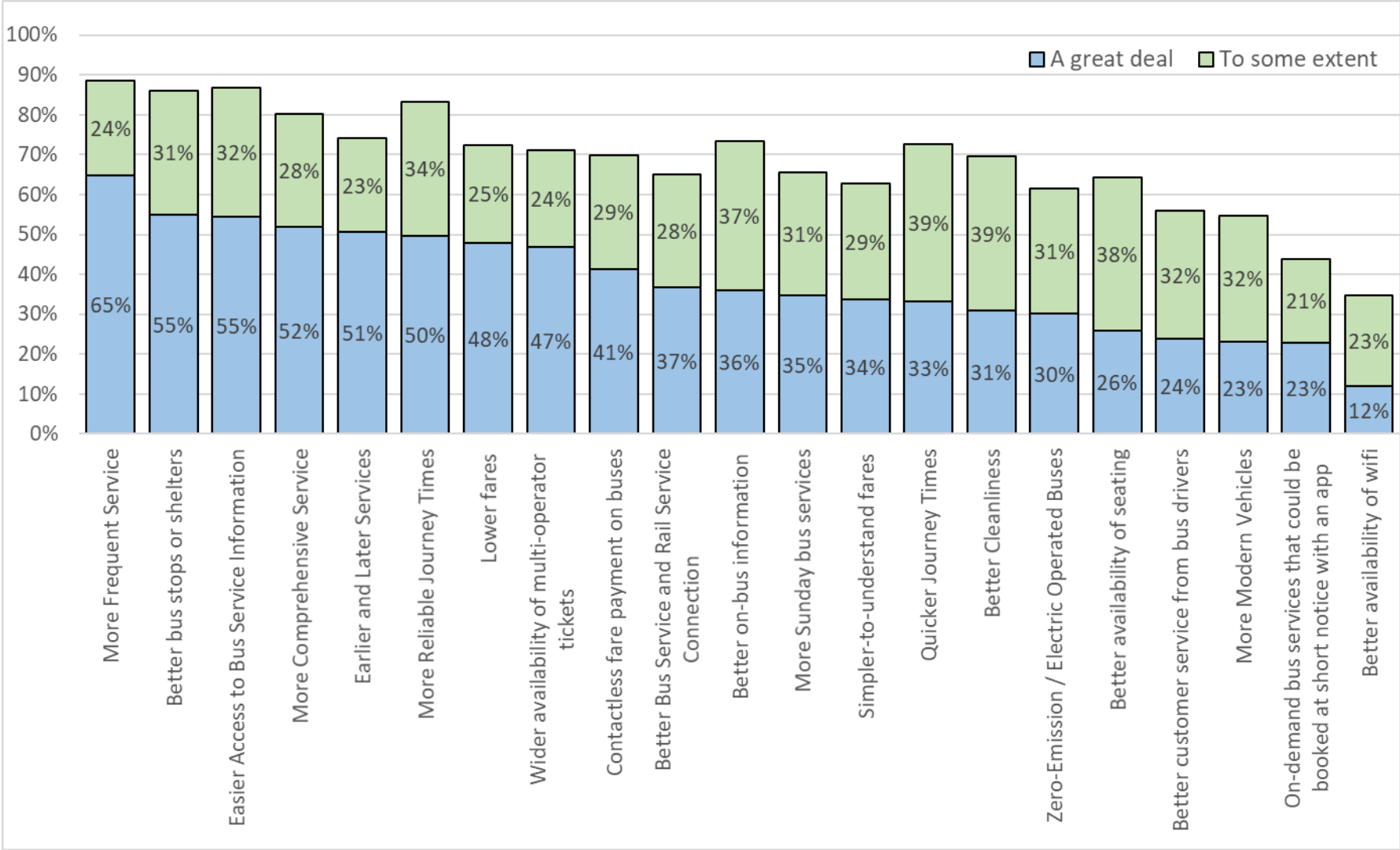
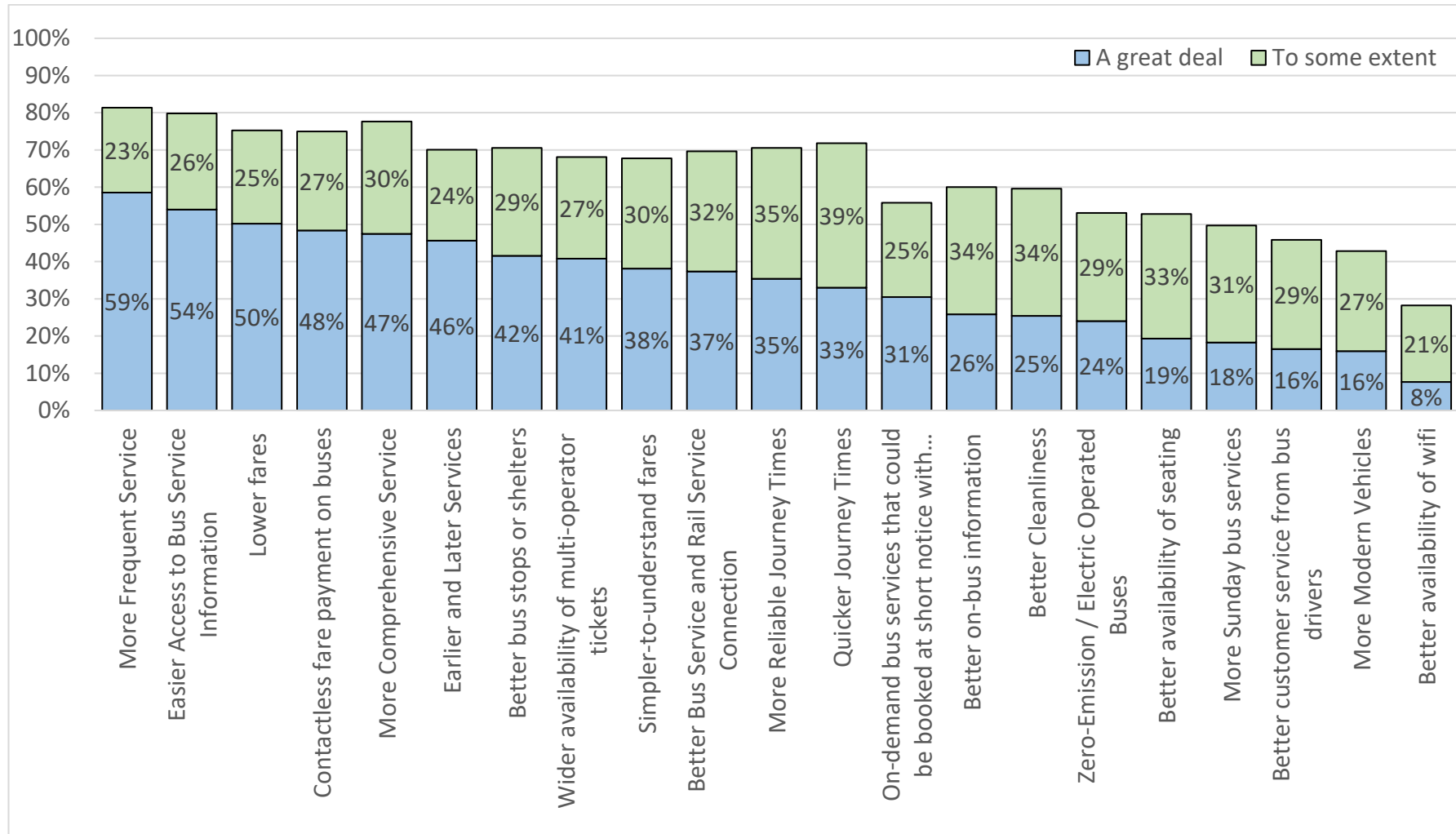
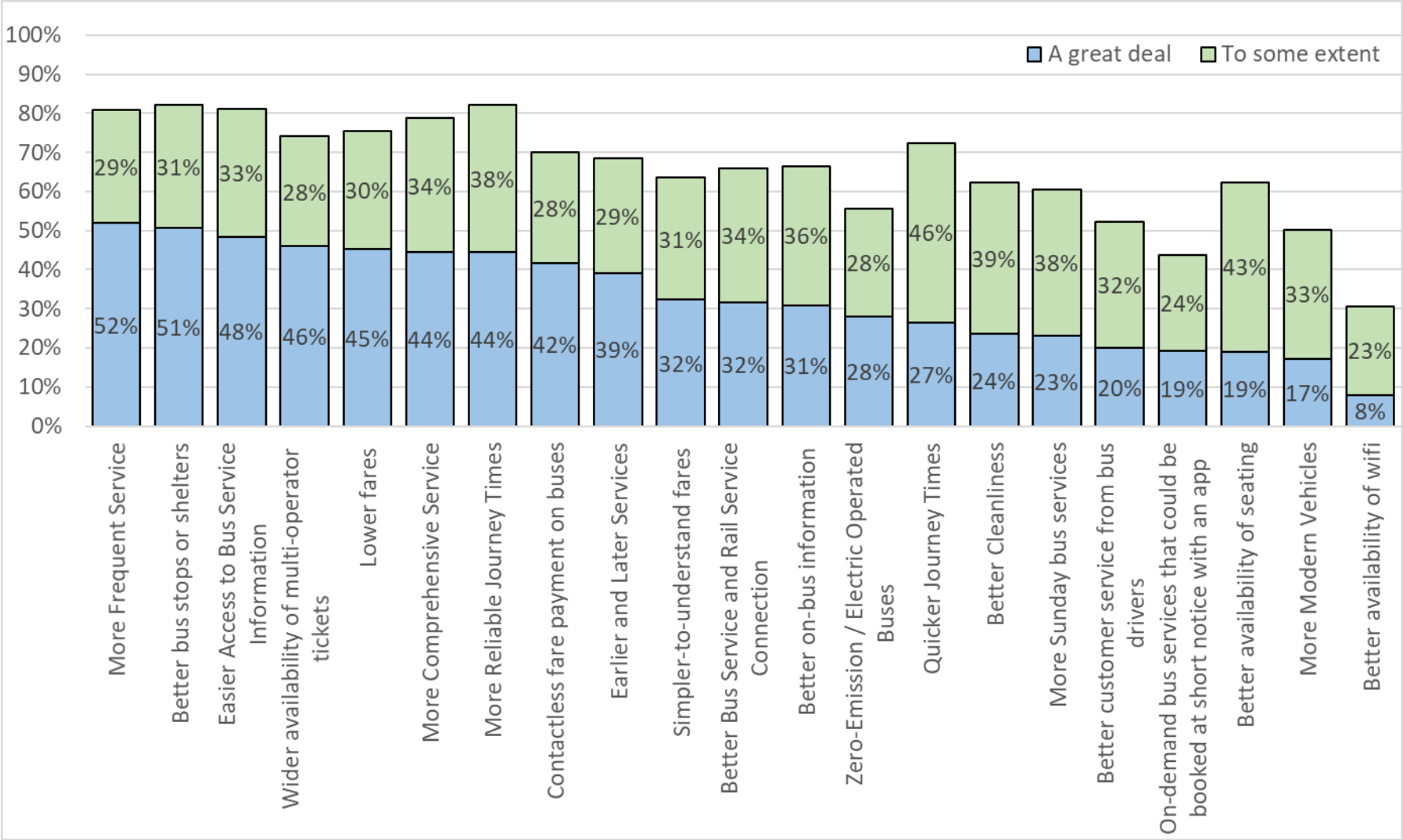


Figure 4-3: Measures that would encourage infrequent or non bus users to increase their bus use



District of residence

- 4.8 A more frequent service was considered as being one of the most effective measures (where highest proportions of 'a great deal' was recorded) for five of the seven districts: Harborough (70%) Blaby (67%), Hinckley and Bosworth (67%), Melton (67%) and Charnwood (52%). For Charnwood residents, this was very closely followed by 'better bus stops or shelters' where 51% felt that this would encourage them personally to increase their bus use 'a great deal'.
- 4.9 Only 35% of North West Leicestershire residents perceived a more frequent bus service would increase their bus use 'a great deal' (although 37% considered it would do 'to some extent'). Respondents from North West Leicestershire generally showed a different set of priorities for measures to improve bus use. Respondents from this district considered 'more reliable journey times' to be a more effective measure for increasing bus use than increased frequency, with 62% of residents considering this would increase their bus use by a great deal. More modern vehicles and zero emission vehicles also appeared in the top five most favoured measures in that district.
- 4.10 The five measures that were considered most effective in increasing bus use by district are summarised in Table 4-2 with a detailed breakdown of responses by 'a great deal' and 'to some extent' reflected in Figure 4-4, Figure 4-5



, Figure 4-6, Figure 4-7, Figure 4-8, Figure 4-9, and Figure 4-10.

Table 4-2: Summary comparison of the 'Top 5' measures considered most effective per Leicestershire district

Ranking (based on ' <i>a great deal</i> ')	Blaby	Charnwood	Harborough	Hinckley and Bosworth	North West Leicestershire	Oadby and Wigston	Melton
1	More Frequent Service	More Frequent Service	More Frequent Service	More Frequent Service	More Reliable Journey Times	Quicker Journey Times	More Frequent Service
2	Easier Access to Bus Service Information	Better bus stops or shelters	Earlier and Later Services	Easier Access to Bus Service Information	More Modern Vehicles	Simpler-to-understand fares	Earlier and Later Services
3	More Comprehensive Service	Easier Access to Bus Service Information	Easier Access to Bus Service Information	More Reliable Journey Times	More Comprehensive Service	Better on-bus information	More Comprehensive Service
4	Lower fares	Wider availability of multi-operator tickets	Better bus stops or shelters	Better bus stops or shelters	Better bus stops or shelters	More Comprehensive Service	More Reliable Journey Times
5	Better bus stops or shelters	Lower fares	Contactless fare payment on buses	Earlier and Later Services	Zero-Emission / Electric Operated Buses	More Modern Vehicles	Better Bus and Rail Connection

Figure 4-4: Measures that would encourage residents of Blaby to increase their bus use

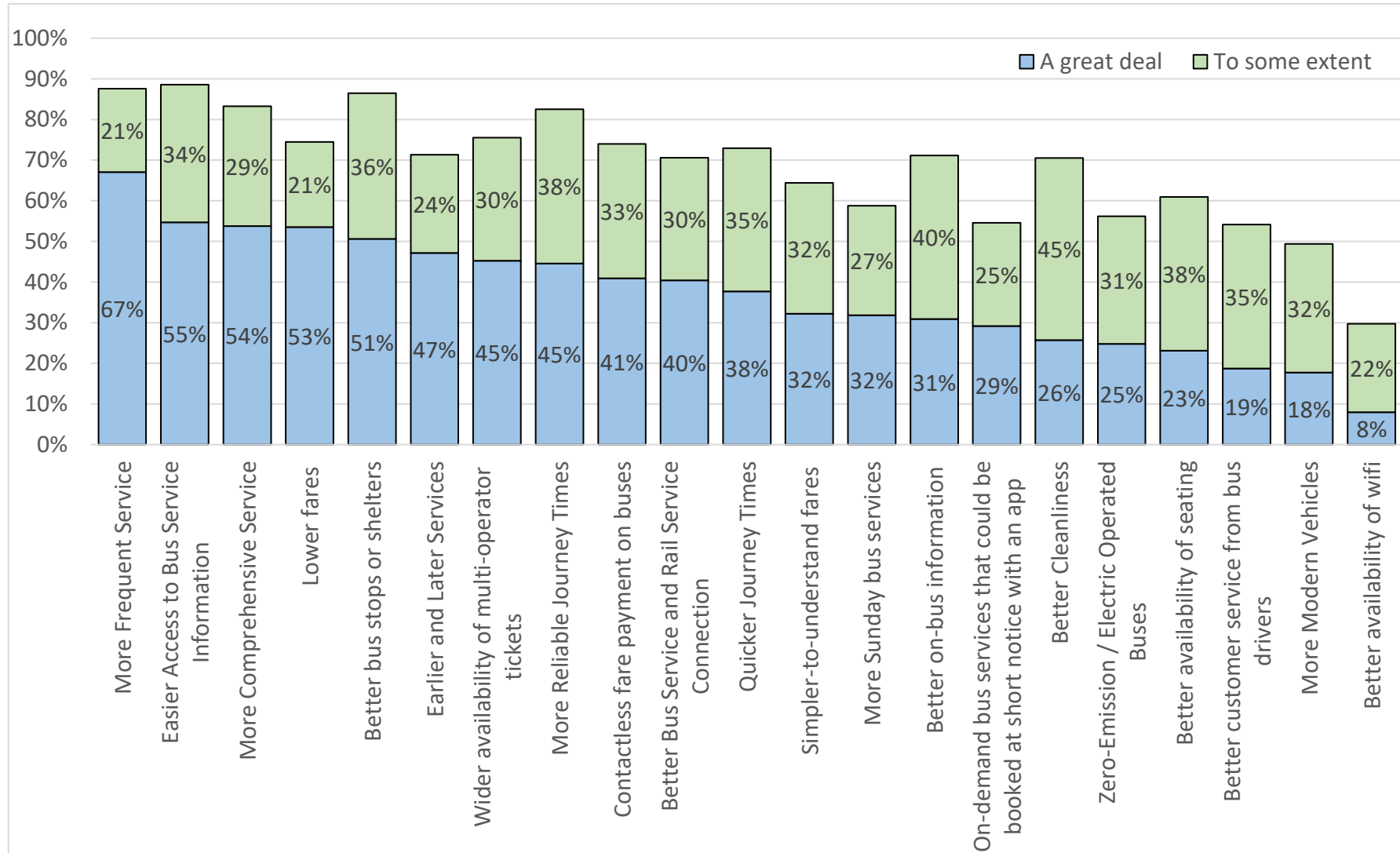


Figure 4-5: Measures that would encourage residents of Charnwood to increase their bus use

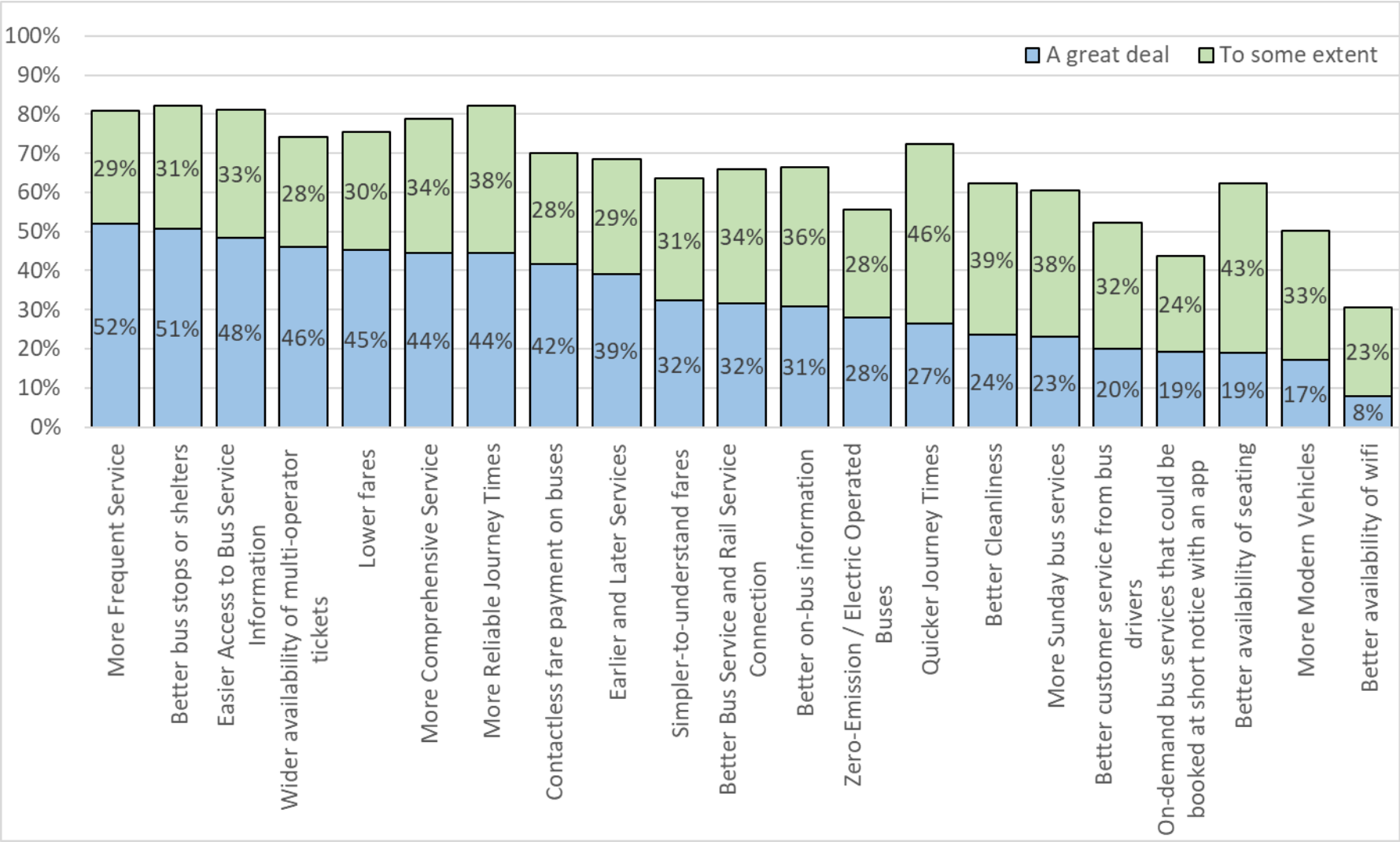


Figure 4-6: Measures that would encourage residents of Harborough to increase their bus use

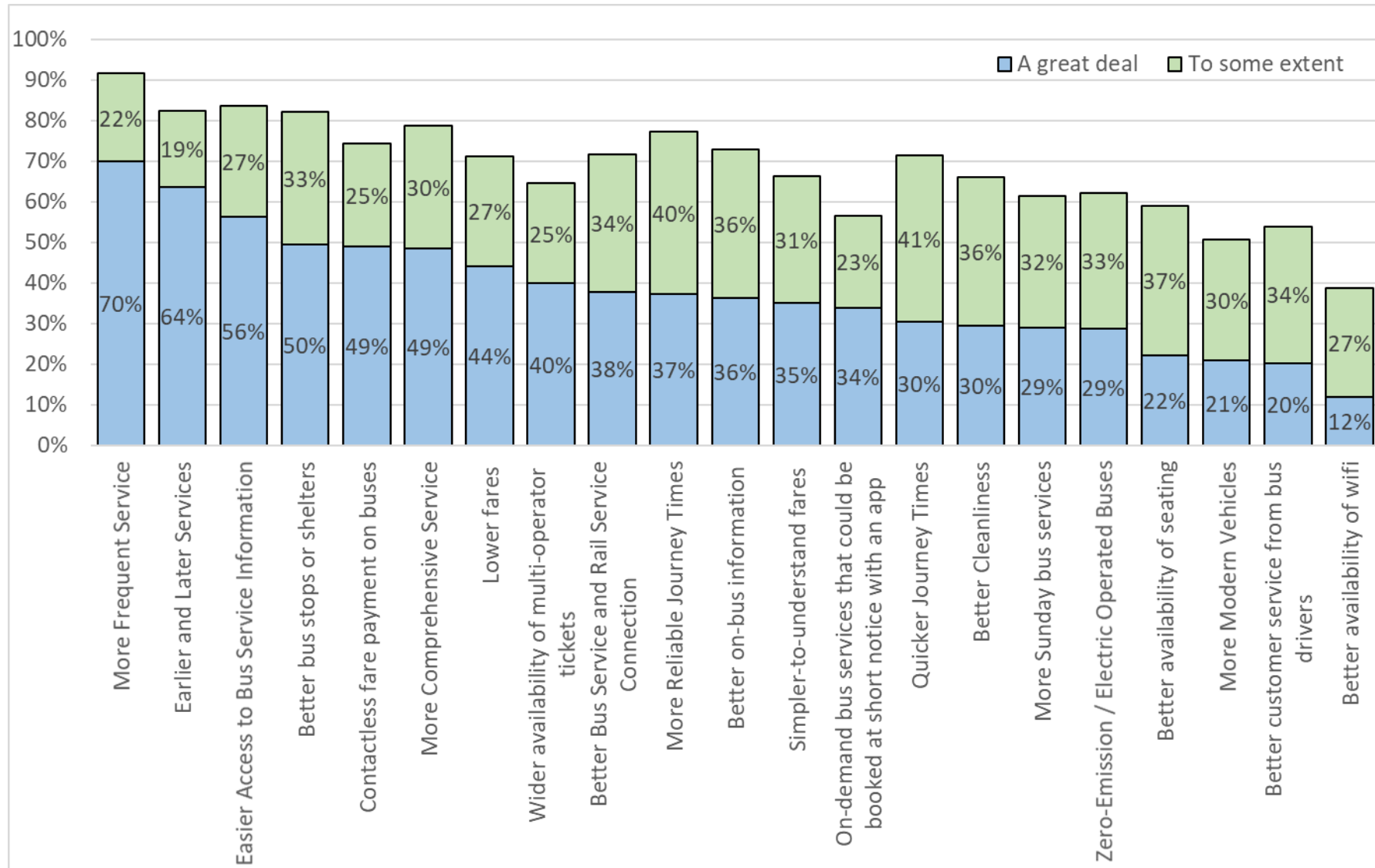


Figure 4-7: Measures that would encourage residents of Hinckley and Bosworth to increase their bus use

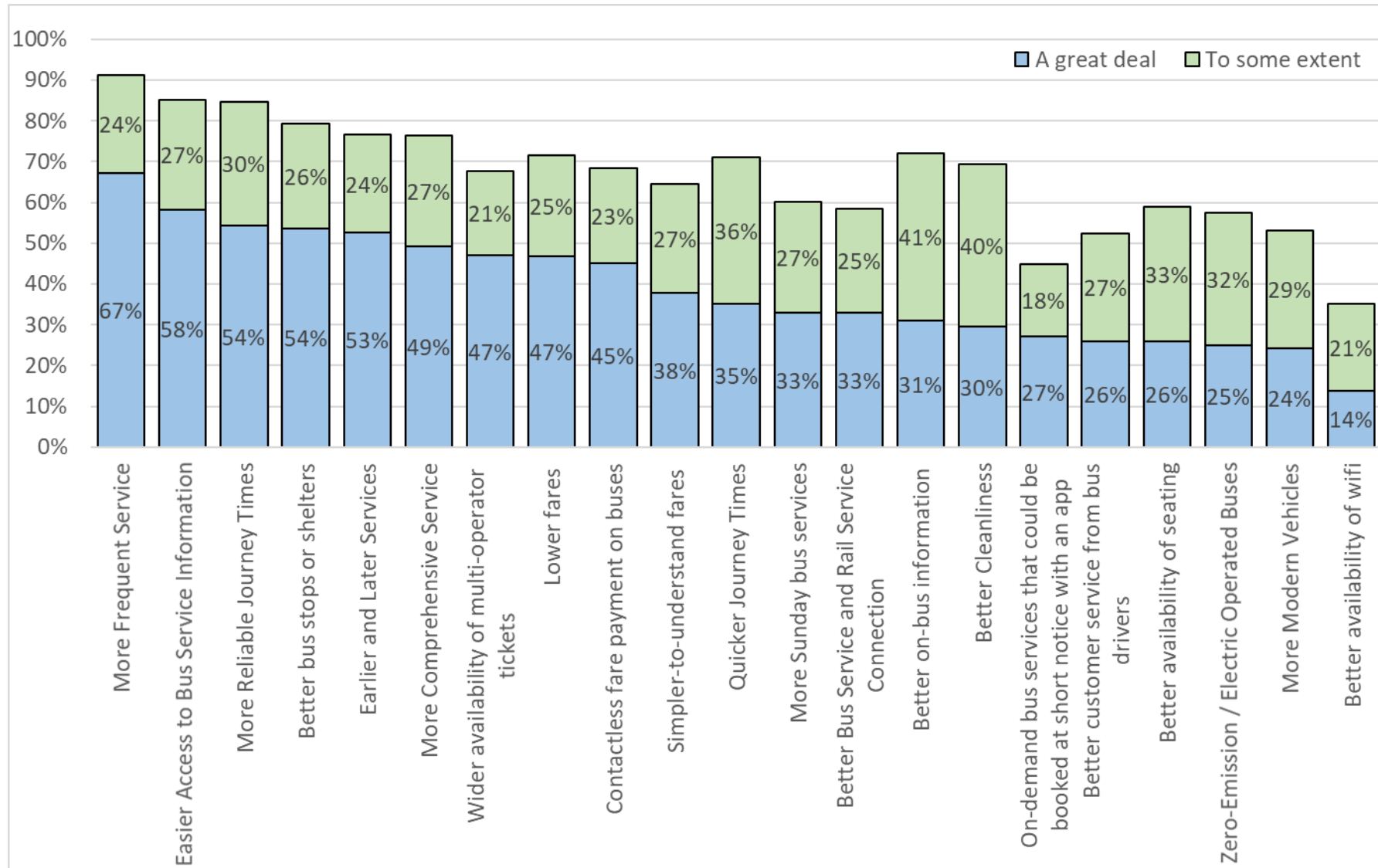


Figure 4-8: Measures that would encourage residents of North West Leicestershire to increase their bus use

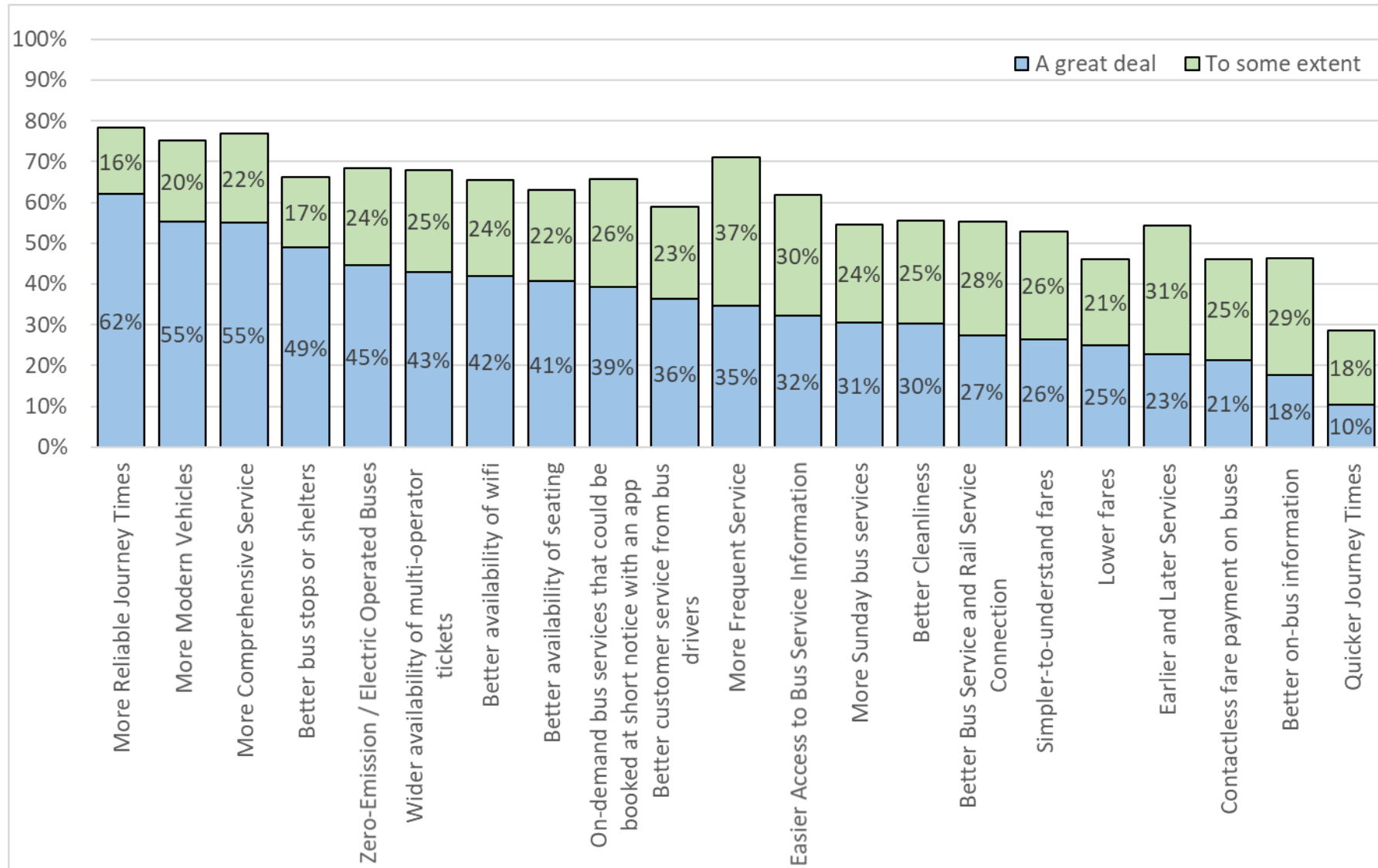


Figure 4-9: Measures that would encourage residents of Oadby and Wigston to increase their bus use

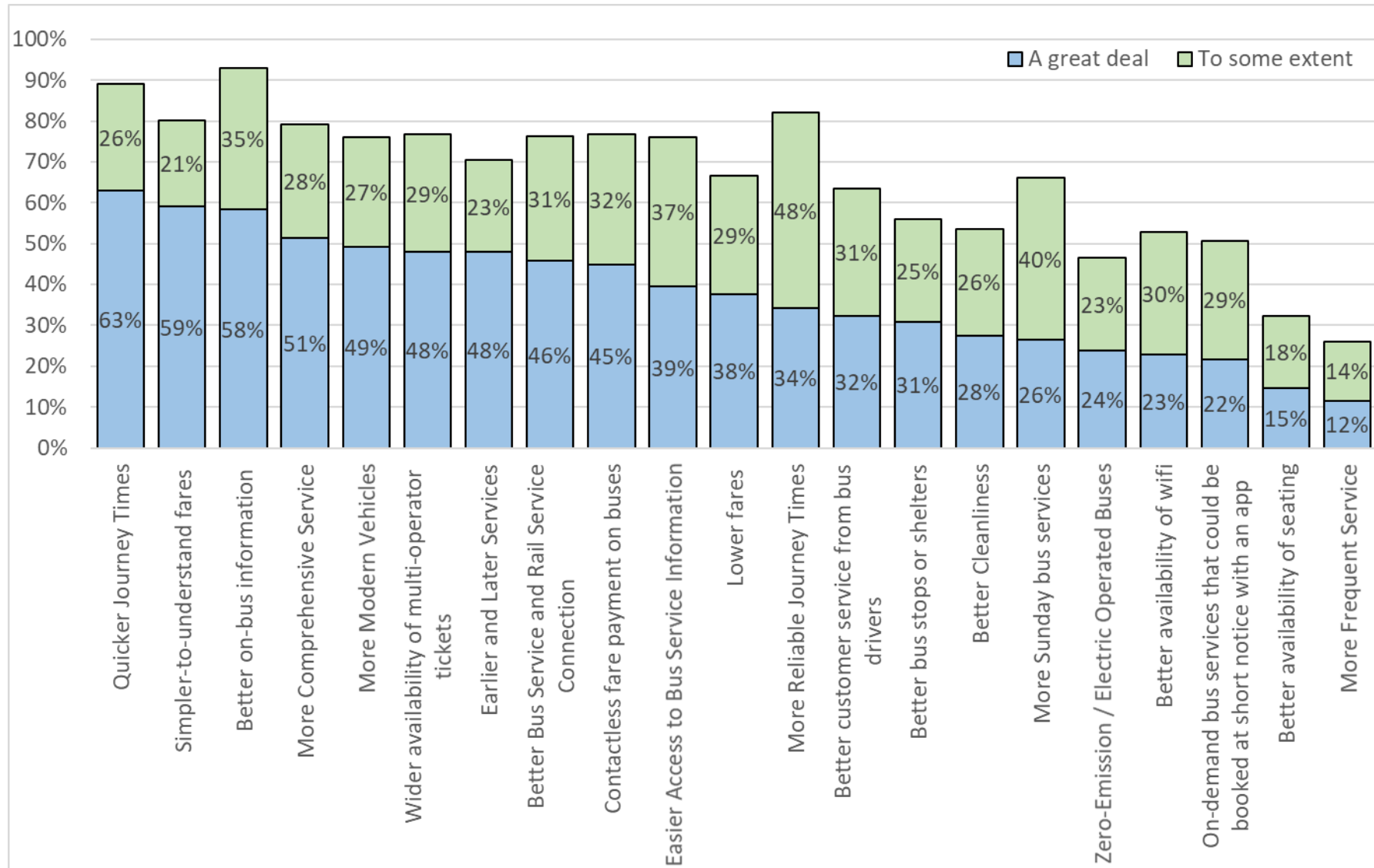
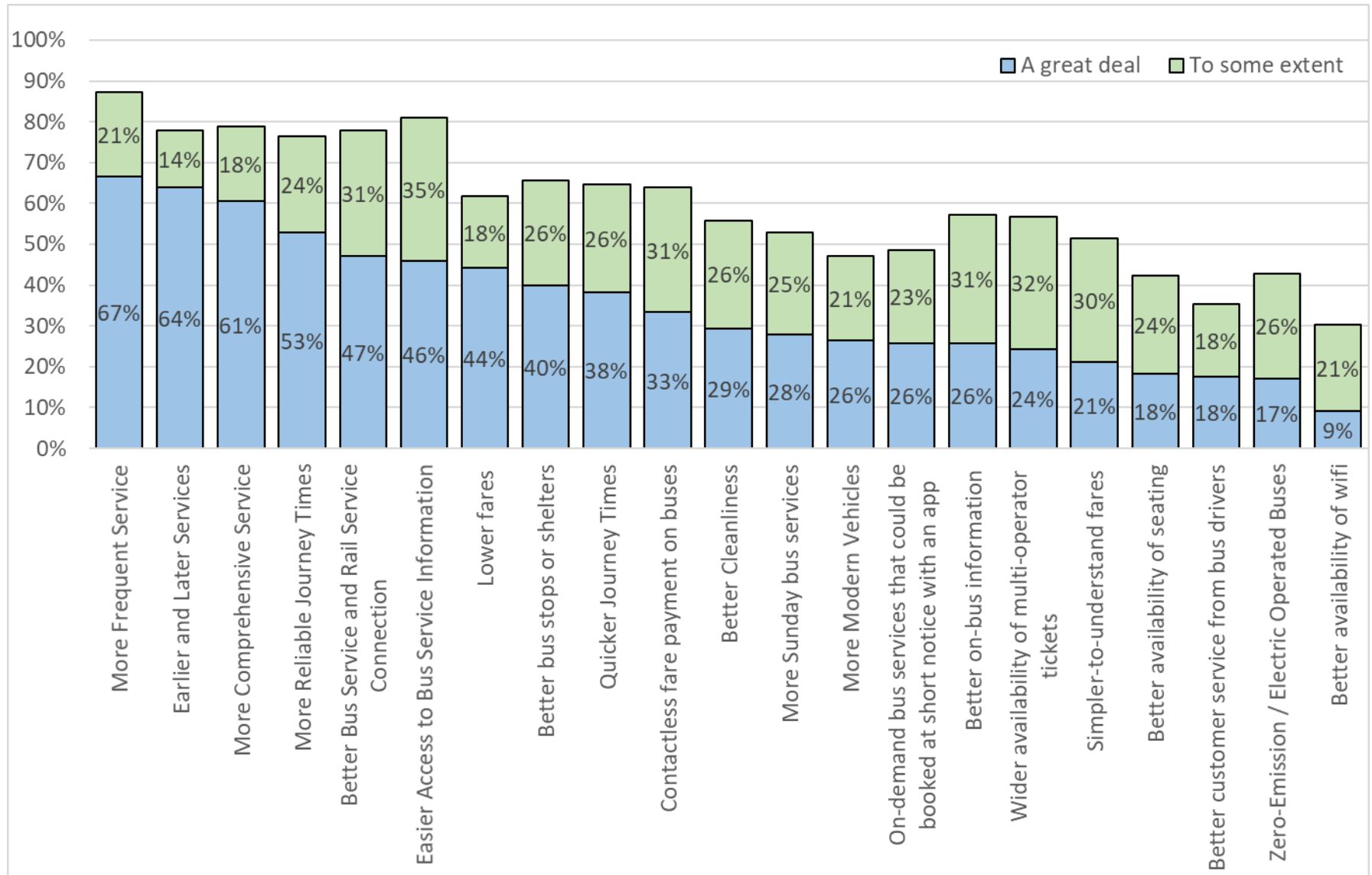


Figure 4-10: Measures that would encourage residents of Melton to increase their bus use



Age group

- 4.11 This section details the measures that were considered by respondents from different age groups to be the most effective in encouraging them to increase their bus usage within Leicestershire. For the purpose of this analysis, the age groups were combined as follows:
- Under 25
 - 25 – 44
 - 45 – 64
 - 65+
- 4.12 Similar patterns are generally seen across all age groups with measures considered most effective (where higher proportions of respondents rate a measure by 'a great deal') relatively consistent. A comparative summary of the 'Top 5' measures considered most effective at increasing bus use per age group is shown in Table 4-3, with Figure 4-11, Figure 4-12, Figure 4-13 and Figure 4-14 providing a more detailed breakdown across all measures by 'a great deal' and 'to some extent'.
- 4.13 A significant proportion (72%) of under-25's perceived that their bus usage would increase by 'a great deal' with the implementation of lower fares. This measure was also considered effective by the 25-44 and 45-64 age groups but to a lesser extent (57% and 53% respectively). In comparison, only 34% of respondents over the age of 64 perceived lower fares would increase their bus use by 'a great deal', as the majority of this age group would be eligible for free travel for most of their journeys via the English National Concessionary Travel Scheme (ENCTS). Views on earlier and later bus services also differed between younger and older age groups, with a consensus between under-25s, 25-44s and 45-64s (over 55%) considering this measure would increase their bus usage by 'a great deal', compared to only 33% of those aged over 64.
- 4.14 Respondents within the older age groups (45-64s and over 65) placed more importance on having easier access to bus service information than those in the younger age groups (under 25 and 25-44). This measure was perceived as most effective by those over 65, with 60% considering this would increase their bus usage by 'a great deal'.
- 4.15 All four age groups were consistent in their views on the measures that may have little effect on increasing their bus usage, with the smallest proportions across all measures

deeming that better availability of Wi-Fi would increase their bus usage by 'a great deal'.

Table 4-3: Summary comparison of the 'Top 5' measures considered most effective per age group

Ranking (based on ' <i>a great deal</i> ') 	Under 25	25-44	45-64	65+
1	Lower fares	More Frequent Service	More Frequent Service	Easier Access to Bus Service Information
2	More Frequent Service	Lower fares	Earlier and Later Services	Better bus stops or shelters
3	Earlier and Later Services	Earlier and Later Services	Easier Access to Bus Service Information	More Frequent Service
4	Wider availability of multi-operator tickets	Contactless fare payment on buses	Lower fares	More Comprehensive Service
5	Better bus stops or shelters	More Comprehensive Service	Wider availability of multi-operator tickets	More Reliable Journey Times

Figure 4-11: Measures that would encourage under-25's to increase their bus use

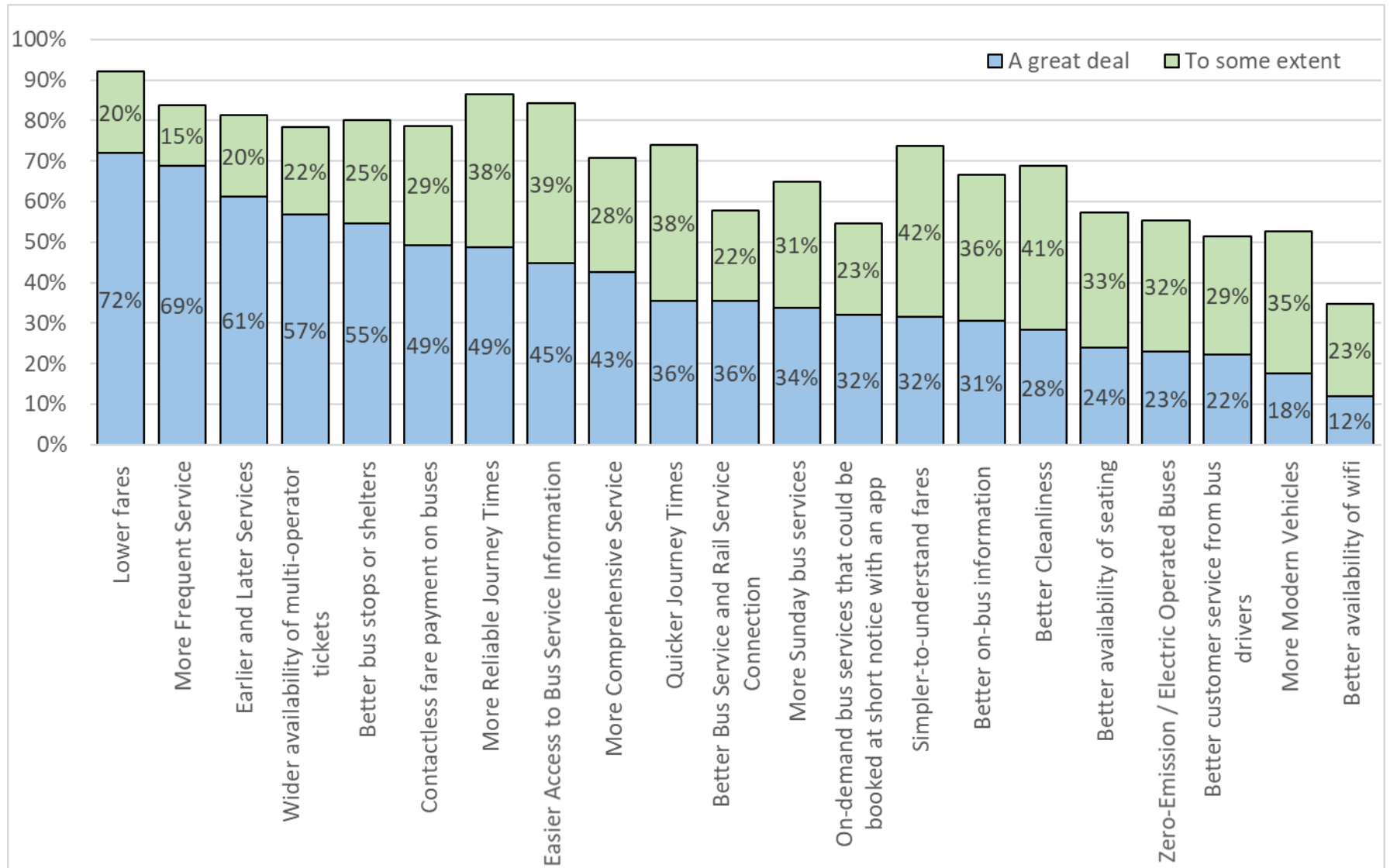


Figure 4-12: Measures that would encourage 25–44-year-olds to increase their bus use

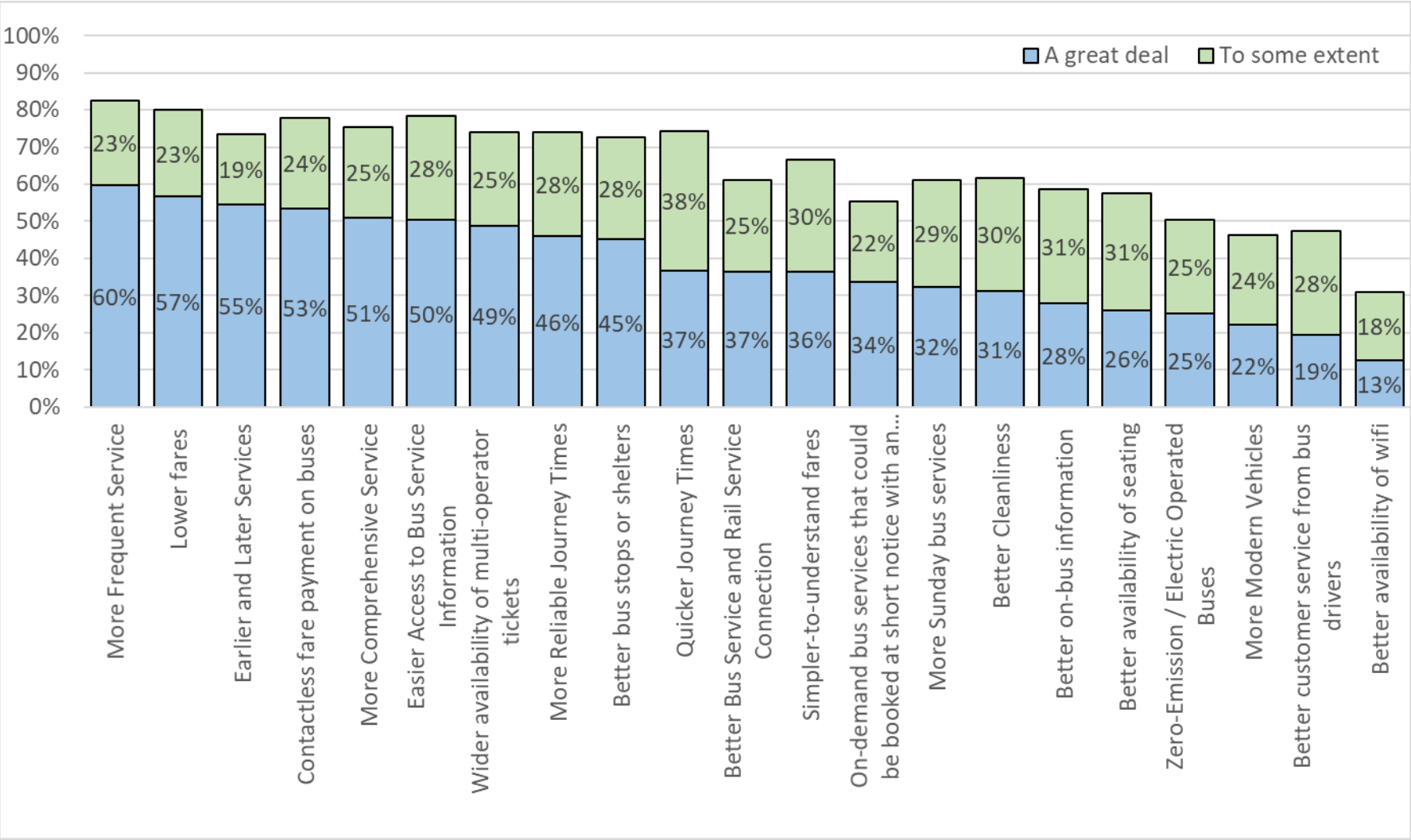


Figure 4-13: Measures that would encourage 45–64-year-olds to increase their bus use

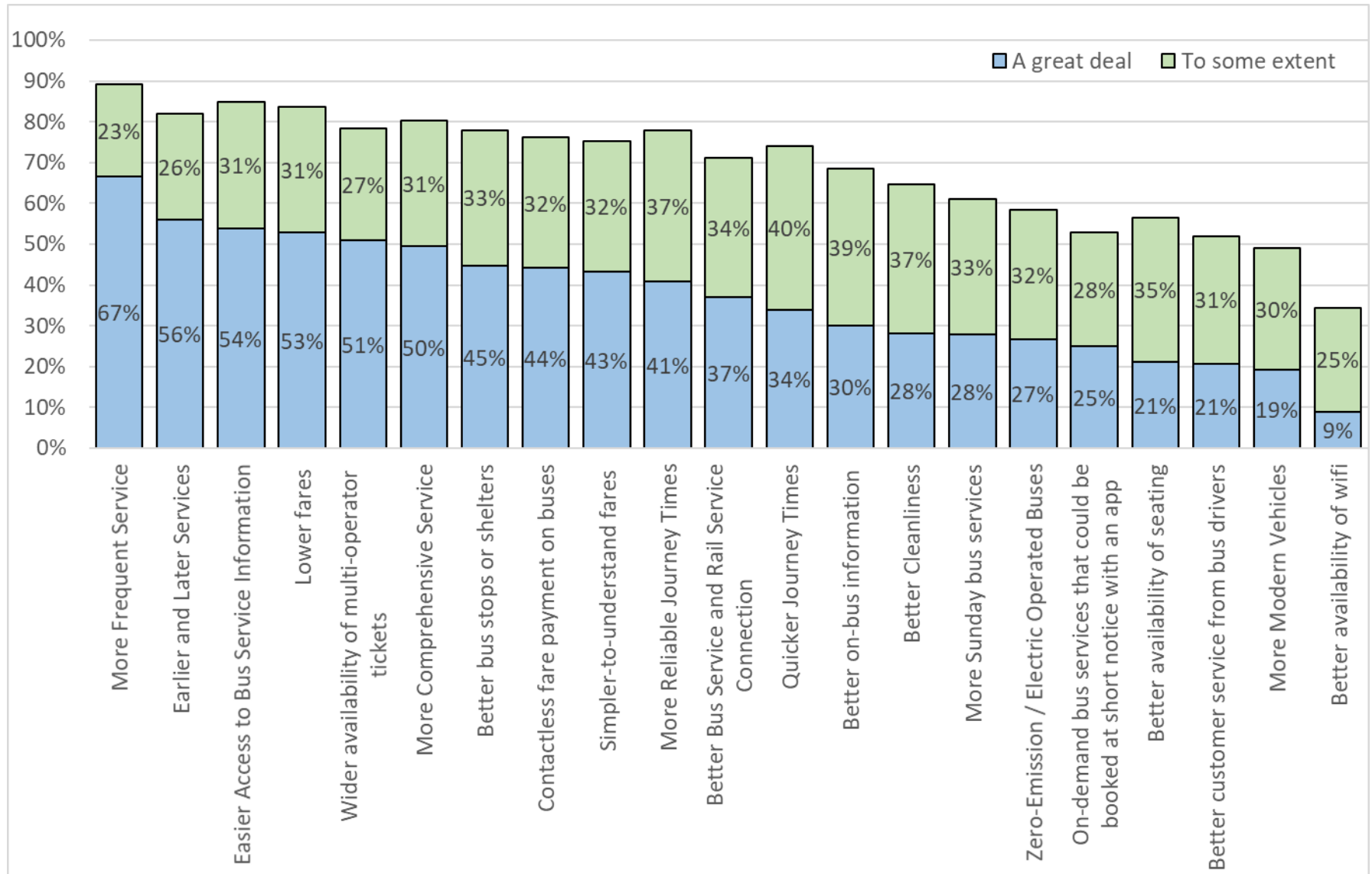
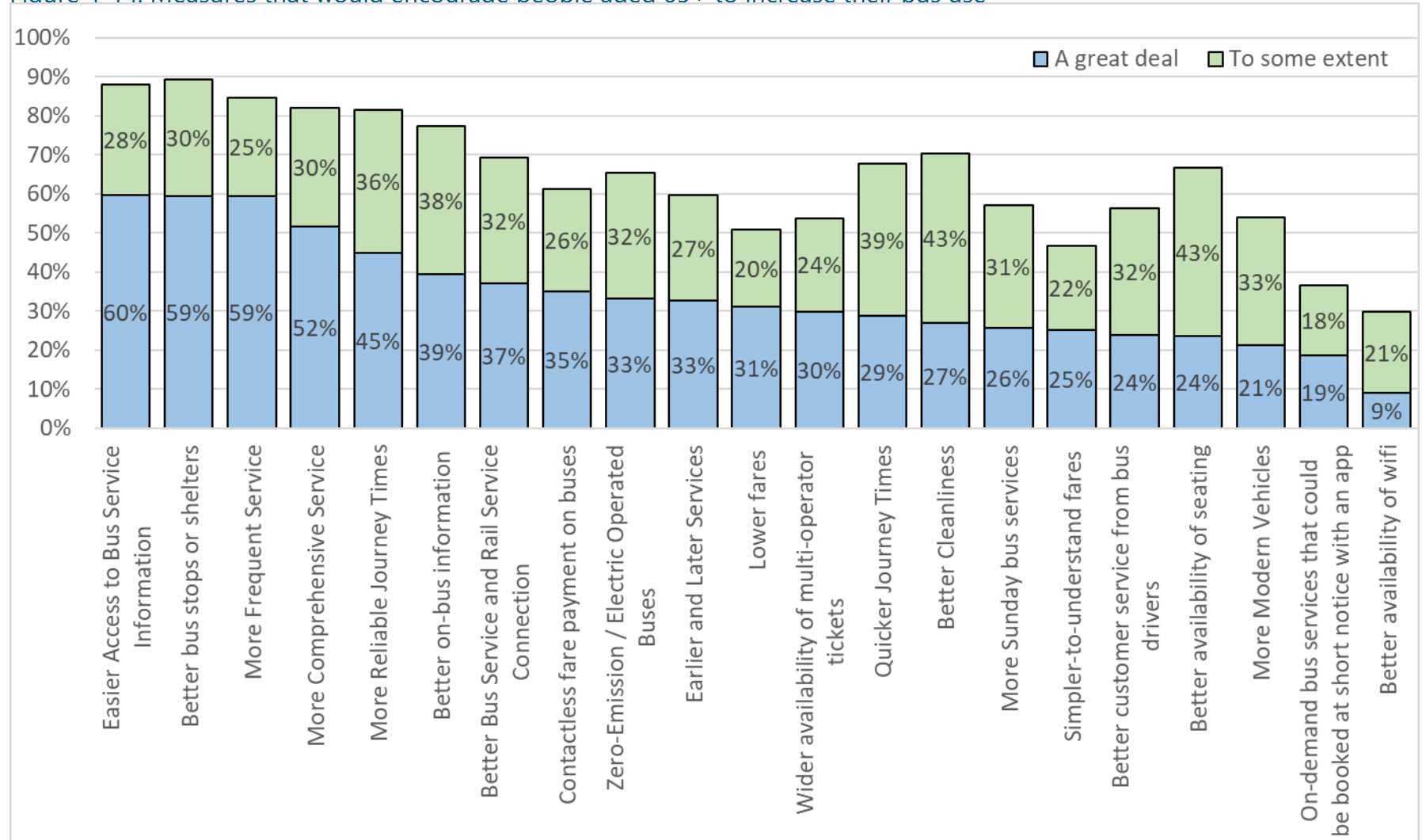


Figure 4-14: Measures that would encourage people aged 65+ to increase their bus use



Gender

- 4.16 A more frequent bus service was perceived as the most effective measure at increasing bus usage for respondents across all genders. 56% of males, 66% of females and 71% of those that prefer to self-describe considered this would increase their bus usage 'a great deal'
- 4.17 There was agreement across the genders on three of the top five measures which would increase their bus use to a great extent. As well as a more frequent service, 'earlier and later services' and 'easier access to bus service information' were considered to be effective. Figure 4-15, Figure 4-16 and Figure 4-17 Table 4-5 provide a more detailed breakdown across all measures by 'a great deal' and 'to some extent'.

Table 4-4: Summary comparison of the 'Top 5' measures considered most effective per gender

Ranking (based on 'a great deal')	Male	Female	Prefer to self-describe
1	More Frequent Service	More Frequent Service	More Frequent Service
2	Earlier and Later Services	Easier Access to Bus Service Information	Lower fares
3	More Comprehensive Service	More Comprehensive Service	Earlier and Later Services
4	Lower fares	Better bus stops or shelters	Easier Access to Bus Service Information
5	Easier Access to Bus Service Information	Earlier and Later Services	Better bus stops or shelters

Figure 4-15: Measures that would encourage males to increase their bus use

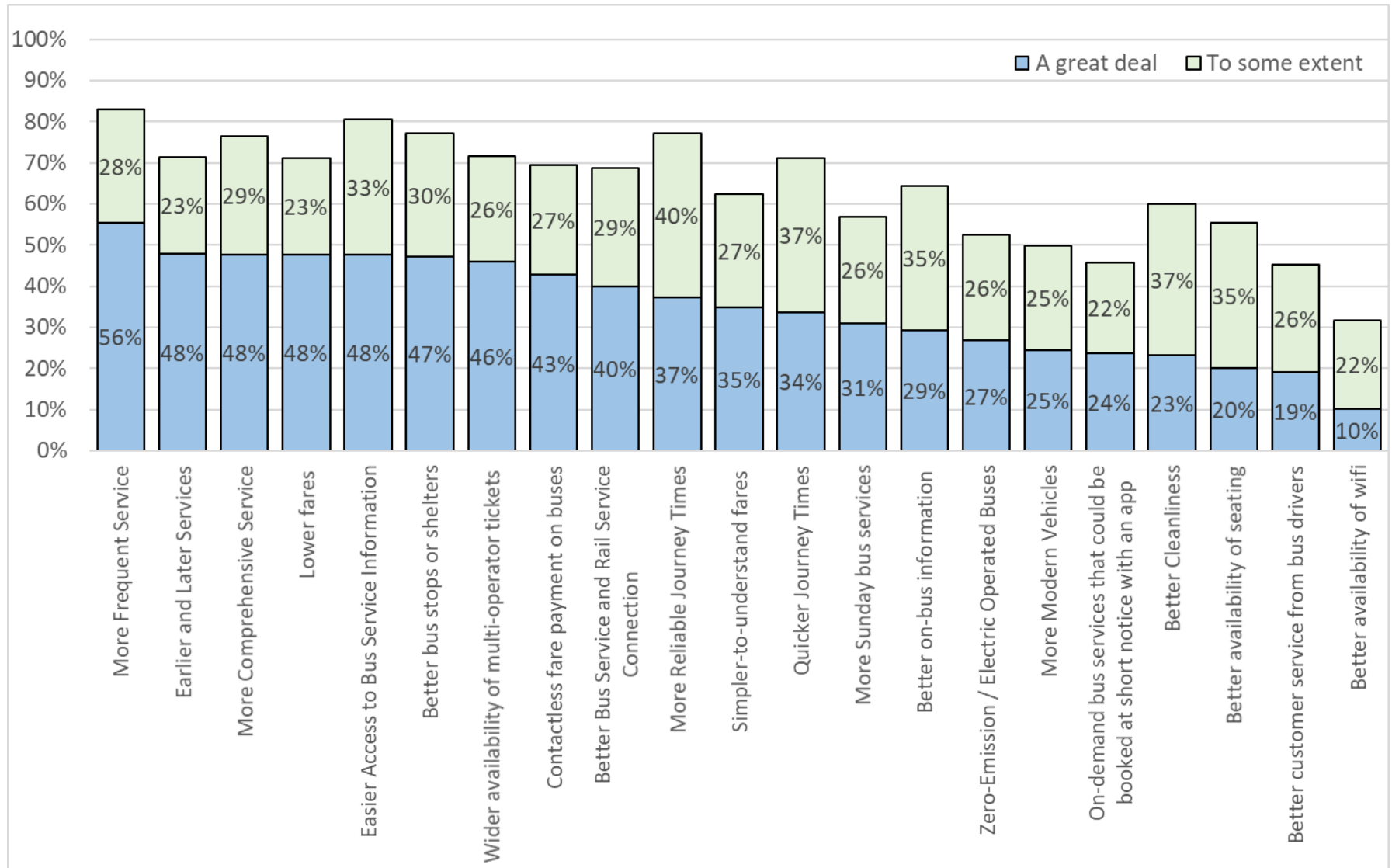


Figure 4-16: Measures that would encourage females to increase their bus use

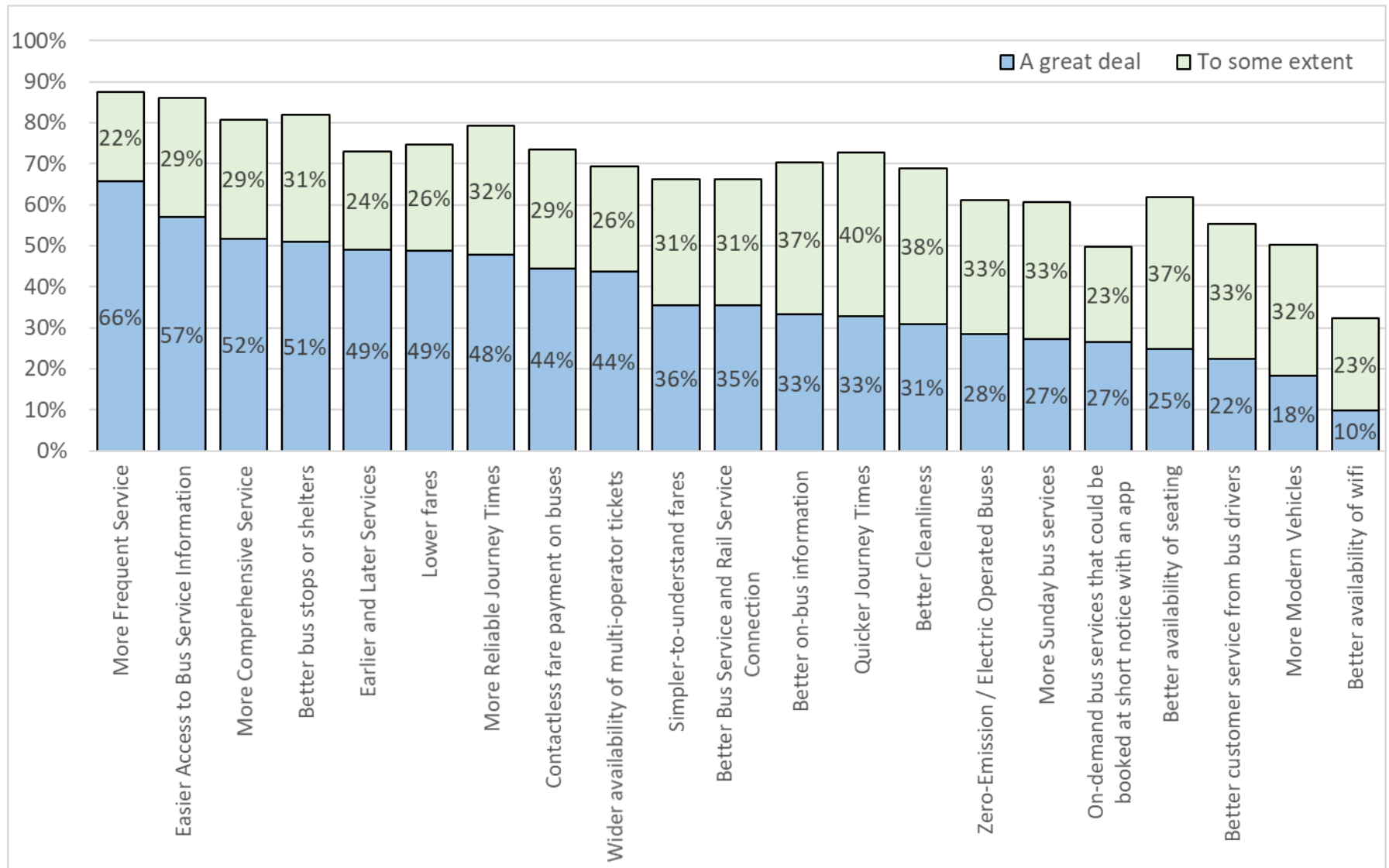
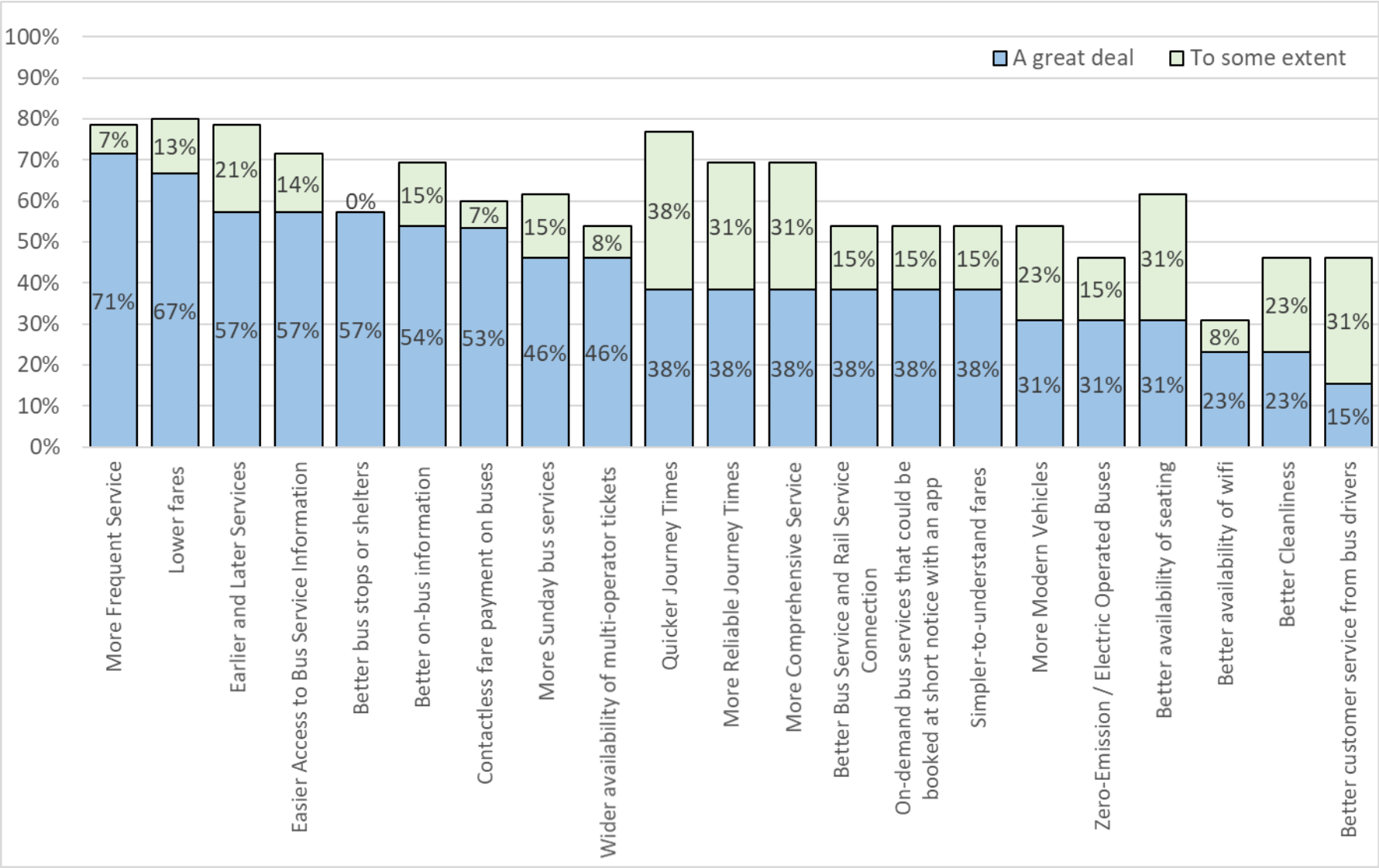


Figure 4-17: Measures that would encourage those that prefer to self-describe gender to increase their bus use



Concessionary passholding

- 4.18 57% of non-concessionary passholders considered lower fares would increase their bus usage 'a great deal'. Conversely (and unsurprisingly), only 29% of those that do hold a concessionary pass thought the same. A comparison of the 'Top 5' measures considered most effective at increasing bus use of concessionary passholders and non-passholders is shown in Table 4-5, with a more detailed breakdown across all measures shown in Figure 4-18 and Figure 4-19. Passholders and non-passholders were in agreement on two of the top five measures most likely to encourage them to use buses more – 'a more frequent service' and 'easier access to bus service information'. Better bus stops and shelters was the key measure likely to increase bus use among passholders.

Table 4-5: Summary comparison of the 'Top 5' measures considered most effective between concessionary passholders and non-passholders

Rating (based on 'a great deal')	Concessionary passholder	Non-passholder
1	Better bus stops or shelters	More Frequent Service
2	Easier Access to Bus Service Information	Lower fares
3	More Frequent Service	Earlier and Later Services
4	More Comprehensive Service	Easier Access to Bus Service Information
5	More Reliable Journey Times	Wider availability of multi-operator tickets

Figure 4-18: Measures that would encourage concessionary passholders to increase their bus use

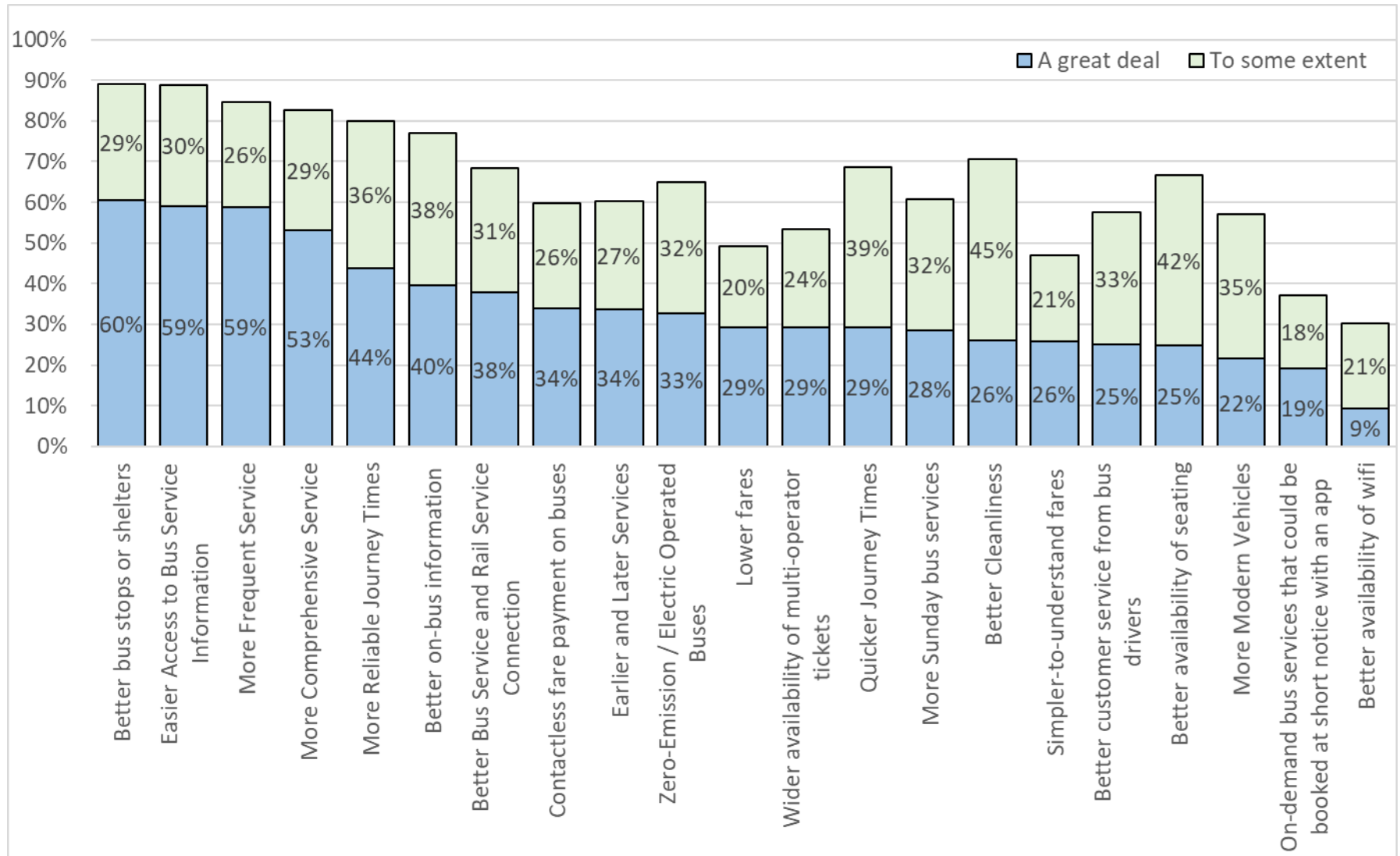
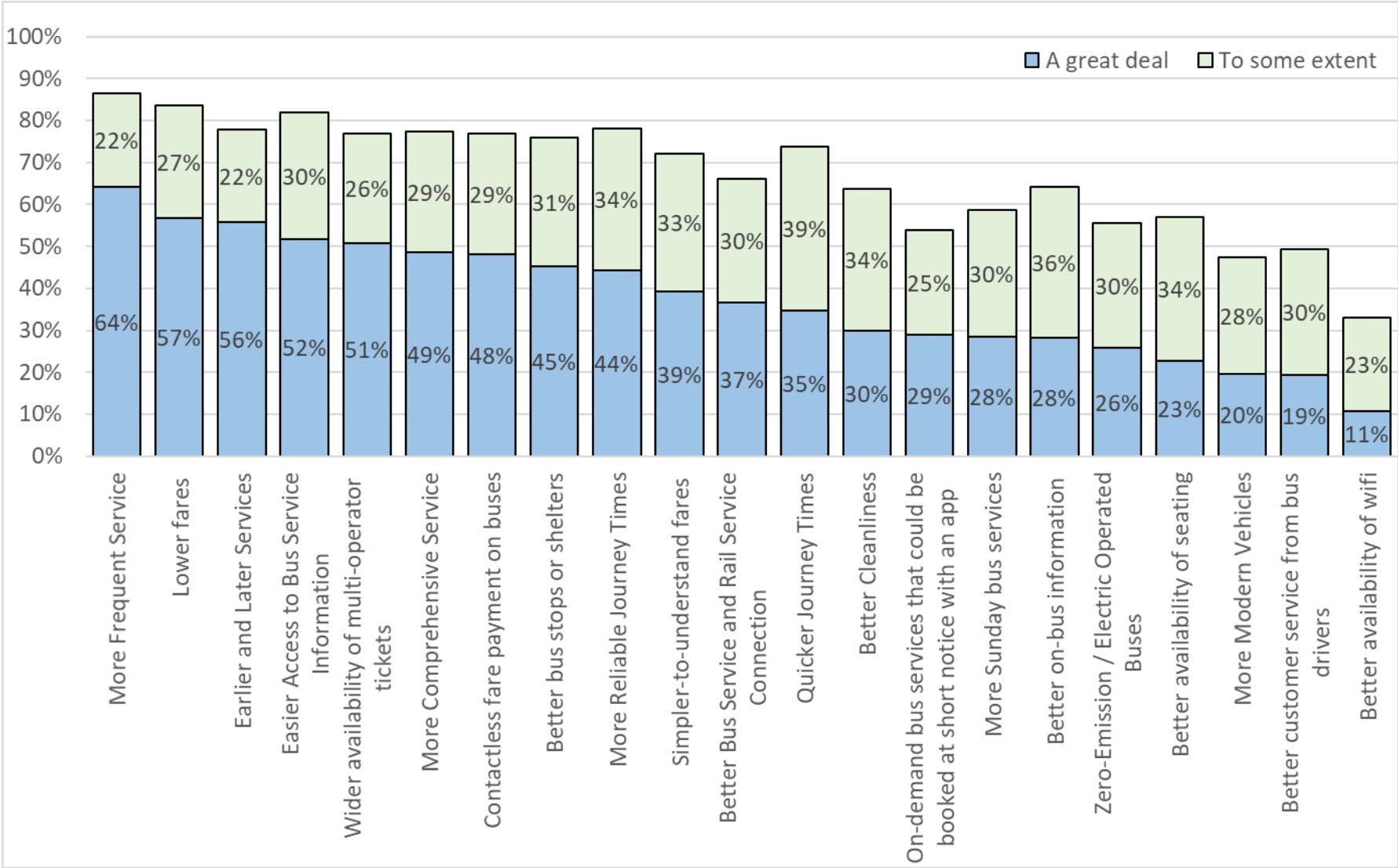


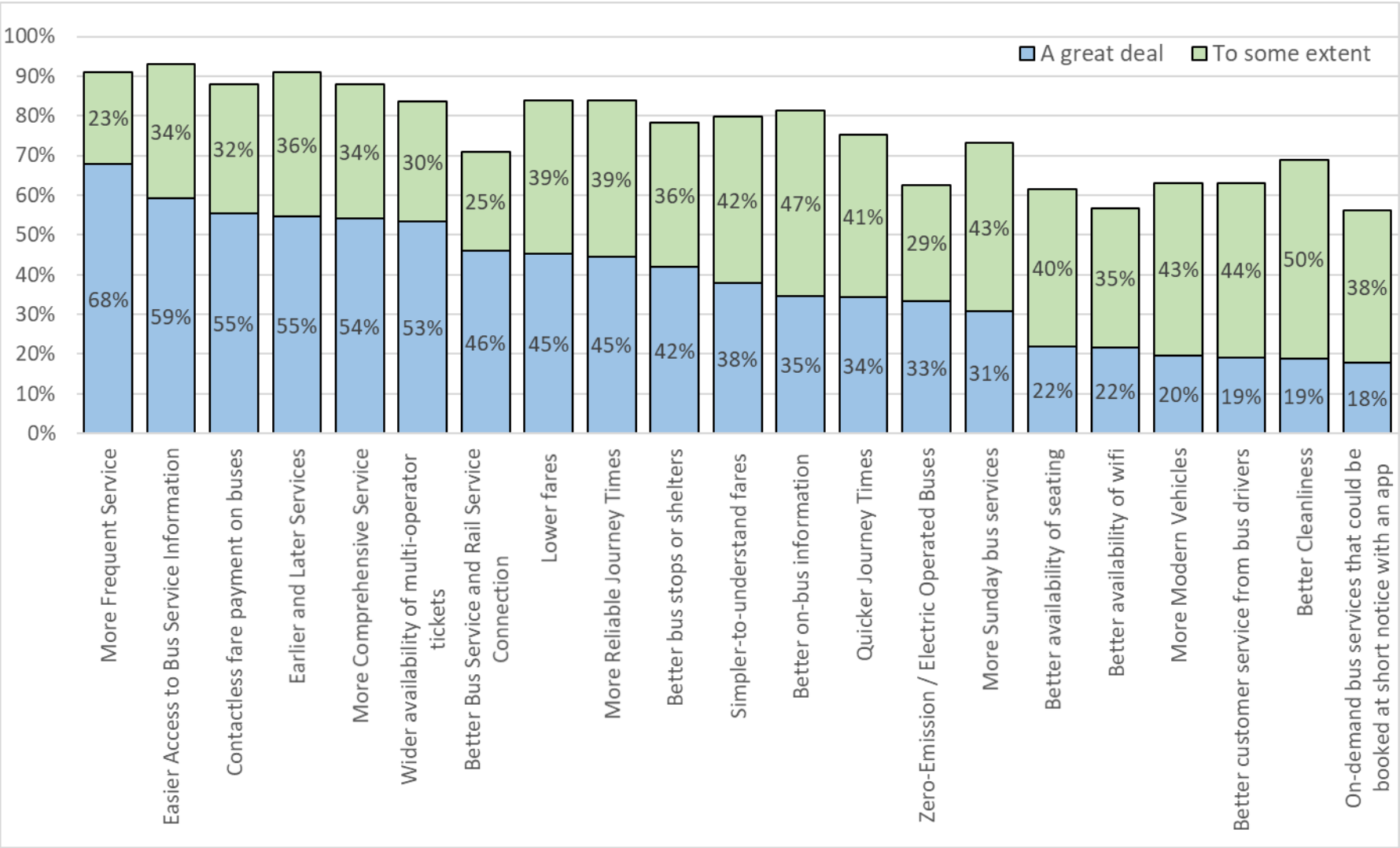
Figure 4-19: Measures that would encourage non-passholders to increase their bus use



Councillors and Organisation Representatives

- 4.19 This section explores the responses from those that responded to the survey in any other role, including district and local councillors and representatives of organisations, both in an official and non-official capacity. They account for 5% (82 responses) of the total number of responses received with 14 (17%) of these people providing a response on behalf of an organisation.
- 4.20 A more frequent service was perceived as the most effective measure that would encourage the people they represented to increase their bus use within Leicestershire. 68% (53) felt this measure would increase their bus usage by 'a great deal' with a further 23% (18) responding 'to some extent' (see Figure 4-20). This is consistent with the response received from residents and visitors, who also perceived a more frequent service as most effective in increasing their bus use.
- 4.21 Easier access to bus service information and earlier and later services were the measures that were also considered most likely to increase bus use among the people they represented.
- 4.22 Factors that councillors and representatives considered less effective in increasing bus use included:
- Better customer service from bus drivers
 - Better Cleanliness
 - On-demand bus services that could be booked at short notice with an app

Figure 4-20: Measures that would increase bus use as perceived by local councillors and organisation representatives



5. Summary and Conclusions

- 5.1 This report has set out the main findings of the Leicestershire CC BSIP Public Engagement Survey based on analysis of the 'closed' questions included in the questionnaire. A good overall sample size was achieved, although this was not fully representative of the general population, with certain groups being under-represented (e.g. males, younger people, and residents of Melton and Oadby & Wigston).
- 5.2 The survey questions on people's travel habits revealed that shopping and leisure were the most common trip purposes for bus use before the Covid pandemic. 54% of individual respondents expected their bus use to be the same after the pandemic as before. Encouragingly, a higher proportion of respondents expected to make more use of buses post-pandemic than they had before.
- 5.3 The survey responses from the overall sample of individuals (Leicestershire residents and visitors) showed the top 10 priorities shown in Table 5-1, as defined by number of responses indicating that they would make respondents likely to use buses 'a great deal' more. This table also highlights where those priorities differ between different respondent sub-groups, as highlighted within this report.

Table 5-1: Ranked priorities of individual respondents and different sub-groups

		Regular bus users	Infrequent or non bus users	Blaby residents	Charnwood residents	Harborough residents	Hinckley & Bosworth residents	NW Leicestershire residents	Oadby & Wigston residents	Melton residents	People aged under 25	People aged 25-44	People aged 45-64	People aged 65+	Male	Female	Self-described gender	Concessionary passholders	Non passholders	Councillors & organisation representatives
	Top 10 measures (all individual responses)																			
1	More frequent service	1	1	1	1	1	1	11	21	1	2	1	1	3	1	1	1	3	1	1
2	Easier access to bus service information	3	2	2	3	3	2	12	10	6	8	6	3	1	5	2	4	2	4	2
3	More comprehensive (local buses serving more destinations)	4	5	3	6	6	6	3	4	3	9	5	6	4	3	3	12	4	6	5
4	Better bus stops or shelters	2	7	5	2	4	4	4	14	8	5	9	7	2	6	4	5	1	8	10
5	Earlier and later services	5	6	6	9	2	5	18	7	2	3	3	2	10	2	5	3	9	3	4
6	Lower fares	7	3	4	5	7	8	17	11	7	1	2	4	11	4	6	2	11	2	8
7	Wider availability of multi-operator tickets	8	8	7	4	8	7	6	6	16	4	7	5	12	7	9	9	12	5	6
8	More reliable journey times	6	11	8	7	10	3	1	12	4	7	8	10	5	10	7	11	5	9	9
9	Contactless fare payment on buses	9	4	9	8	5	9	19	9	10	6	4	8	8	8	8	7	8	7	3
10	Better bus service and rail service connections	10	10	10	11	9	13	15	8	5	11	11	11	7	9	11	13	7	11	7

- 5.4 This information, alongside views and inputs from bus operators and council officers, forms invaluable input into shaping Leicestershire's Bus Service Improvement Plan (BSIP).



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Leicestershire County Council

National Bus Strategy
Bus Service Improvement Plan

Version 2-5

October 2021



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0. Introduction

- 0.1 Leicestershire County Council recognises the very important role that buses and other passenger transport services have to play in keeping people and places connected, especially in a largely rural county such as Leicestershire. Use of such services rather than private car travel also helps reduce congestion, improves air quality in our towns, and limits carbon emissions.
- 0.2 Decarbonisation is clearly one of the high priority overall objectives for developing increased use of better, cleaner bus services. The County Council has declared a Climate Emergency and has pledged to reach a revised target of achieving 'net zero' across the county by 2045 – five years sooner than the government target of 2050.
- 0.3 In line with this, the Leicester & Leicestershire Strategic Growth Plan has a strong emphasis on 'clean growth', for which greater bus use will be a key delivery strand. The county already has a number of major employment areas, including Magna Park (the largest distribution hub in Europe), and the East Midlands Gateway adjacent to the airport. It is vital that public transport use is maximised for workers at these and other future major employment parks if 'clean growth' is to be achieved.
- 0.4 This document presents the Leicestershire Bus Service Improvement Plan (BSIP), which sets out our ambitions to deliver the Government National Bus Strategy, which the council fully supports. It has been developed by Leicestershire County Council and consultants, ITP, in collaboration with bus operators in the county. It takes account of views expressed by residents and visitors to Leicestershire and other interested parties and organisations, as gathered through a countywide public engagement exercise. It also takes account of discussions with neighbouring authorities, and community transport operators.
- 0.5 The delivery vehicle for the Leicestershire BSIP will be an Enhanced Partnership (EP), in which the County Council will work in partnership with all bus operators in the county and other interested parties. The EP Plan and initial individual Schemes will be developed and brought forward following formal adoption of this BSIP.
- 0.6 The Leicestershire BSIP is intended to be strongly led by user needs and desires. Throughout, we have been cognisant of the views of the people of Leicestershire expressed through public engagement, and have included further user needs research in the initial stages of many of the themes and schemes included in the plan. The BSIP is intended to be a 'living document'; it will evolve as we learn from experience and gather evidence.

- 0.7 The focus of the plan is strongly on growing the fare-paying customer market, with concessionary passengers also benefiting from many of the initiatives included. A particular focus is growth of patronage among young people (under 19) and young adults (19-25). Our view is that these are key life stages when people who have been regular bus travellers are often tempted to move from bus to car use. Getting young people and young adults to use buses more is seen as a cornerstone of a future sustainable Leicestershire bus network.
- 0.8 We believe that the Leicestershire BSIP represents an ambitious but realistic first step on the road to revitalising the Leicestershire bus network. With funding from Government, we will be able to deliver a brighter future for bus use in the county, that will play a vital role in achieving Leicestershire's aspirations to be a low-carbon, clean growth area.

1. Overview

LTA Responsible for the BSIP

- 1.1 The Leicestershire BSIP covers the area administered by Leicestershire County Council as a local transport authority (LTA). It is therefore a single-LTA BSIP. Although discussions are being undertaken with neighbouring authorities, because of the largely rural / market town nature of the area there appears to be no real advantage of joining to become a multi-LTA BSIP at this stage. Operating as a single-LTA BSIP has the advantage that we are able to focus on a manageable (though large) area and the particular needs of its residents, employers, and visitors.

Area Covered by the BSIP

- 1.2 The area covered by the Leicestershire BSIP is the administrative area of Leicestershire County Council, as shown in Figure 1-1. Our BSIP area does not cover the City of Leicester. However, we will work with operators and Leicester City Council to achieve our BSIP vision in respect of county residents' access to employment, education, services and to leisure opportunities in the City.
- 1.3 Leicestershire has a population of around 706,000 (2019 mid-year estimate¹). The demographic profile by age and gender is shown in Figure 1-2. The county population is ageing at a faster rate than the national average.
- 1.4 Leicestershire is predominantly a rural county, with 80% of the county's land being used for agriculture and approximately 55% of the county's population living within rural parishes. The county has approximately 150 settlements with a population of less than 10,000, and approximately 150 small villages with a population of less than 250. The majority of these small villages are located in the east of the County, within the districts of Melton and Harborough.
- 1.5 There are a number of towns in Leicestershire. These include Ashby-de-la-Zouch, Coalville, Earl Shilton, Hinckley, Loughborough, Lutterworth, Market Harborough, Melton Mowbray, Oadby, and Wigston. A significant number of Leicestershire residents also live within the Greater Leicester conurbation, just outside the city council's administrative boundary.

¹ <https://www.lsr-online.org/population-and-census.html> consulted July 2021.

Figure 1-1: Leicestershire BSIP area (county boundary)

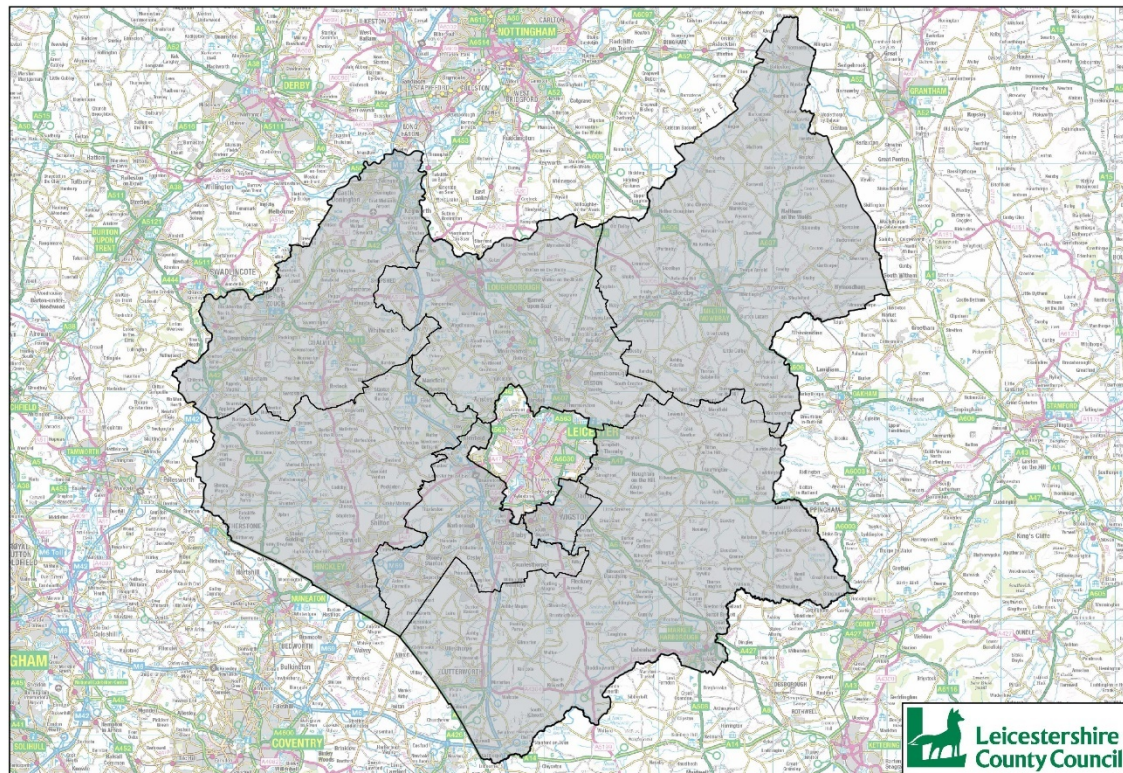
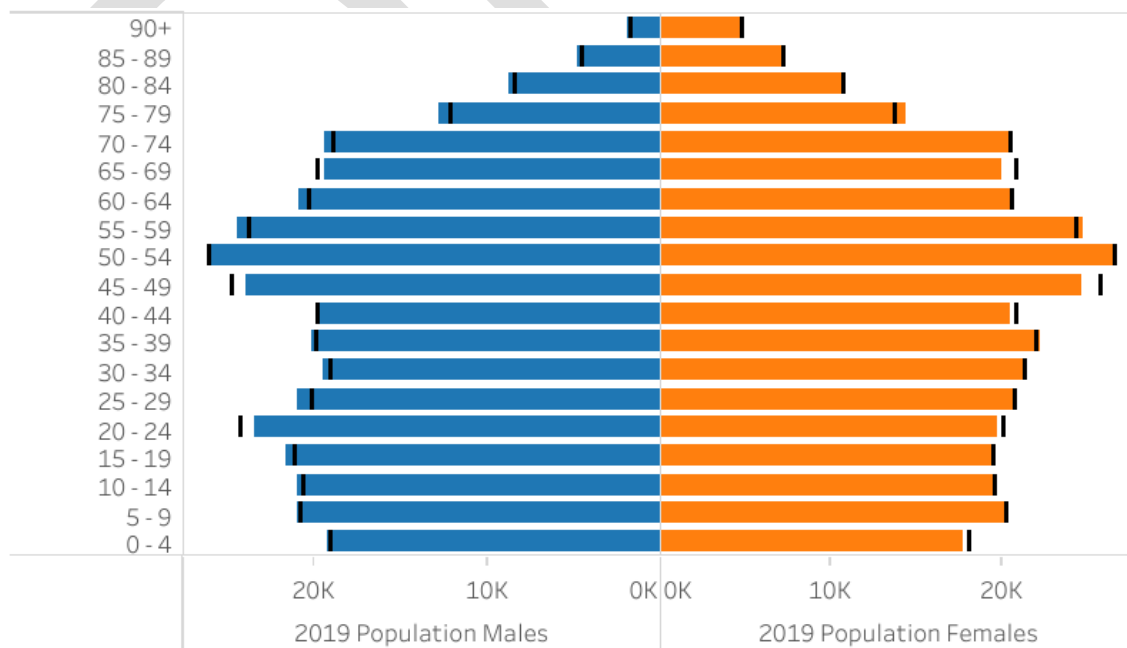


Figure 1-2: Age and gender breakdown (2019 bars and 2018 marks)



Enhanced Partnership

- 1.6 Following initial discussions with Leicestershire's bus operators (who were all strongly supportive) and an analysis of the pros and cons of Enhanced Partnership or Franchising in the local context, Leicestershire County Council published its Notice of Intent in June 2021 to establish an Enhanced Partnership (EP). This is the preferred mechanism to deliver the Leicestershire BSIP. A Partnership Working Group has been established (including the local authority and all Leicestershire bus operators) to collaboratively develop the BSIP, an EP Plan and EP Schemes. The Enhanced Partnership will be formally in place by the end of March 2022.
- 1.7 The following bus operators are members of the EP Partnership Working Group: Arriva, Centrebus, First, Kinchbus, Midland Classic, Nottingham City Transport, Paul Winson Coaches, Roberts Coaches, Stagecoach, trentbarton, Uno Buses, Vectare.

Duration

- 1.8 It is proposed that the Leicestershire BSIP will cover a 10-year period initially. This will give stability, consistency, and clarity of long-term vision to allow both LTA and bus operators to commit to delivering a much-needed boost to bus services and usage.
- 1.9 The BSIP will be formally reviewed annually by Partnership members to ensure that it is still fit-for-purpose and that it takes account of levels of funding availability, technological developments and ongoing feedback from bus users and non-users. The Enhanced Partnership members will meet at least quarterly to review progress on the delivery of the BSIP, EP Plan and Schemes, and agree actions needed to keep on or ahead of schedule.
- 1.10 Subject to there being no changes in national policy or funding, or any other material changes, a major review will be undertaken prior to the 10-year anniversary and the BSIP will be re-published at that point.

Alignment with Local Transport Plan

- 1.11 Leicestershire is currently in the process of developing a new Local Transport Plan (LTP4). Our current Local Transport Plan (LTP3) runs until 2026. The six published goals of the LTP are entirely consistent with the aim of the BSIP – to get more people using buses through an improved bus network and better operation. These goals are:
 - Goal 1: A transport system that supports a prosperous economy and provides successfully for population growth.

- Goal 2: An efficient, resilient, and sustainable transport system that is well managed and maintained.
 - Goal 3: A transport system that helps to reduce the carbon footprint of Leicestershire.
 - Goal 4: An accessible and integrated transport system that helps promote equality of opportunity for all our residents.
 - Goal 5: A transport system that improves the safety, health, and security of our residents.
 - Goal 6: A transport system that helps to improve the quality of life for our residents and makes Leicestershire a more attractive place to live.
- 1.12 The BSIP (and subsequently the EP Plan and EP Schemes) will form daughter documents to the Local Transport Plan (current and future editions) to ensure that they are embedded within the Leicestershire governance framework and culture.

Alignment with Passenger Transport Policy and Strategy

- 1.13 Our BSIP will align with the county's Passenger Transport Policy and Strategy (PTPS), which has been in operation since October 2018 and was developed against a background of diminishing funds to support buses. The PTPS will be reviewed in full once the BSIP and EP Plan have been developed to ensure that full alignment is achieved.

Our Vision

- 1.14 The vision that sits behind the Leicestershire BSIP is one where the county's bus services are simply 'best-in-class'. Our future bus network will seamlessly connect people with employment locations, education and training opportunities, key services, other transport modes, leisure destinations and, of course, each other; in a way that is reliable, affordable, environmentally friendly, easy-to-use, safe, and inclusive.

Our Aim and Objectives

- 1.15 The overall aim of the Leicestershire BSIP is to increase bus usage (compared with pre-pandemic levels) across the county through improved, financially sustainable, higher standard services that better meet the needs of Leicestershire residents, employees, and visitors – making bus travel a preferred choice for travel around the county and

travel into the City of Leicester. This will enable long term clean growth, supporting delivery of the Leicester & Leicestershire Strategic Growth Plan.

1.16 Within this overall aim, our objectives are to make the Leicestershire bus network:

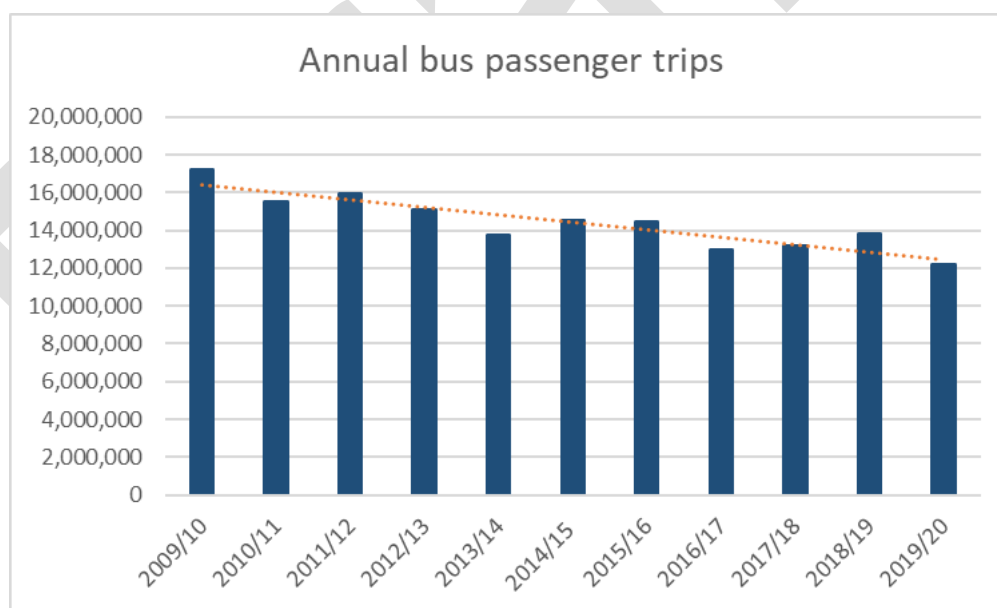
- 1) A single system - a high-quality integrated and efficient system, with:
 - a clearer brand identity and a more holistic approach to marketing;
 - greater coordination between operators' timetables;
 - integration with other travel modes such as rail, cycling, walking and e-mobility; and
 - use of DRT to provide greater availability, particular in rural areas of the county.
- 2) Reliable – quicker journey times delivered more reliably and where possible, more frequently
- 3) Affordable - particularly for young people who are the potential core bus market for the future.
- 4) Easy to use – with the customer experience much easier in terms of getting information, using different operators' services, and paying fares.
- 5) More attractive and greener – through moving towards use of modern, lower emission (and ultimately zero emission) vehicles across the network.

2. Current Bus Offer to Passengers

Analysis of Existing Bus Services

- 2.1 In general, Leicestershire has seen a downward trend in bus passengers over the last decade, from 17.3m in 2009/10 to 13.8m in 2018/19, as shown in Figure 2-1. This reduction in patronage to some extent coincides with reduction of local authority support for non-commercial bus services as council finances have been reduced. The 20% patronage reduction in Leicestershire is equivalent to the fall in patronage in neighbouring Nottinghamshire and Derbyshire. It is against this background that the Leicestershire BSIP aims to reverse this trend and grow bus use over the next decade. At the same time, however, it should be noted that there are a number of commercial routes whose patronage was growing pre-Covid and there are lessons to be learned from such services.

Figure 2-1: Leicestershire bus passenger trends^{2 3}



- 2.2 The impact of the Covid-19 pandemic on bus patronage has been dramatic. Patronage for financial year 2020/21 was just 27.5% of the 2018/19 figure (3.8m compared to 13.8m).
- 2.3 Table 2-1 shows that although the proportion of passengers travelling with an ENCTS pass has fallen over recent years (in line with the rise in age of eligibility), in 2019/20

² Based on DfT bus statistics Table BUS0109, as published June 2021.

³ Last month of 2019-20 (latter part of March) was affected by COVID restrictions.

31% of all bus passengers in Leicestershire were concessionary travellers. This is significantly higher than the England average of 21%. The concessionary section of the bus market is also taking the longest time to recover post-Covid.

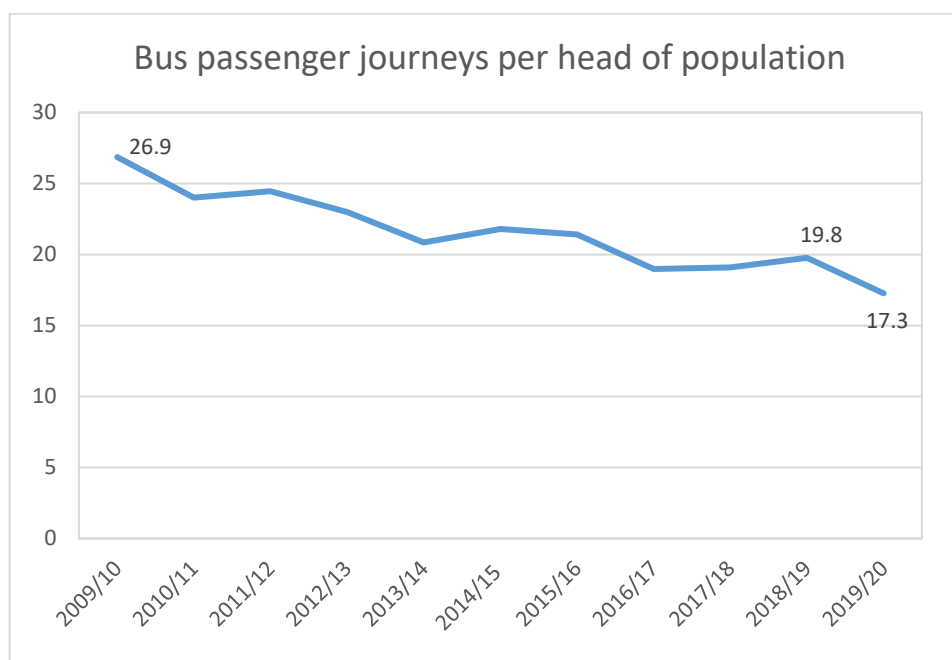
Table 2-1: Concessionary travel trends in Leicestershire⁴

Year	Total passenger journeys (millions)	Of which ENCTS (millions)	% ENCTS	England ENCTS %
2009/10	17.3	5.6	33	23
2010/11	15.5	5.5	36	23
2011/12	15.9	5.8	37	23
2012/13	15.1	5.8	38	22
2013/14	13.8	4.9	36	22
2014/15	14.6	5.1	35	22
2015/16	14.5	5.3	37	22
2016/17	13.0	4.3	33	22
2017/18	13.2	4.4	33	22
2018/19	13.8	4.5	32	22
2019/20	12.2	4.0	31	21

- 2.4 Over the past decade, there has been a steady decline in the number of bus passenger journeys per head of population in Leicestershire (Figure 2-2), reducing by 26% from just under 27 in 2009/10 to just under 20 journeys per person in 2018/19. This trend reflects the challenges the authority has faced in maintaining service levels, which have resulted in supported service frequency reductions and removal of certain under-used services. It also reflects growth in car ownership and usage. It is also a slightly greater reduction than the 23% experienced in neighbouring Nottinghamshire and Derbyshire.

⁴ Based on DfT bus statistics Tables BUS0109 and BUS0113, as published June 2021

Figure 2-2: Bus passenger journeys per head of population



Bus Network

- 2.5 The primary providers of passenger transport services in Leicestershire are commercial organisations that operate local bus services on a profit-making basis, as envisaged when the local bus service market outside London was de-regulated in 1985. It is generally in the interests of the people of Leicestershire for commercial bus networks to be attractive, efficient, and stable; also commercial networks require no subsidy and there is, therefore, no cost to the taxpayer. Such networks can meet the needs of many people in providing a means of collective transport that reduces congestion on our roads, limits vehicular emissions and provides access to work and life opportunities.
- 2.6 Facilitating and supporting an appropriate mix of services, working with communities and commercial and 3rd sector operators, is a key aim for the Council, against a backdrop of a challenging funding situation. These are intended to meet statutory requirements, help Leicestershire County Council deliver on its strategic priorities and outcomes, and support the people of Leicestershire in accessing key services.
- 2.7 There are just over 70 commercial routes in operation in Leicestershire, many of which operate cross-boundary into neighbouring authority areas. There is no dominant operator of commercial routes – Arriva operates approximately 44% of commercial routes, with Centrebus operating approximately 23%. The remaining commercial

routes are operated by nine different operators, including First, trentbarton and Kinchbus.

- 2.8 There are a number of bus services operating in the county which the County Council considers it appropriate to secure and financially support, in addition to those operated commercially, in order to meet priority social needs. These services are summarised in Table 2-2 and together amount to approximately 1.6 million supported miles.
- 2.9 Four operators provide supported local bus services in Leicestershire – Arriva, Centrebus, Paul Winson and Roberts Coaches. Fourteen services are fully supported by the Council at a gross cost of approximately £2.2m per annum. Thirteen services are funded on a de minimis basis at a gross cost of approximately £580,000. A further two services are supported on a de minimis basis, using Section 106 funding from developers. A number of the de minimis contracts had been commercial within the last five years, demonstrating the fragility of the bus market in Leicestershire.
- 2.10 Some cross-boundary services are also co-funded by neighbouring LTA's, including the Park & Ride services that go into the City of Leicester and the 747 that serves Rutland as well as Leicestershire.

Table 2-2: Supported bus services in Leicestershire - expected costs in 2021/22

Service Number	Operator	Details	Cost p.a.	Nature of Financial Support
27	Roberts	Loughborough - Thurmaston		Service fully-funded
55, 56	Centrebus	Melton - Grantham (CBP)		Service fully-funded
33	Centrebus	Market Harborough Town Services		Service fully-funded
44	Centrebus	Foxtan - Harborough Fleckney		Service fully-funded
58	Centrebus	Lutterworth - Market Harborough		Service fully-funded
100	Centrebus	Melton - Syston		Service fully-funded
125	Roberts	Leicester - Castle Donington		Service fully-funded
129	P Winson	Ashby - Loughborough (CBP)		Service fully-funded
3 & 13	P Winson	Loughborough Town Services		Service fully-funded
23 & 25	Centrebus	Melton-Bottesford (23) & Melton-Stathern (25)		Service fully-funded
7	Roberts	Measham - Atherstone (CBP)		Service fully-funded
101	Roberts	Park and Ride (Meynell's Gorse)		Service fully-funded
203	Roberts	Park and Ride (Enderby)		Service fully-funded
303	Roberts	Park and Ride (Birstall)		Service fully-funded
		Sub-total gross cost of fully-funded services	£2,212,229	
14 & 15	Centrebus	Melton Town Services		Service part-funded
747	Centrebus	Leicester - Uppingham		Service part-funded
8	Arriva	Lutterworth - Hinckley		Service part-funded
8	Centrebus	Loughborough - Melton (& Grantham)		Service part-funded
X84	Arriva	Leicester - Rugby (Saturday)		Service part-funded
X55	Arriva	Hinckley - Leicester (Fosse Park)		Service part-funded
6/6A & 7	Arriva	Hinckley Town		Service part-funded
X6	Arriva	Hinckley Town + Dadlington Diversion		Service part-funded
154	Centrebus	Leicester - Loughborough (Saturday)		Service part-funded
154	Centrebus	Leicester - Loughborough (Mon-Fri)		Service part-funded
159	Roberts	Coalville - Hinckley		Service part-funded
X6	Centrebus	Bottesford - Grantham (Muston Diversion)		Service part-funded
22B	Centrebus	Leicester - Birstall (Saturday)		Service part-funded
		Sub-total gross cost of LCC part-funded services	£582,266	
X3	Arriva	Farndon Fields Extensions		Part-funded: S106 obligation funds from developer
30	Centrebus	Farndon Fields Ext + infill journeys		Part-funded: S106 obligation funds from developer
		Sub-total gross cost of part-funded Section 106 services	£56,965	
		Estimated fare receipts to LCC* on min cost services	-£250,000	
		Total net funding of bus services	£2,601,460	

*Takes account of Covid effects in 21-22 and anticipated lower level of income than allowed for in the budget

- 2.11 Analysis of the local bus network was undertaken in 2018 to identify the proportion of the population within walking distance (determined as 800m to reflect the rurality of the area) of a commercial or a supported service. The analysis concluded that 82.3% of the county's population was within walking distance of a commercial service and 63.5% of the population was within walking distance of a supported service. Overall, 93.3% of the population was within 800m of a local bus service.
- 2.12 In addition to conventional bus services, the County Council currently funds in excess of 40 demand responsive transport (DRT) services at a gross cost of approximately £185,000 per annum. These taxi DRTs operate on specific days of the week, with a fixed timetable. Journeys only operate if bookings are received, with bookings being made directly with the operator. Concessionary passes are accepted for travel on these services.

- 2.13 The Council secured £1.3m of funding from the Rural Mobility Fund to pilot a technology-based DRT service in the Hinckley / Narborough area of Leicestershire. This pilot will be closely monitored with a view to extending the concept to other low PT demand areas of the county.
- 2.14 The council also funds community transport services across the county which complement the local bus network and provide lifeline services for those who are unable to use conventional bus services. Annual funding of £512,000 is provided to 12 CT providers who offer car- and minibus-based services for members of their schemes.

Bus Fleet

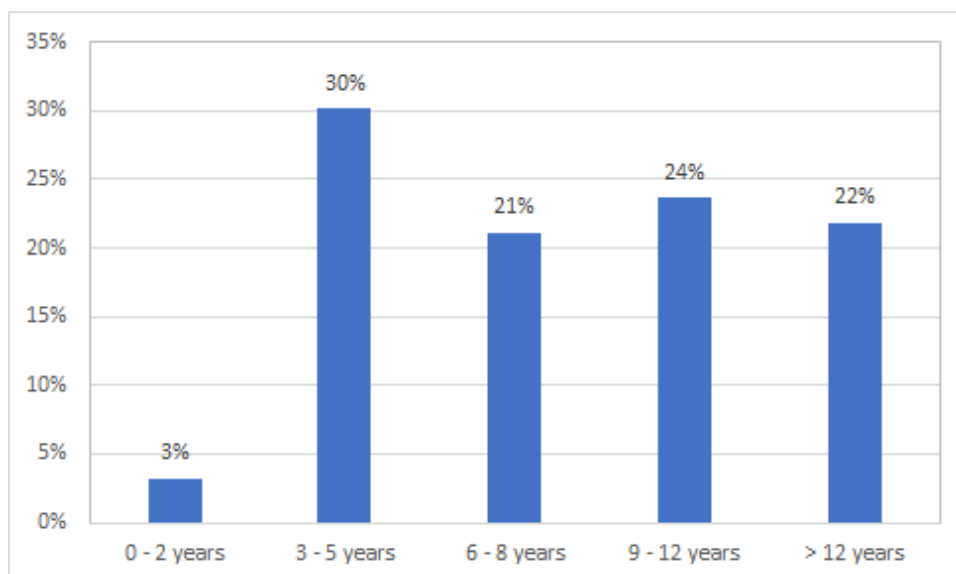
- 2.15 The bus fleet deployed in Leicestershire is predominantly Euro 6 (see Table 2-3). The electric buses within the fleet are deployed exclusively on the tendered Park & Ride services. Only around 3% of the vehicles deployed in Leicestershire are less than two years old (see Figure 2-3)– this includes the Park & Ride electric buses. A Euro 6 diesel car emits 10 times the per passenger NOx of a comparable journey by a Euro VI bus.
- 2.16 In general terms, older buses are more polluting than newer buses. Approximately a third of buses in public service in Leicestershire are between three and five years old. More than a fifth of vehicles are over 12 years old, which reflects the tendency among operators to cascade vehicles as they age from more profitable urban services onto county services.

Table 2-3: Composition of Leicestershire bus fleet⁵

Summary	Total	%
Euro 1	0	0%
Euro 2	0	0%
Euro 3	12	4%
Euro 4	12	4%
Euro 5	50	17%
Euro 6	212	72%
Electric	9	3%
Total	294	100%

⁵ Based on data supplied by the majority of bus operators

Figure 2-3: Average age of Leicestershire bus fleet



Traffic congestion and traffic levels

- 2.17 According to DfT's Road Traffic Statistics, 5.27 billion vehicle miles were travelled on roads in Leicestershire in 2019, of which 3.96 billion (over 75%) were travelled by cars and taxis. For cars and taxis and all motor vehicles, this is an increase of 8% compared to the equivalent figures for 2014⁶.
- 2.18 Traffic congestion in the county has worsened over recent years, resulting in significant pinch points along the network where buses struggle to maintain their schedules as a consequence of competing for road space with other traffic. A list of key bus pinch points on the network, as identified by bus operators, is provided as Annex 1. Annex 2 presents maps showing morning peak period traffic delays in and around the main Leicestershire towns, derived from Trafficmaster journey time data.

Fares and Ticketing

- 2.19 'Flexi' bus tickets offer unlimited travel on any bus in the city of Leicester and into Greater Leicestershire – the urban area of the county close to the city boundary. Five bus operators participate in the scheme – Arriva, Centrebus, First, Kinchbus and Stagecoach. The scheme includes child and student termly and yearly ticket options.

⁶ Road traffic statistics - Local authority: Leicestershire (dft.gov.uk)

- 2.20 All commercial bus operators in Leicestershire offer a range of proprietary tickets which include single, return, one day and multiple day options; all discounts offered currently are done so commercially by each individual operator. Operators also offer a range of tickets for employers, schools, colleges and universities to encourage public transport use. Fares and ticketing information are available from the bus driver or via the relevant operator's website. Saver tickets are also available to buy from the driver for the Council-subsidised Park & Ride services.
- 2.21 Although operators offer some child and young person discounts in Leicestershire, age restrictions, the amount of discount available and coverage differ by operator.

Timetables and Information

- 2.22 The County Council is responsible for providing timetables and information for the local bus services which it financially supports. This information is predominantly available via the Choose How You Move website – the one-stop shop for travel information in Leicester & Leicestershire⁷. The website also includes a journey planner to enable users to explore the different travel options that are available in Leicestershire.
- 2.23 Several operators also provide live at stop real time information via free to download mobile phone apps. Such apps also offer journey planning tools to help customers. Bus operators provide timetable and information for commercial services via their own company websites and paper timetables at stops.
- 2.24 There are 114 Real-Time Information displays located around the county. A list of the display sites is provided in Annex 3.

Responsibility for bus services

- 2.25 Responsibility for bus services rests with four main teams, covering 14.3 Full-Time Equivalent (FTE) posts:
- Contracts and Compliance Team – with responsibility for procuring local bus and DRT services and monitoring compliance with contract conditions (1.5 FTE posts)
 - Passenger Transport Services Team – providing data on concessionary travel reimbursements and usage, recording patronage and revenue data for supported services (1 FTE post)

⁷ www.choosehowyoumove.co.uk/public-transport/

- Safe and Sustainable Travel Team – responsible for logging bus service registrations, applying the Passenger Transport Policy and Strategy in response to proposed network changes, advising Contracts and Compliance Team on services to be tendered, maintaining NaPTAN database, updating public transport information for supported services, managing contract for bus shelter cleaning and maintenance (8 FTE posts)
- Transport Strategy and Policy Team – providing policy direction, particularly with regard to the Passenger Transport Policy and Strategy (0.7 FTE posts)

2.26 In addition, three teams provide support to bus service operations as follows:

- Network Management Team - processing road space booking applications, notifying bus operators and assisting works promoters in the selection of appropriate traffic management to minimise impact on bus services (0.06 FTE posts)
- Network Data Intelligence – collecting and managing data for all bus service reviews and ongoing patronage monitoring (2.5 FTE posts)
- Communications Unit – advising on media handling, preparing public engagement materials and supporting at engagement events (0.7 FTE posts)

2.27 Decision making with regard to all elements of local bus service provision involves high level Director, Assistant Director and Head of Service resource (1.8 FTE posts).

Local Operators and the County Council

2.28 During the pandemic, regular meetings were held with the two main operators of supported services to deal with issues arising and monitor service provision and Covid-recovery.

2.29 There is a Park & Ride Steering Group involving the service operator, county and city council which meets on a monthly basis. The county council and bus operators participate in area-focussed working groups, such as the East Midlands Gateway Access to Work group, the East Midlands Gateway Sustainable Travel working group and the Arriva Click DRT project in New Lubbethorpe.

Public Engagement

2.30 An online survey, which was live between 15th June and 30th July 2021, sought to gather the views of Leicestershire residents and visitors regarding their use of bus services and measures that would encourage them to increase their bus travel. A total of 1,483

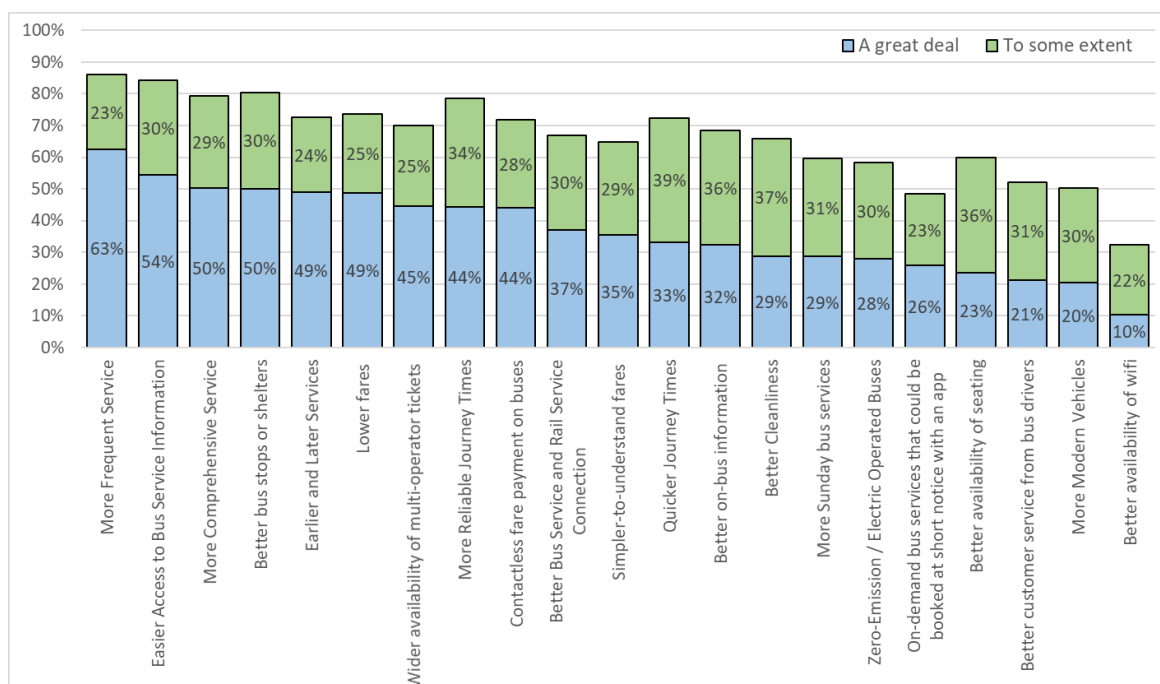
responses were received, which included councillors and representatives of organisations.

2.31 Figure 2-3 shows that the top ten measures residents and visitors considered would increase their bus use in Leicestershire 'a great deal', were:

- More frequent service (63%)
- Easier access to bus service information (54%)
- More comprehensive service (local buses near you serving more destinations) (50%)
- Better bus stops or shelters (50%)
- Earlier and later services (49%)
- Lower fares (49%)
- Wider availability of multi-operator tickets (45%)
- More reliable journey times (44%)
- Contactless fare payment on buses (44%)
- Better bus service and rail service connections (37%)

2.32 Among regular users and infrequent / non-users, two of the top three measures were the same – 'more frequent services' and 'easier access to bus service information'. 'Lower fares' were considered more likely to increase bus use by infrequent and non-users than by regular users. The capability for contactless fare payment was considered more effective at encouraging increased bus use by infrequent / non-users than by regular users.

Figure 2-4: Measures that would encourage Leicestershire residents and visitors to increase their bus use



2.33 In addition to the measures outlined, councillors and representatives of organisations, business and community groups suggested the following measures could help to increase bus use in the county:

- more circular services providing links to facilities and destinations situated outside of the city centre
- improvements to walking and cycling links to access bus services
- measures to disincentivise car use to achieve modal shift and net-zero carbon targets
- improved communication between the bus operator and its users, such as the provision of real-time information via social media
- retain cash payments on the bus and paper timetables at bus stops.
- co-ordination between the County and City Council, including better co-ordinated timetabling, ticketing, and links to other public transport interchanges.

2.34 Residents and visitors highlighted the following additional measures to encourage greater bus use:

- better bus service connections to Fosse Park shopping centre, avoiding the need to interchange in Leicester and making the bus journey time competitive with the car

- cheaper and easier-to-understand fares, including multi-operator tickets
- availability of group saver tickets (particularly for families)
- under-18 travel to be available without charge
- an extension to the concessionary pass validity, particularly for travel before 09:30
- retain traditional methods of payment and bus service information provision at the same time as developing mobile apps
- increase in use of CCTV and improved driving style
- improved walking infrastructure to reach bus stops
- improve vehicle accessibility, particularly for disabled individuals, those travelling by bike and those with a pushchair

2.35 The full survey analysis report can be accessed on the Leicestershire public transport website.

Other Factors that Affect Use of Local Bus Services

- 2.36 Local bus services are always in competition with other modes of transport. In particular, this includes the private car, which on a per-person basis uses more road space, contributes much more to congestion, emits more local air pollutants, and has greater carbon emissions.
- 2.37 Private car users incur costs each time they make a trip. These include depreciation on the initial investment made in the vehicle, maintenance costs, tyre wear, fuel costs, and parking costs. However, only the last two items tend to be perceived as a per-trip cost by people, leading to a skewed view of the relative cost of car versus bus or other modes.
- 2.38 Parking capacity and prices are within the partial control of the public sector, where car parks and on-road parking are controlled and operated by local authorities. Private non-residential (e.g. employer-provided) parking is, of course, outside their direct control, as are privately-operated car parks. Nonetheless, parking prices and supply control can be used as a demand management tool, helping to re-balance the skewed view of relative costs of car versus bus.
- 2.39 Leicester City Council is considering the introduction of a Workplace Parking Levy in Leicester. Such a measure would have implications for Leicestershire residents who currently drive into work in the city, as city centre employers may opt to pass some or all of the parking charge onto employees, which may affect county residents' modal choice for travel to work in the city.

- 2.40 In the main Leicestershire towns (as in many towns), parking prices are generally set quite low by the seven first tier local authorities (district councils). This is probably due to a concern that higher prices would affect the attractiveness of the town. Nevertheless, there is some scope for using parking price as a lever in future to get more people to use buses and other sustainable transport modes, provided that there are high quality bus services and infrastructure available as alternatives. This will be explored with the district councils during the early stages of BSIP implementation, particularly in towns where improved bus services are delivered.
- 2.41 Annex 4 to this document presents an overview table of off-road parking capacity and prices in the main Leicestershire towns. In viewing this table, it is worth noting that Oadby & Wigston Borough Council is considering introducing some form of car park charging in 2022.

3. Headline Targets

Baseline Position

- 3.1 As required by DfT, we have set targets in the following areas for the Leicestershire Bus Service Improvement Plan:
- Passenger growth
 - Customer satisfaction
 - Journey times
 - Reliability
- 3.2 We have also set an additional target for bus emission standards for the Leicestershire bus fleet.
- 3.3 We want to set ambitious and challenging targets. In order to set such targets, however, it is important that we have suitably representative evidence so that a baseline position can be established, against which improvements can be measured. This is challenging, as bus operations are not in a 'stable' position at present, with patronage levels and public opinions on buses still in recovery from the Covid-19 pandemic, and journey times being affected by post-pandemic private car usage patterns. Comparison with pre-pandemic levels as a baseline is not seen as appropriate by the Council or partner bus operators as people have settled into new travel habits and services have also flexed and altered since the pandemic began in March 2020.
- 3.4 We therefore propose the following⁸:
- For **passenger growth**, the baseline position will be based on patronage on services serving Leicestershire in the six months leading up to March 31st 2022. These are the last six months before the first measures under the BSIP and associated Enhanced Partnership Plan will start to take effect, and are likely to represent the most stable picture of 'the new normal' bus operations post-Covid. The six-month period figures will be converted to annual equivalent figures using ratios (annual/final six months) from a previous non-Covid-affected financial year (e.g. 2018-19). It is anticipated that this patronage baseline will be of the order of 80% of pre-Covid levels.

⁸ Subject to national COVID guidance and restrictions not materially changing in the meantime

- For **customer satisfaction**, the baseline position will be based on outputs from the National Highway and Transport Public Satisfaction Survey (NHT Survey) for 2019 (the last complete year unaffected by COVID). Leicestershire County Council subscribes to this annual survey, which includes a number of questions on public satisfaction with different aspects of bus services, as well as overall satisfaction with local bus services. It is worth noting that this samples views from general members of the public, rather than just focusing on current bus users.

The county of Leicestershire is not one of the areas covered by Transport Focus in their annual national bus passenger survey. While some Leicestershire operators run their own customer satisfaction surveys, these are unlikely to be comparable across operators in the county.

The DfT requirement appears to be for customer satisfaction to be reported every six months rather than annually. It is therefore proposed that an 'infill' customer satisfaction survey is undertaken across the county halfway between each annual NHT Survey. This would ask a subset of the NHT survey questions of a sample of Leicestershire residents, with the first one taking place in Spring 2022 using some of the BSIP funding provided by DfT. The results of the NHT and 'infill' surveys will then be tracked over time to monitor changes in customer satisfaction with different aspects of bus services. The need for the 'infill' surveys is included in the financial ask for supporting Leicestershire's BSIP delivery.

- For **journey times**, it is proposed that average bus journey times for different times of day (e.g. morning peak, interpeak, afternoon peak) for each service are examined for 'neutral months' twice per year (e.g. March and September). Where possible, this will be based on GPS bus journey time data and the baseline will be set by data from September 2021 and March 2022.
- On **reliability**, there are three measures that are all important:
 - Punctuality – reflects how well buses run to the timetable (which is developed in the knowledge of regular delays).
 - Reliability – concerns whether a bus arrives at all.
 - Consistency of journey time – concerns how much journey times vary between uncongested and congested conditions.

As with journey times, it is proposed that, where possible, this will be based on GPS journey time data and the baseline will be set by data from September 2021 and March 2022.

Performance Indicators

- 3.5 Within each of the four areas, a number of performance indicators will need to be monitored. Table 3-1 sets out the proposed performance indicators under each area.

Table 3-1: Proposed performance indicators

Area	Indicators	Desirable Sub-divisions, if available
Passenger growth	Patronage (person-trips)	All users / adult fare-payers / young people / ENCTS passholders
Customer satisfaction	Overall satisfaction with bus service – all users	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with punctuality	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with value for money / bus fares	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with quality and cleanliness of vehicle	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with helpfulness of drivers	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with bus stops /shelters	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with ease of obtaining service information	All users / adult fare-payers / young people / ENCTS passholders
	Satisfaction with availability of information to plan journeys	All users / adult fare-payers / young people / ENCTS passholders

Area	Indicators	Desirable Sub-divisions, if available
Journey times	Average journey time (monthly period) per service	Morning peak / Interpeak / Afternoon peak
Reliability	Punctuality	Morning peak / Interpeak / Afternoon peak
	Reliability – percentage of cancelled service runs.	
	Consistency of journey time – drawn from journey time data.	Across AM peak, interpeak and PM peak

Targets for Passenger Growth and Customer Satisfaction

- 3.6 Our targets for passenger growth over the 10-year BSIP period are shown in Table 3-2 below. The value 100 denotes the baseline position, as described above, as determined at the end of March 2022. It is anticipated that this will be around 80% of pre-Covid levels. These are set to be challenging targets against a background of declining patronage, as presented in Section 2.

Table 3-2: Targets for passenger growth and customer satisfaction

Performance indicator	Year	All passengers
Patronage (person-trips)	Baseline 2021-22	100
	2022-23	110
	2023-24	125
	2024-25	130
	2025-26	132
	2026-27	133
	2027-28	134
	2028-29	135
	2029-30	136

Performance indicator	Year	All passengers
	2030-31	137
	2031-32	138
Customer satisfaction (all indicators)	Baseline 2021-22	100
	2022-23	101
	2023-24	103
	2024-25	105
	2025-26	107
	2026-27	109
	2027-28	111
	2028-29	112
	2029-30	113
	2030-31	114
	2031-32	115

Targets for Journey Times and Reliability

- 3.7 Our targets for journey times and reliability over the 10-year BSIP period are shown in Table 3-3 below. Targets for punctuality and percentage of cancelled service runs will apply to all services across Leicestershire. Other targets apply only to services that operate on routes that are affected by journey time schemes or interventions (typically those targeting bus priority) implemented under the plan. The value 100 denotes the baseline position, as described above, as determined at the end of March 2022. These are set to be challenging targets against background growth in general traffic and declining bus patronage.

Table 3-3: Targets for journey times and reliability

Performance indicators	Year	Routes covered by BSIP journey time interventions
Average journey time (morning and evening peak periods)	Baseline 2021-22	100

Performance indicators	Year	Routes covered by BSIP journey time interventions
	2022-23	100
	2023-24	97
	2024-25	95
	2025-26	95
	2026-27	95
	2027-28	95
	2028-29	95
	2029-30	95
	2030-31	95
	2031-32	95
Reliability (punctuality) – morning and evening peak periods	Baseline 2021-22	100
	2022-23	101
	2023-24	102
	2024-25	103
	2025-26	104
	2026-27	105
	2027-28	106
	2028-29	107
	2029-30	108
	2030-31	109
	2031-32	110
Reliability (percentage of cancelled service runs) – all day	Baseline 2021-22	100
	2022-23	95
	2023-24	90

Performance indicators	Year	Routes covered by BSIP journey time interventions
	2024-25	85
	2025-26	80
	2026-27	75
	2027-28	70
	2028-29	65
	2029-30	60
	2030-31	55
	2031-32	50
Reliability (average journey time differences between peak and interpeak services)	Baseline 2021-22	100
	2022-23	97.5
	2023-24	95
	2024-25	92.5
	2025-26	90
	2026-27	87.5
	2027-28	85
	2028-29	82.5
	2029-30	80
	2030-31	77.5
	2031-32	75

Target for Bus Emissions Standards

- 3.8 Our target for bus emission standards is a relatively short term one. This is that all buses used on the Leicestershire registered local bus network will meet Euro VI emission standards (or equivalent) by the end of 2024-25. There may be a very small

number of exemptions from meeting this standard for services operated by small operators that only have one or two stops in Leicestershire.

Draft

4. Delivery

- 4.1 From our discussions with operators and informed by feedback from users, we have already developed a number of delivery themes, and schemes within those themes, which with the aid of Government National Bus Strategy funding we stand ready to begin delivering through our BSIP. These are grouped together in the following tables under the five objectives identified in section 2. On the public sector side, Leicestershire County Council will work with Government to ensure that sufficient funding is made available to deliver these themes and schemes.
- 4.2 Delivery will be driven by the Enhanced Partnership of bus operators and the local authority, working in collaboration with other interested parties and stakeholders. The Partnership will be supported in delivery by an EP Coordinator (with a support team), whose cost has been included in our financial ask from the National Bus Strategy funding pot. Additional Council officers and external consultancy support will also be required to deliver specific schemes under the BSIP.

Single system

No.	Name	Scheme description	Detail and timing
S1	Timetabling and frequencies	S1-1: Operators will work together to coordinate timetables on key corridors, as far as possible, to achieve regular headways. This will apply where there is more than one operator serving a corridor, and will ensure that the timetable serves the needs of as many customers as possible and is easy to understand.	<p>An initial review to establish where coordination of timings on specific corridors would be beneficial and possible (given other constraints) will be undertaken in the first half of Year 1 (2022-23) of the BSIP. On Leicester-bound services, this review will be undertaken in coordination with Leicester City Council. Required timetable changes will be implemented in the second half of Year 1. All timetable coordination will be kept under review by the EP members throughout the BSIP duration.</p> <p>Under this scheme, all timetable changes will take place at six set dates in the year to aid user comprehension. These dates will be coordinated with neighbouring authorities in the East Midlands to ensure compatibility.</p>

No.	Name	Scheme description	Detail and timing
		<p>S1-2: Minimum service frequencies will be implemented on different types of bus route. This should help to grow patronage, but will require some initial revenue funding support.</p>	<p>A review will be undertaken of the whole supported services network, in line with an updated version of our Passenger Transport Policy and Strategy that reflects the BSIP. This will look service-by-service and determine whether / how the network should be re-shaped. Changes will be made as required after appropriate assessments and local consultation. Existing supported services will be maintained whilst this review is being undertaken. This scheme will also provide post-Covid recovery funding support where needed services that would otherwise be at risk while patronage re-grows to pre-Covid levels.</p> <p>Increased service frequencies will be introduced in Year 1 on three selected routes in order to pilot the scheme for two years and ensure that it gives good value for money. Other routes will be added gradually to the scheme in Years 3 to 5, assuming that the early pilot routes show promising growth in patronage levels.</p>

No.	Name	Scheme description	Detail and timing
S2	Integration with rail	S2-1: Bus operators will work with rail operators to ensure that, as far as possible, bus services that serve railway stations are timed to connect with key rail services.	An initial review to establish where coordination of timings with rail timings would be beneficial and possible (given other constraints and not at the expense of providing a worse service for a significant proportion of the bus customer base) will be undertaken in the first half of Year 1 (2022-23) of the BSIP, in coordination with the review in Scheme S1-1. Any bus timetable changes identified as beneficial will be implemented in the second half of Year 1. All timetable coordination will be kept under review by the EP members throughout the BSIP duration.
S3	Consistent, high quality roadside infrastructure	S3-1: LCC will work in collaboration with operators to ensure that all bus stops in the county have better, appropriate, consistently high-quality, roadside infrastructure.	<p>An audit of all bus stops and shelters will be undertaken in Year 1, against a defined list of features that different types of stop should have. Accessibility and personal safety issues with bus stops will also be reviewed and measures identified to provide safe access for a wide range of users (including people with impaired mobility).</p> <p>Implementation of upgraded infrastructure will commence during the second half of Year 1, and will be rolled out during Years 2 and 3. This will include provision of better information, and, where suitable, seating and shelters to protect users from the elements in key locations.</p>

No.	Name	Scheme description	Detail and timing
		S3-2: Improved maintenance and repair regime	An upgraded approach to managing existing and new infrastructure sites will be developed in the first half of Year 1. A maintenance and repair regime will be implemented starting from the mid-point of Year 1 that has challenging targets for repair and replacement when infrastructure gets damaged.
S4	Mobility hubs	S4-1: LCC will work to implement significant mobility hubs at key points to achieve better integration with active travel modes and e-mobility. This will include facilities for safe and secure cycle parking, as well as hire points for e-mobility and bicycles in some locations. It will also include other community facilities (e.g. parcel collection, cycle maintenance).	A mobility hub feasibility study will be undertaken in Year 1. This will look at possible locations, review potential features that could be included, and assess the business case (including costs and benefits) for implementing hubs at different locations. Depending on the results of the feasibility study, it is envisaged that one hub will be implemented in Year 2, which will act as a pilot. Three further hubs will be implemented in Years 3, 4 and 5.
S5	Branding and marketing	S5-1: LCC will work in collaboration with operators to create a distinctive brand for the Leicestershire bus network. This will seek to work alongside the individual operators' branding. Marketing of the Leicestershire bus network as a single entity will be undertaken jointly by LCC and bus operators.	Using our experience in developing the Choose How You Move brand, we will develop a branding design and marketing plan in the first half of Year 1. The aim will then be to roll it out across all infrastructure in parallel with the upgrading of infrastructure in the second half of Year 1 and Years 2 and 3. The branding will be applied to roadside infrastructure and to publicity and information materials. It will not be applied to vehicles because of potential clashes with existing operator vehicle branding and difficulties this would cause with cross-boundary services.

No.	Name	Scheme description	Detail and timing
S6	DRT	<p>S6-1: Demand responsive transport (DRT) will be used to provide services in areas of dispersed population and/or where demand is insufficiently concentrated to make regular fixed route services viable. These will connect into the main fixed route services as well as directly to local towns and centres.</p> <p>DRT will be delivered using booking apps and short-notice booking windows to appeal to people who are tech-savvy, as well as through more conventional telephone bookings. This strategy will learn from and build on the experiences of the Rural Mobility Fund DRT service that will be implemented in the Leicester-Hinckley corridor from early 2022.</p>	<p>In Year 1, Leicestershire’s RMF-funded DRT service focussed on the Narborough – Leicester corridor will be operational. This will be an invaluable source of information on what works and what doesn’t.</p> <p>In parallel with the first year of RMF service operation, a feasibility study will be undertaken to look at the potential viability of other locations where DRT could be used to expand the bus offer for poorly served communities.</p> <p>Proposals will be brought forward for six further DRT services, subject to the performance of the Narborough DRT service. These will provide broad coverage of currently under-served rural areas across the county and will be implemented in Years 2, 3 and 4 and operated continuously from that point. It is anticipated that all DRT services will require some ongoing public funding support throughout the BSIP period, although we expect the level required to drop as people get used to using DRT and patronage builds.</p>
		<p>S6-2: Provision of evening services using DRT will be explored, piloted, and implemented in selected areas.</p>	<p>The RMF-funded DRT service will be used as an initial pilot for operating evening services. This expansion of time coverage will take place at the end of year 1. Six additional evening DRT services will be implemented in Years 2, 3 and 4 to provide broad coverage across the county. These are likely to be linked to the additional daytime DRT services (see S6-1) but may cover a wider area in the evenings.</p>

No.	Name	Scheme description	Detail and timing
S7	Service quality standards	S7-1: Minimum service quality standards will be agreed and implemented across all Leicestershire bus services.	Minimum service standards will be agreed and implemented across Leicestershire. These will include standards for cleanliness of vehicles and customer service training for drivers.
		S7-2: A Customer Charter will be adopted across Leicestershire bus services.	A customer charter will be developed in collaboration between all operators and representatives of the user community, and will include remedies for bus users in the event of failure to meet those standards. This will be in line with guidance published by Transport Focus on customer charters. The aim is for this to be in place before the start of the BSIP period in April 2022.

Reliable

No.	Name	Scheme description	Detail and timing
R1	Bus priority at key points	R1-1: A programme of individual schemes and interventions will be developed and implemented to address delays to bus services and give buses priority.	<p>A list of pinchpoints on the Leicestershire network that lead to significant bus delays (making service journey times unreliable and impacting on operating costs) is being developed through collaboration between bus operators and Leicestershire County Council. These will be sifted and prioritised. Feasibility studies will be undertaken on at least three pinchpoints each year, and business cases will be developed to justify investment in bus priority interventions. Bus priority interventions to the value of £2m per year will be implemented on the Leicestershire network in each year of the BSIP from Year 2 onwards.</p> <p>Possible measures may include bus priority at signals, bus lanes, bus gates, and/or restrictions on on-street parking or loading at peak times. Where delays can be addressed sufficiently to reduce operating costs by reducing PVR, part of the financial benefit will be used to increase service frequency and/or reduce fares.</p> <p>Behavioural change campaigns (involving, for example, PTP and/or business engagement) will be undertaken alongside implementation of the bus priority measures. Experience across the UK has shown that these complementary activities help maximise the mode shift impact of new and improved sustainable transport infrastructure.</p>

No.	Name	Scheme description	Detail and timing
R2	Traffic and parking management and enforcement	R2-1: Improved traffic and parking management and enforcement.	During Year 1, the partnership will identify particular areas where poor traffic and parking discipline causes problems and delays for buses. LCC will then work with partners throughout the BSIP period to put in place new restrictions on on-street parking or loading at peak times, together with improving enforcement of existing restrictions. Enforcement technology and systems will be implemented as required, and operated in cooperation with Leicestershire police.

Affordable

No.	Name	Scheme description	Detail and timing
A1	Consistent age level for discounted child and young people's fares	A1-1: Rationalisation of qualification ages for child / young people discounted fare products.	We will seek to address the current inconsistency across Leicestershire operators in the age at which children / young people are able to access discounted fare products. We will agree, through the EP, a consistent age of under 19, below which Leicestershire bus users can expect discounted fares. This will address the current situation where different operators have different age criteria. This will be done in order to come into operation during Year 1 of the BSIP.

No.	Name	Scheme description	Detail and timing
A2	Discounted fare scheme for young adults	A2-1: A young adult discounted fare offer for all 19-25 year-olds will be implemented. This is viewed as important at an age where most people are on low incomes, and when moving from bus to car use is often an attraction. As noted earlier, getting young people to use buses more is seen as a cornerstone of a future sustainable Leicestershire bus network.	<p>We will enhance the current fare offers (e.g. student ticket products) made to some young adults aged 19-25 to ensure that all young people of that age group can access reduced fares. It is envisaged that fare discounts of around 25-33% would be applicable. This may require purchase of a discount card (off-bus) for an affordable sum (e.g. £5) to act as proof of entitlement. Smarter ticketing solutions, such as ITSO cards, white label EMV cards, etc. may also be considered.</p> <p>Development of the offer (which is likely to involve a concessionary travel scheme) will be undertaken early in Year 1, with a view to implementation during Year 2 and operation throughout the BSIP duration. Implementation will take place in a pilot area first in Year 2, with subsequent rollout to the rest of the county in Year 3.</p>

Easy to use

No.	Name	Scheme description	Detail and timing
E1	Improved information	E1-1: Improved information availability will be developed and provided across multiple channels to meet everyone's needs. This will include online information, printed leaflet information, and roadside service information. This will be based on user research on views of current information provision among different customer groups.	<p>A customer research exercise will be undertaken in Year 1 of the BSIP. This will explore the strengths and weaknesses of the information offer, in order to define what needs to be changed or improved. The research will be undertaken both with regular bus users and with irregular or non bus users. Including the latter group will help identify information barriers to bus usage.</p> <p>The results of the customer research exercise will be used to plan and implement the changes to information provision. The aim will be to have those changes in place by the end of Year 2.</p>
E2	Real-time information	E2-1 In order to provide a consistent standard across the whole Leicestershire network, all buses will be fitted with GPS positioning units which will feed into real-time information (RTI) provision to users. Delivery mechanisms for RTI will include a Leicestershire-wide app that will cover all operators' services, as well as RTI displays on selected corridors.	<p>The vast majority of buses in Leicestershire are already GPS-equipped. All currently non-equipped buses will be fitted with GPS positioning units as early as possible within Year 1.</p> <p>A review of current RTI will be undertaken in Year 1, including app-based provision and at-stop displays. The intention is to develop a Leicestershire-wide app that will cover all operators' services to 'fill in the gaps' in the current operator provision during Years 2 and 3. We will also double the number of RTI displays in the county, adding extra displays on selected corridors to strengthen information provision to bus users. Such additional signs will be procured and provided in Years 2 and 3.</p>

No.	Name	Scheme description	Detail and timing
E3	Multi-operator ticketing	E3-1: The aim will be to move towards multi-operator capped fares that work with debit, credit card, cash, and mobile payments across all Leicestershire operators. This is likely to be a staged programme, with acceptance of each other's ticket products on certain corridors initially, before broadening out into a full multi-operator ticketing regime.	<p>During Year 1, mutual acceptance of each other's tickets will take place on certain defined corridors where there is more than one operator offering services and where this will genuinely enhance the opportunities to travel by bus. As appropriate, there will be a back-office reconciliation and revenue apportionment function.</p> <p>Following on from this, the Leicestershire EP will work with neighbouring EPs (Leicester City, Nottinghamshire etc) to maximise value-for-money from technological investments. The aim will be to move into full tap-on / tap-off contactless multi-operator ticketing where users are guaranteed the best price for their travel patterns. This will be dependent on the results of pilots such as CORAL (in which several of the Leicestershire operators are participating) and other national initiatives, but is anticipated that this could be in place by Year 5 of the BSIP.</p>
E4	Mobility as a Service	E4-1: As a longer-term goal, the Leicestershire EP will investigate the potential for broadening the payment offer to include Mobility as a Service (MaaS) concepts, where user accounts can be used to pay for other modes of transport (e.g. bike hire, e-scooter hire) as well as bus fares. This may be particularly attractive once mobility hubs are in operation in Leicestershire.	Throughout the BSIP period, some budget will be allocated for a future technology monitoring and horizon-scanning observatory function. This will enable the EP to identify and assess trial or pilot opportunities in MaaS.

No.	Name	Scheme description	Detail and timing
E5	Autonomous vehicles	E5-1: The potential for use of autonomous buses will be monitored throughout the BSIP period. These have some long-term potential for reducing bus operating costs.	Throughout the BSIP period, some budget will be allocated for a future technology monitoring and horizon-scanning observatory function. This will enable the EP to identify and assess trial or pilot opportunities (particularly within a rural or market town environment) in autonomous vehicles.

Greener

No.	Name	Scheme description	Detail and timing
G1	Low Emission Vehicles (LEV) and Ultra-Low Emission Vehicles (ULEV)	G1-1: Lower emission vehicles. All vehicles used on the Leicestershire network will be Euro VI emission standard by March 2025	All buses used in Leicestershire will be Euro VI emission standard by March 2025. A grant fund will be established to assist some operators with the cost of upgrades or retrofits. All services supported by LCC will be required to be operated by vehicles with Euro VI emission standard or equivalent by March 2025. Some exemptions may be permitted by agreement (for example, services in neighbouring counties that have just one or two stops in Leicestershire).

No.	Name	Scheme description	Detail and timing
		<p>G1-2: ULEV buses will be used on a pilot route to test their operation and economics in practice in a peri-urban or market town context. We will work with neighbouring authorities such as Leicester City Council and Nottingham City Council to learn from their ULEV experiences.</p>	<p>We plan to introduce electric or other ULEV vehicles on a selected pilot route in Leicestershire. This will build on knowledge from the Leicester electric P&R bus operations that the County Council co-funds. The pilot route will be chosen based on suitability for ULEV operation and economic considerations. It is planned that the pilot route will be implemented in Year 3, with feasibility work, preparatory planning (including charging infrastructure considerations), business case development, and procurement undertaken in Years 1 and 2. Available ULEV technologies will be kept under review throughout the BSIP so that, as range and capabilities develop, ULEV technologies will be rolled out to as many vehicles as possible.</p>

- 4.3 Delivery of the Leicestershire BSIP is completely contingent on Leicestershire County Council being able to draw on additional funding from central Government. This will complement the existing expenditure by both the council and local bus operators that deliver the current bus offer. Table 4-1 below provides a summary of the estimated additional funding requirement from central Government, over an initial 3-year period and over a 10-year period.

Table 4-1: Summary of estimated additional funding required to deliver BSIP

Delivery cost (additional funding required) for schemes under following BSIP objectives	First 3 years	Next 7 years	10-year total
	FY 2022-24	FY 2025-2031	FY 2022-2031
Coordination of partnership	£1,166,607	£3,160,238	£4,326,845
Single integrated system	£32,340,334	£38,679,576	£71,019,911
Reliable	£14,223,487	£52,034,662	£66,258,148
Affordable	£3,282,794	£20,396,159	£23,678,953
Easy to use	£1,627,988	£918,750	£2,546,738
Greener	£5,310,994		£5,310,994
Total	£57,952,205	£115,189,385	£173,141,589

5. Reporting

- 5.1 Reporting of performance will take place every six months. The aim will be to publish the results of performance indicator monitoring activities within six weeks of the end of each six-monthly period. Presentation of the results will be in a clear, succinct, accessible format that members of the public, local and national politicians, and other interested parties can easily understand.
- 5.2 The performance monitoring reports will be easily accessible for all parties. They will be:
- Published on the Leicestershire County Council website at www.leics.gov.uk/roads-and-travel/buses-and-public-transport/passenger-transport.
 - Presented in poster form at major bus boarding points and transport interchanges
 - Presented in poster form at public libraries
 - Shared with DfT (and Transport Focus, if that is felt appropriate)
- 5.3 We are happy to discuss and agree with DfT the best format for presentation of results.

6. Overview Table

Name of authority or authorities:	Leicestershire County Council
Franchising or Enhanced Partnership (or both):	Enhanced Partnership
Date of publication:	31 st October 2021
Date of next annual update:	31 st October 2022
URL of published report:	To be added

Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured (max 50 words)
Journey time	Not available	Not available	5% reduction in average journey time within 2 years on routes subject to bus priority measures under Schemes R1-1 and/or R2-1	Average journey times and journey time variability will be established and monitored for all routes across the county. This will utilise data from GPS-based AVL systems that are fitted to most operators' buses.
Reliability (punctuality) NB 2 other measures of reliability (percentage of cancelled service runs; and difference between peak and interpeak services) will also be monitored – see section 3	63.0% ⁹	Not available	5% improvement over baseline measurement	Percentage of services departing between 1 minute early and 5 minutes late

⁹ From national bus statistic BUS 0902 (Non-frequent bus services on time)

Passenger numbers (annual passenger trips)	13.81m	12.73m ¹⁰	13.37m ¹¹	Passenger trip numbers will be reported by operators quarterly (and summed to give an annual figure over four quarters) using the exact same methodology as used to report numbers to DfT (as used in Government's annual bus statistics Table BUS0109a). This will ensure values are comparable with past years.
Average passenger satisfaction (overall) ¹² NB Measures of satisfaction with specific aspects of bus services will also be monitored and reported – see section 3	58.8%	58.0%	61.4%	Satisfaction (very or fairly satisfied) with local bus services (overall) will be measured through the annual National Highway and Transportation Survey (NHT). Infill surveys will be undertaken for 6-monthly reporting. NHT survey is with general public rather than just bus users, so includes non or prospective bus users as well – so gives significantly lower numbers than Transport Focus surveys with current bus users.

¹⁰ Adjusted from actuals to take March 2020 numbers affected by COVID-19 lockdown

¹¹ Based on estimated baseline annual figure for 2021-22 of 12.73m passengers (which will be calculated at the end of the year as set out in Section 3). Targets will be adjusted in line with baseline figure at that point.

¹² Based on NHT survey with sample of members of the public rather than just bus passengers.

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
Make improvements to bus services and planning		
<i>More frequent and reliable services</i>		
Review service frequency	Yes	<ul style="list-style-type: none"> • Scheme 1-1 will coordinate timetables and give regular headways on selected corridors. • Scheme 1-2 will provide increased service frequencies on selected routes.
Increase bus priority measures	Yes	<ul style="list-style-type: none"> • Scheme R1-1 will deliver a £2m p.a. programme of capital investment in bus priority measures to address hotspots on the network where buses are delayed. • Scheme R2-1 will deliver a programme of traffic and parking management and enforcement measures to reduce bus delays from poor traffic and parking discipline.
Increase demand responsive services	Yes	<ul style="list-style-type: none"> • Scheme S6-1 will build on the current DfT RMF-funded Leicestershire DRT pilot around Narborough to deliver six additional DRT services across the county. • Scheme S6-2 will expand DRT to provide evening services across seven areas that currently have none.
Consideration of bus rapid transport networks	No	<ul style="list-style-type: none"> • Not appropriate for the Leicestershire operating environment.
<i>Improvements to planning / integration with other modes</i>		

Integrate services with other transport modes	Yes	<ul style="list-style-type: none"> • Scheme S2-1 will involve bus and rail operators working together to identify and deliver opportunities to better connect these modes. • Scheme S4-1 will involve implementing four significant size mobility hubs at key locations to facilitate interchange between bus, cycling, walking, and e-mobility, as well as providing other community services.
Simplify services	Yes	<ul style="list-style-type: none"> • Where this is any over-provision on a route, the EP members will look to resolve this.
Review socially necessary services	Yes	<ul style="list-style-type: none"> • A review will be undertaken of the whole supported services network, in line with an updated version of our Passenger Transport Policy and Strategy that reflects the BSIP. This will look service-by-service and determine whether / how the network should be re-shaped. Changes will be made as required after appropriate assessments and local consultation. Existing supported services will be maintained whilst this review is being undertaken. • Community transport services were reviewed recently, and a commitment has been made to continue providing financial support for these vital services.
Invest in Superbus networks	No	<ul style="list-style-type: none"> • Not appropriate for the Leicestershire operating environment.
<i>Improvements to fares and ticketing</i>		
Lower fares	Yes	<ul style="list-style-type: none"> • Scheme A2-1 will implement a discounted fare scheme for young adults age 19-25. Capturing or retaining bus users

		at this key life stage is seen as a cornerstone of a future sustainable bus network.
Simplify fares	Yes	<ul style="list-style-type: none"> • Scheme A1-1 will introduce a consistent age of under 19 for Leicestershire bus users to expect significantly discounted fares. This will address the current situation where different operators have different age criteria.
Integrate ticketing between operators and transport	Yes	<ul style="list-style-type: none"> • Scheme E3-1 will introduce mutual acceptance of other operators' tickets in selected corridors, with back-office revenue apportionment. Leicestershire will also work with neighbouring authorities to be ready to adopt full tap-on-tap-off contactless multi-operator ticketing once the results of pilots such as project CORAL and other national initiatives come to fruition.
Make improvements to bus passenger experience		
<i>Higher spec buses</i>		
Invest in improved bus specifications	Yes	<ul style="list-style-type: none"> • Scheme S7-1 will apply minimum service standards for vehicle cleanliness and customer service training for drivers. • Scheme G1-1 will move all vehicles to Euro VI emission standard or equivalent within three years, with a grant fund set up to assist operators where needed.
Invest in accessible and inclusive bus services	Yes	<ul style="list-style-type: none"> • Scheme S3-1 will involve a full countywide review and upgrade of bus stop and shelter infrastructure to ensure that it is accessible to all, safe, modern, and provides a user environment in keeping with user expectations.
Protect personal safety of bus passengers	Yes	

		<ul style="list-style-type: none"> • Scheme S3-2 will provide an upgraded approach to managing and maintaining roadside infrastructure.
Improve buses for tourists	Yes	<ul style="list-style-type: none"> • Tourists will benefit from many of the proposed schemes (e.g. information improvement) but the tourist sector is not a particular target.
Invest in decarbonisation	Yes	<ul style="list-style-type: none"> • Scheme G 1-2 will involve implementing a ULEV pilot route in Leicestershire, building on the experience of the electric Leicester park & ride services that Leicestershire County Council co-funds and promotes.
<i>Improvements to passenger engagement</i>		
Passenger charter	Yes	<ul style="list-style-type: none"> • Scheme S7-2 will develop and implement a customer charter for users of Leicestershire services, in collaboration with representatives of the user community.
Strengthen network identity	Yes	<ul style="list-style-type: none"> • Scheme S5-1 will create a distinctive brand for Leicestershire bus services, which will be applied to all roadside infrastructure and marketing and information materials. It will also involve joint marketing of Leicestershire bus services by LCC and bus operators.
Improve bus information	Yes	<ul style="list-style-type: none"> • Scheme E1-1 will carry out an in-depth customer research exercise, which will be used to plan and implement improved information provision across the county. • Scheme E2-1 will involve fitting all remaining non-equipped buses used in the county with GPS, developing a countywide app to provide multi-operator RTI, and installing 85 additional roadside RTI displays on selected corridors.

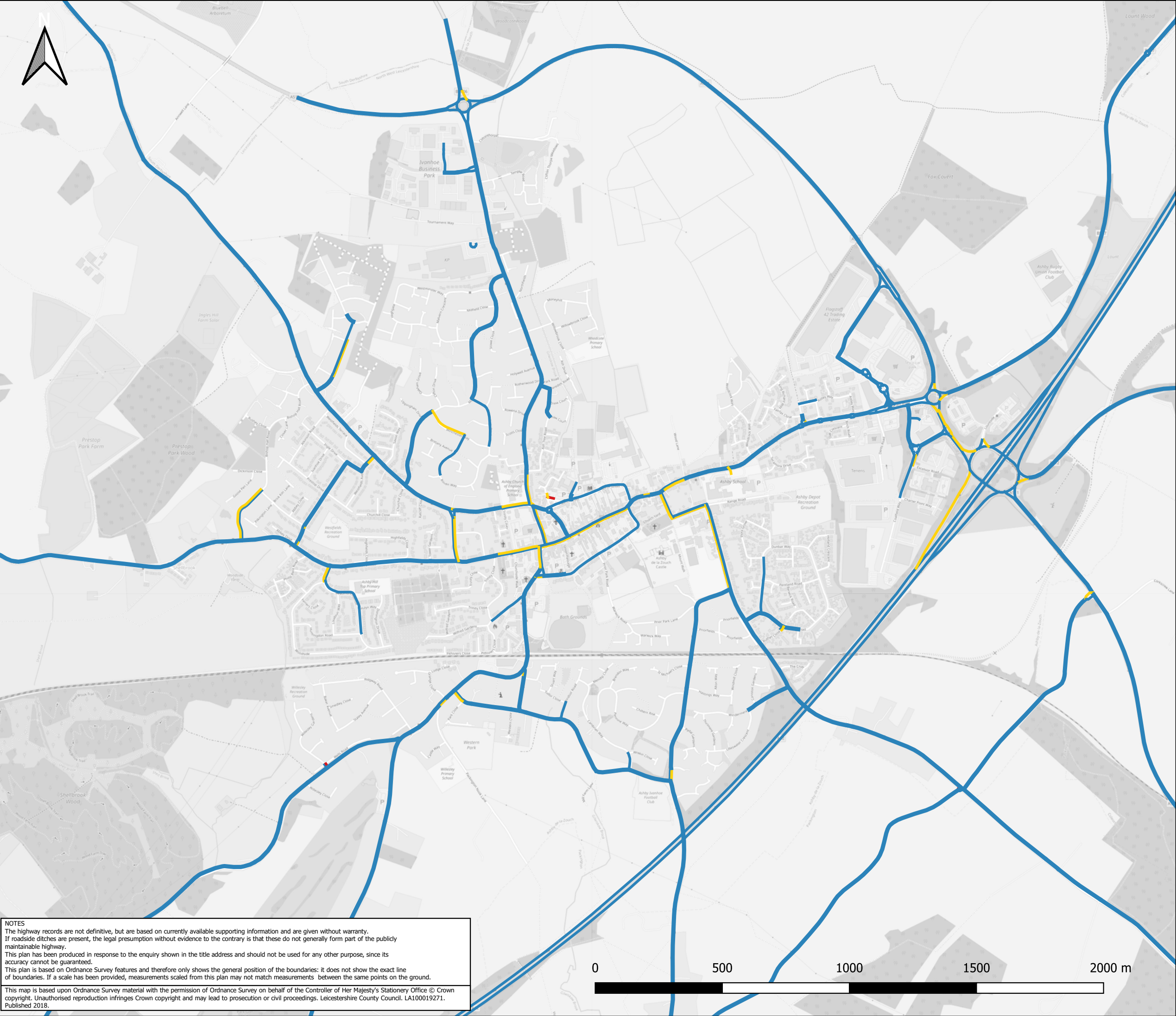
Other		
Other	Yes	<ul style="list-style-type: none">• In Schemes E4-1 and E5-1, we will monitor technology developments in MaaS and autonomous vehicle technology to look for appropriate trials or pilot applications that could be hosted in Leicestershire.

Annex 1: Bus delay hotspots

Loughborough area
Loughborough Road A6/A6004 Roundabout, Volume of traffic, difficult for services to pull onto the roundabout with speeding traffic in both directions.
Loughborough – Leicester Road and Ashby Road towards the town centre. Ashby Road towards Epinal Way in the morning peak.
Loughborough town centre pedestrianisation
Loughborough Train Station exit (plus route from Train Station to Town)
Bridge Street to the Rushes
Woodgate / Leicester Road / Pinfoldgate junction
Loughborough College / Epinal Way / Loughborough Uni
Loughborough High School area
M1 J22 & J23 – grind to a halt whenever there is disruption on the motorway, no way for buses to get quickly across the junctions when obstructed by diverting traffic.
Hinckley area
Hinckley – A47 queues down to Dodwells Island and impacted northbound by HGVs who think it acceptable to park on the bypass while waiting to get into Tesco/XPO Logistics.
Hinckley – A5 Dodwells Island to/from The Longshoot.
Hinckley – Regent Street / The Borough – uncoordinated traffic signals and opening up to cars when previously buses only. Junction with Lower Bond Street particularly bad, as sequence of traffic light signals results in southbound buses getting held on a red light crossing Stockwell Head and northbound buses then being unable to turn right through the bus lane as the southbound bus is obstructing it.
Ashby area
Ashby town centre – High Street congested, opportunity to include bus priority between Flagstaff Island and Nottingham Road missed in recent works.
Coalville area
Coalville – Ashby Road / Memorial Square.
Coalville, Belvoir Road/Central Road - parked cars hinder follow of traffic.
Market Harborough area
Market Harborough – High Street and The Square, one-way system isn't big enough and traffic waiting to turn right onto Coventry Road or St Mary's Road creates holdups. Should be no right turn at either of these junctions.
Melton Mowbray area
Crossroads at the edge of Melton Town Centre near Nottingham Road often causes delays, especially on market days
Lutterworth area
Lutterworth – Leicester Road and High Street from Bill Crane Way down to Woodmarket. Turning right into George Street and Woodmarket challenging due to oncoming traffic, which is only going to get worse when Aldi opens at the Whittle Island.
North Leicester urban fringe
Melton Road, Syston - heavy volume of traffic through the village with mini roundabouts causing issues, parked cars hindering progress. (NB – the remodelling of this junction has removed the opportunity to serve new developments off Barkby Road and into Quenniborough)
Thurmaston Asda roundabout A607/Melton Road - vehicles hindered coming off the roundabout onto Melton Road and coming onto the roundabout from Melton Road.
South Leicester urban fringe
Fosse Park – stops at M&S/Sainsbury's aren't ideal location, no additional bus stops provided as part of recent redevelopment or construction of Everards Meadows. Fosse Park Avenue (service 104) is horrendous at weekends.
South Wigston – from Saffron Lane through to Launceston Road; volume of traffic and uncoordinated traffic signals.
A6 Oadby Glen Road/ Harborough Road - volume of traffic traffic, inbound particularly (40MPH), Right turn into Uplands Road is a give way to heavy traffic.
Oadby - pulling out of Stoughton Road onto the A6 towards the Parade
Wigston, Aylestone Lane junction with Shackerdale Road and West Avenue
Moat Street/Bull Head Street, Wigston Magna, Right turn from Horsewell lane onto Moat Street towards Bullhead Street. Traffic light configuration may also be an issue.
Hinckley Road A47 Leicester Forest East/Braunstone Crossroads, Volume of traffic, This one of the main access routes to Leicester Western Bypass/M1, delays in this area highly likely.
Other areas
A511 Bardon Road - volume of traffic in both directions aided by heavy articulated vehicles from Bardon Hill Industrial estate and Bardon Hill Quarry.
A6 Kibworth /Leicester Road - inbound towards Wistow Roundabout in particular, Turning Left & Right from Church Road, onto A6 Kibworth. Does not take a lot to cause delays in this area.
St John B4114/ Foxhunter Roundabout/B582 Blaby Road, Volume of traffic, Filtering to the right before roundabout made difficult towards Enderby, Blaby Road is the main access route to Warrens Business Park.
Castle Donington and Bus Station

Annex 2: General traffic delay maps for main Leicestershire towns

Draft




NOTES
The highway records are not definitive, but are based on currently available supporting information and are given without warranty.
If roadside ditches are present, the legal presumption without evidence to the contrary is that these do not generally form part of the publicly maintainable highway.
This plan has been produced in response to the enquiry shown in the title address and should not be used for any other purpose, since its accuracy cannot be guaranteed.
This plan is based on Ordnance Survey features and therefore only shows the general position of the boundaries: it does not show the exact line of boundaries. If a scale has been provided, measurements scaled from this plan may not match measurements between the same points on the ground.
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Published 2018.

Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

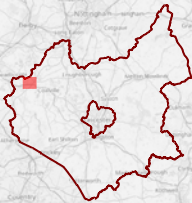


Ashby de la Zouch

NDI

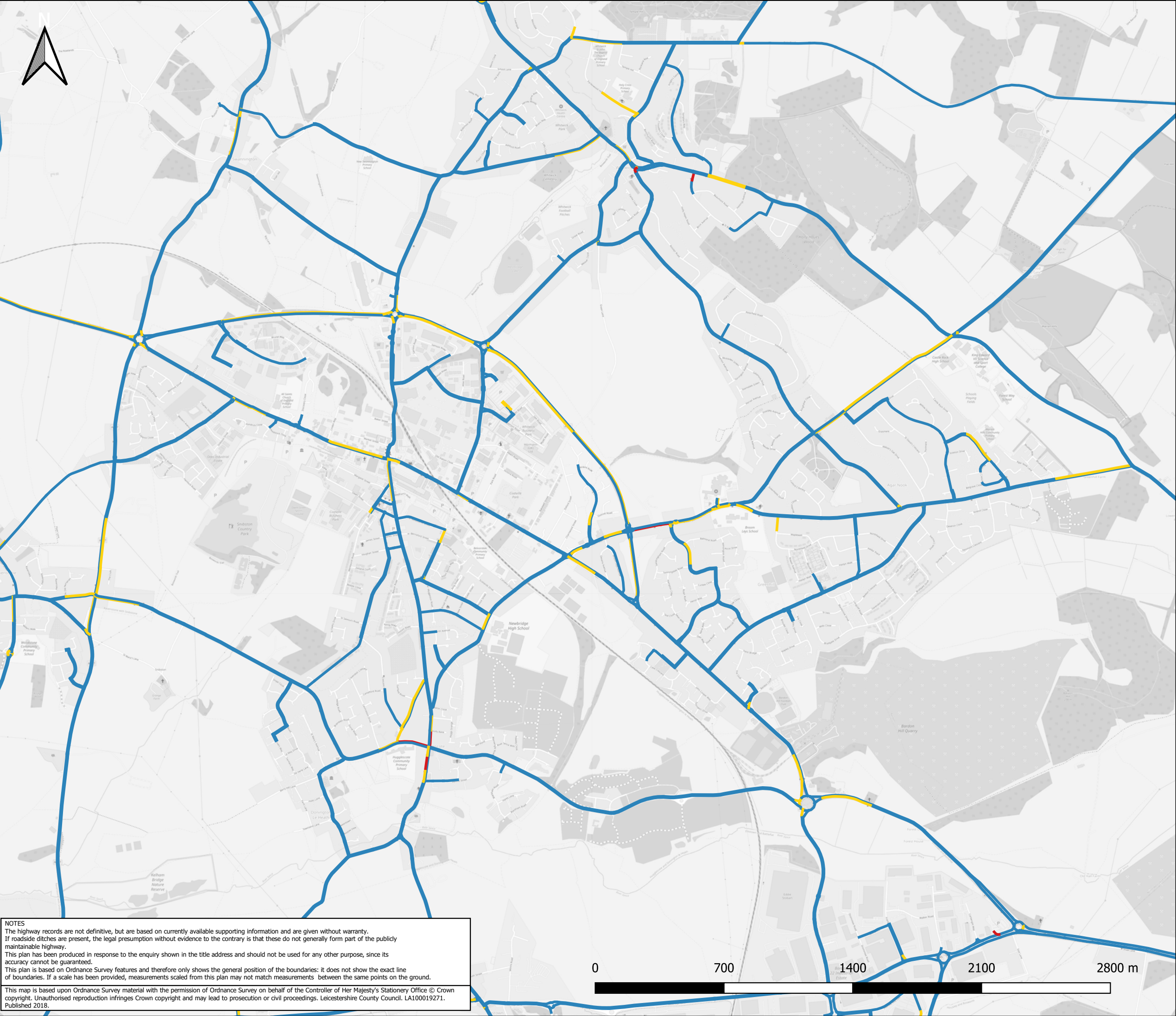
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:21:59

Network Data & Intelligence | Environment & Transport
County Hall, Glenfield, LE3 8RJ
0116 3057648 | ndi@leics.gov.uk



NOTES
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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

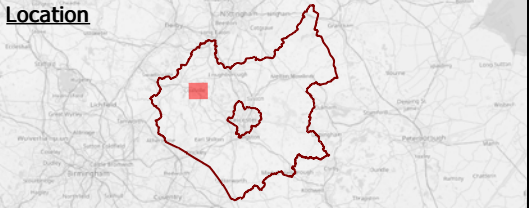


Coalville

NDI

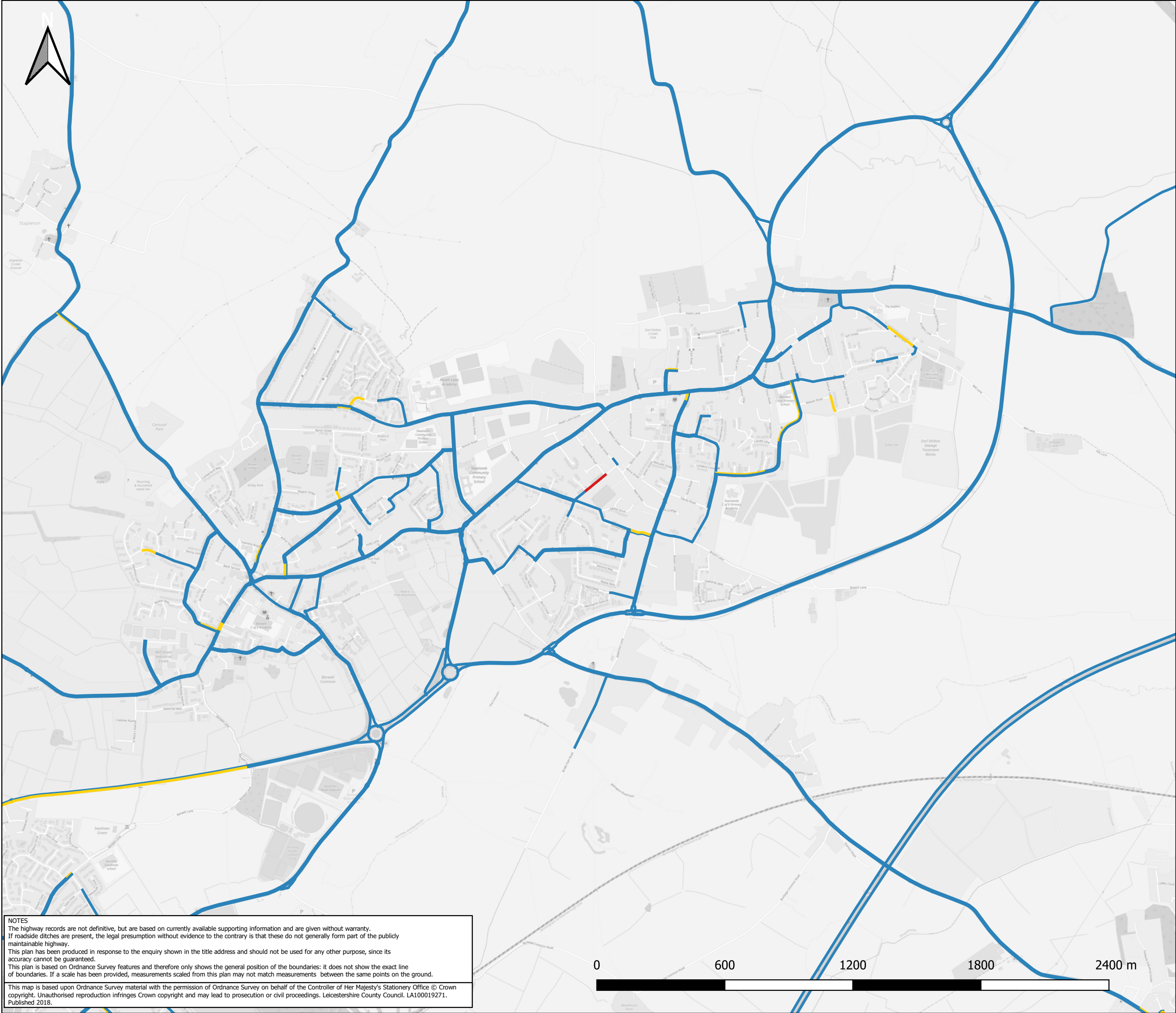
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:22:21

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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

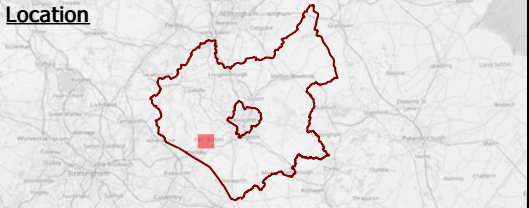


Earl Shilton

NDI

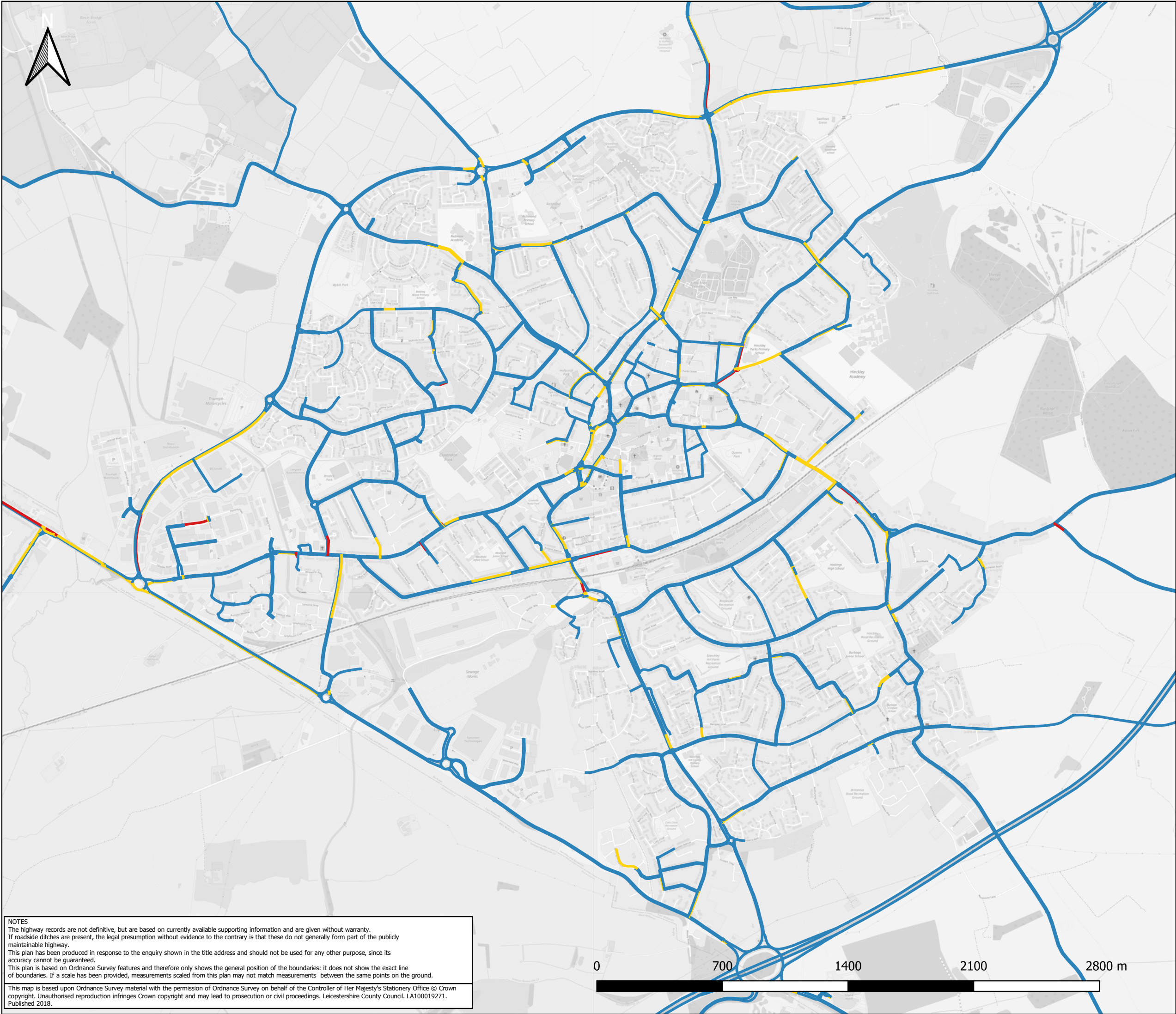
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:22:28

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County Hall, Glenfield, LE3 8RJ
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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

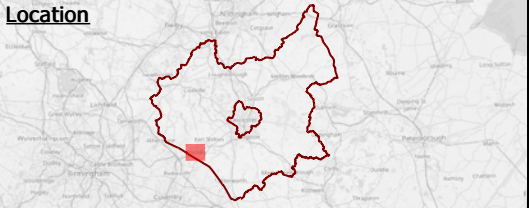


Hinckley

NDI

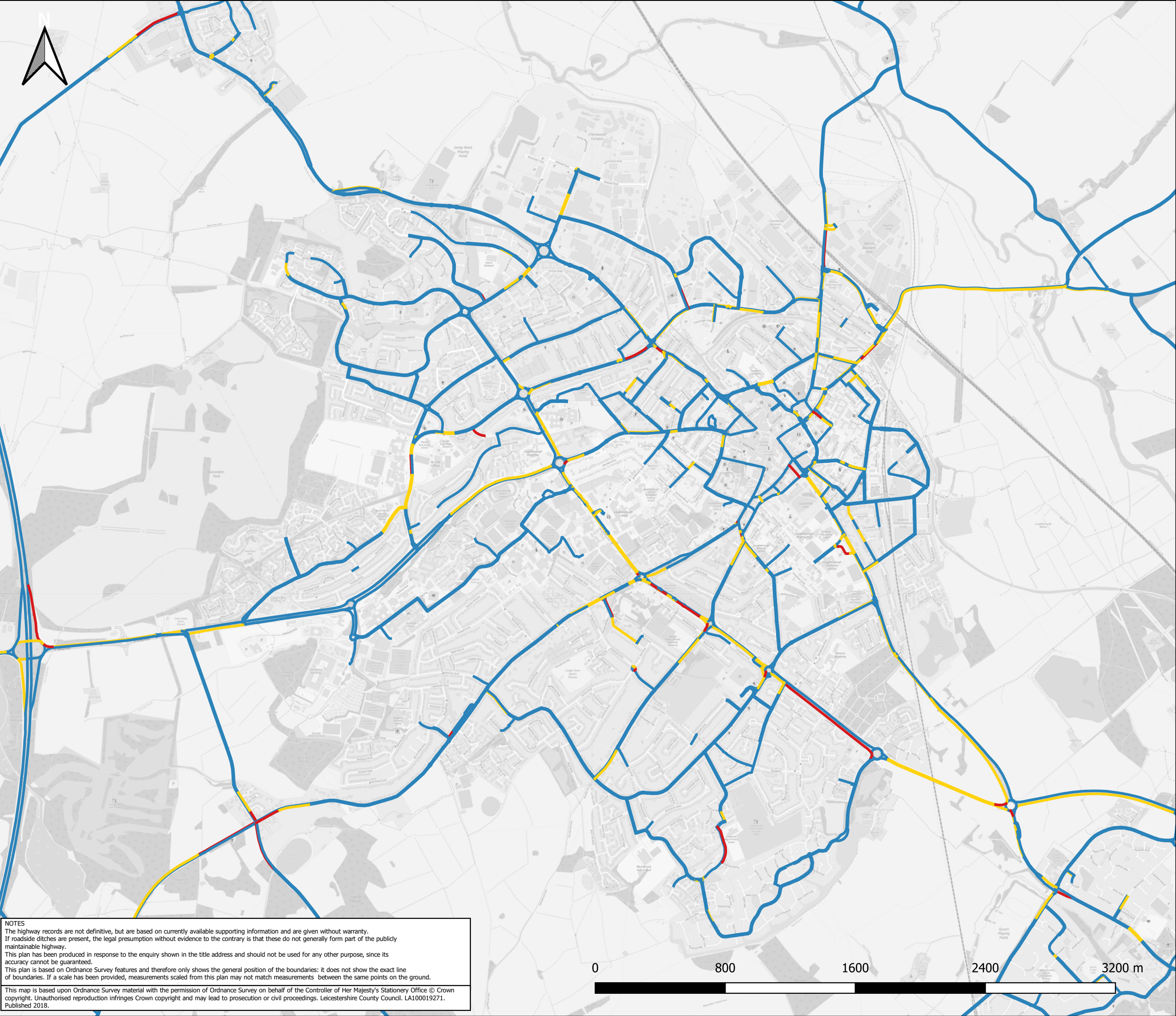
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:22:45

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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

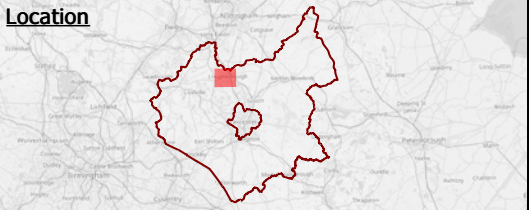
Notes:



Loughborough

NDI

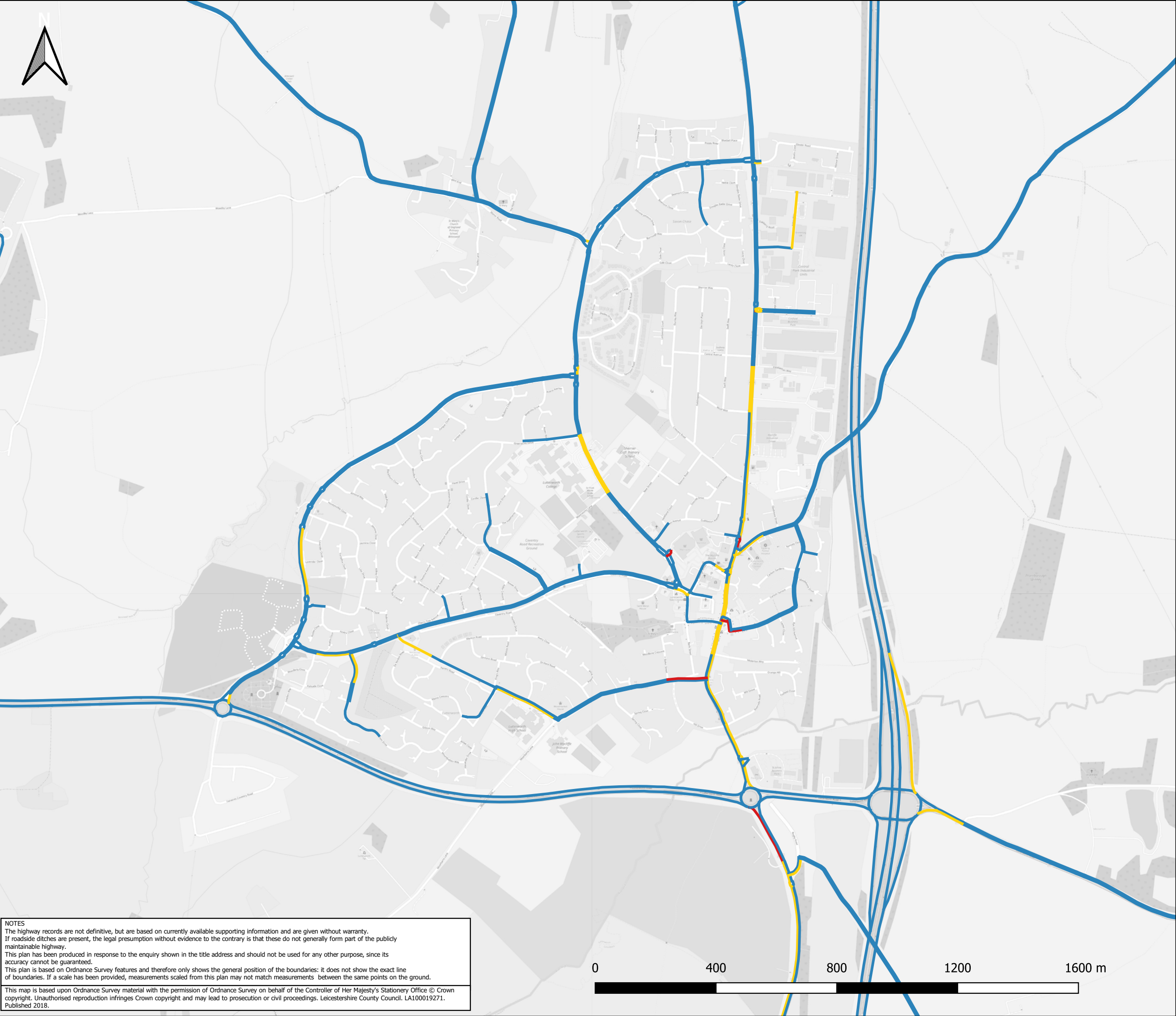
Congestion Analysis 2019
AM PEAK v OVERNIGHT



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:01

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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:



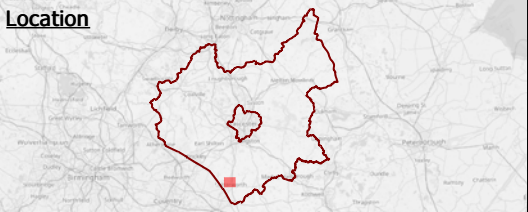
Leicestershire
County Council

Lutterworth

NDI

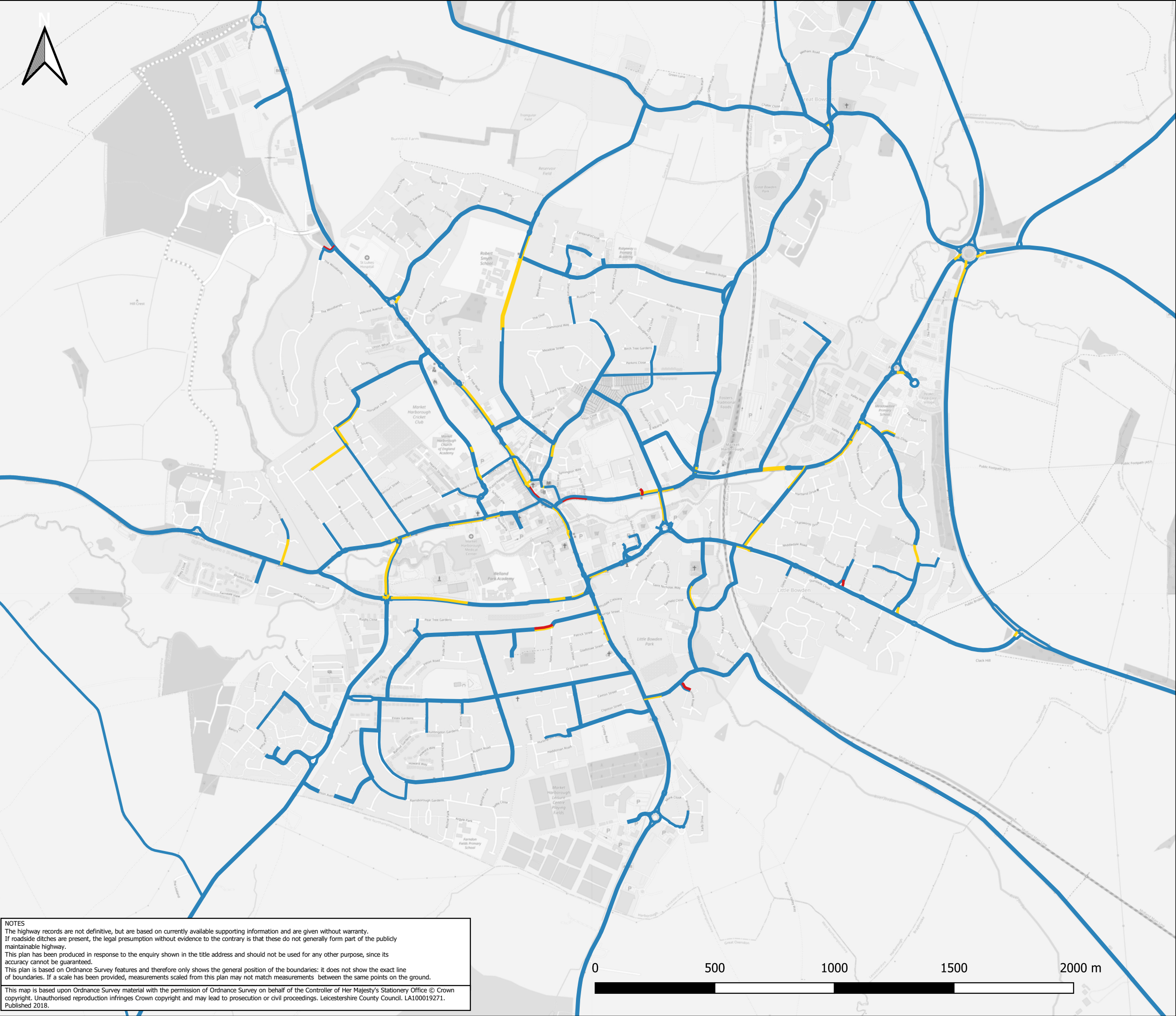
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:07

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Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:



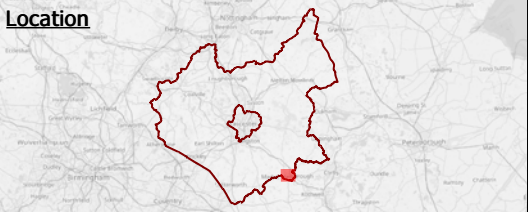
Leicestershire
County Council

Market Harborough

NDI

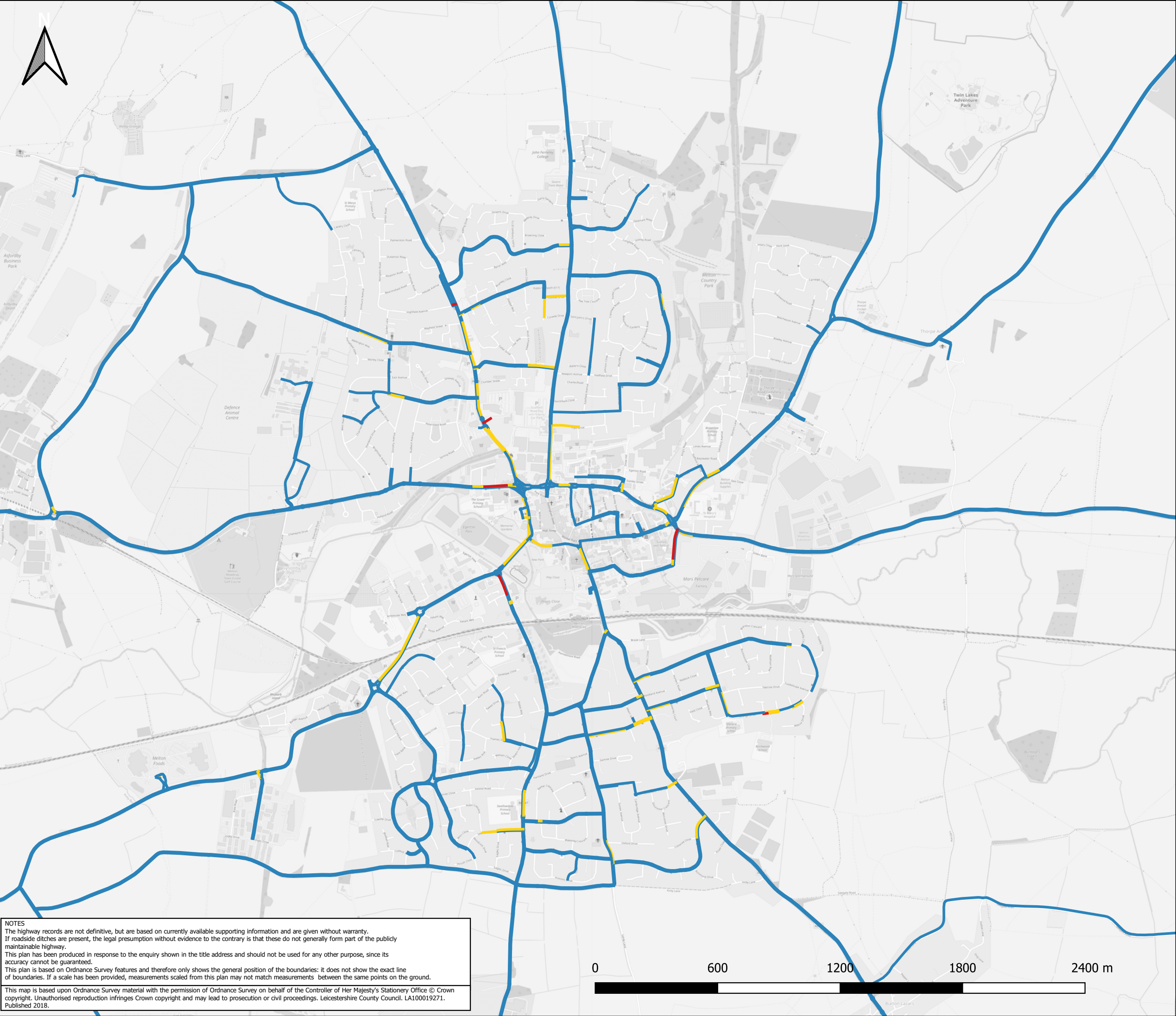
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:17

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County Hall, Glenfield, LE3 8RJ
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Published 2018.

Legend
AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

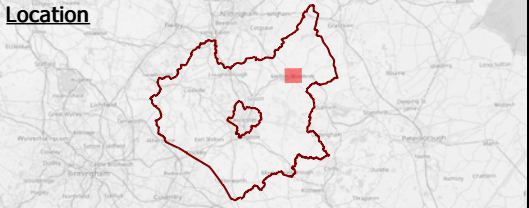


Melton Mowbray

NDI

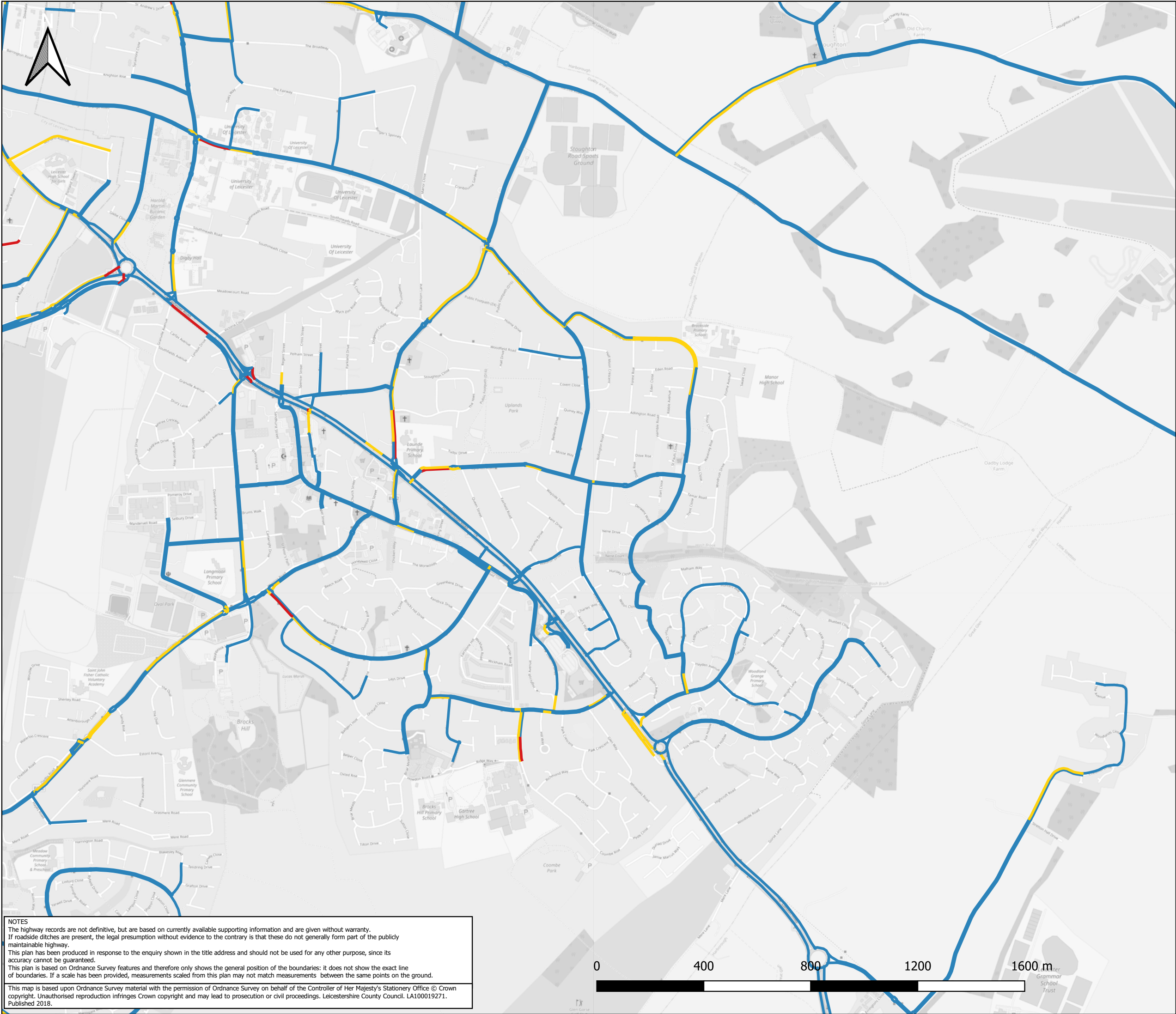
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:22

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County Hall, Glenfield, LE3 8RJ
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Legend
AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

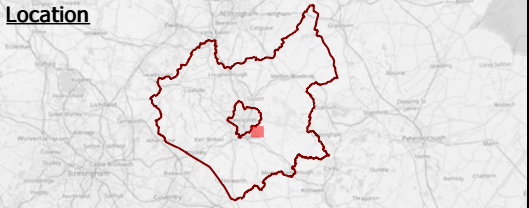


Oadby

NDI

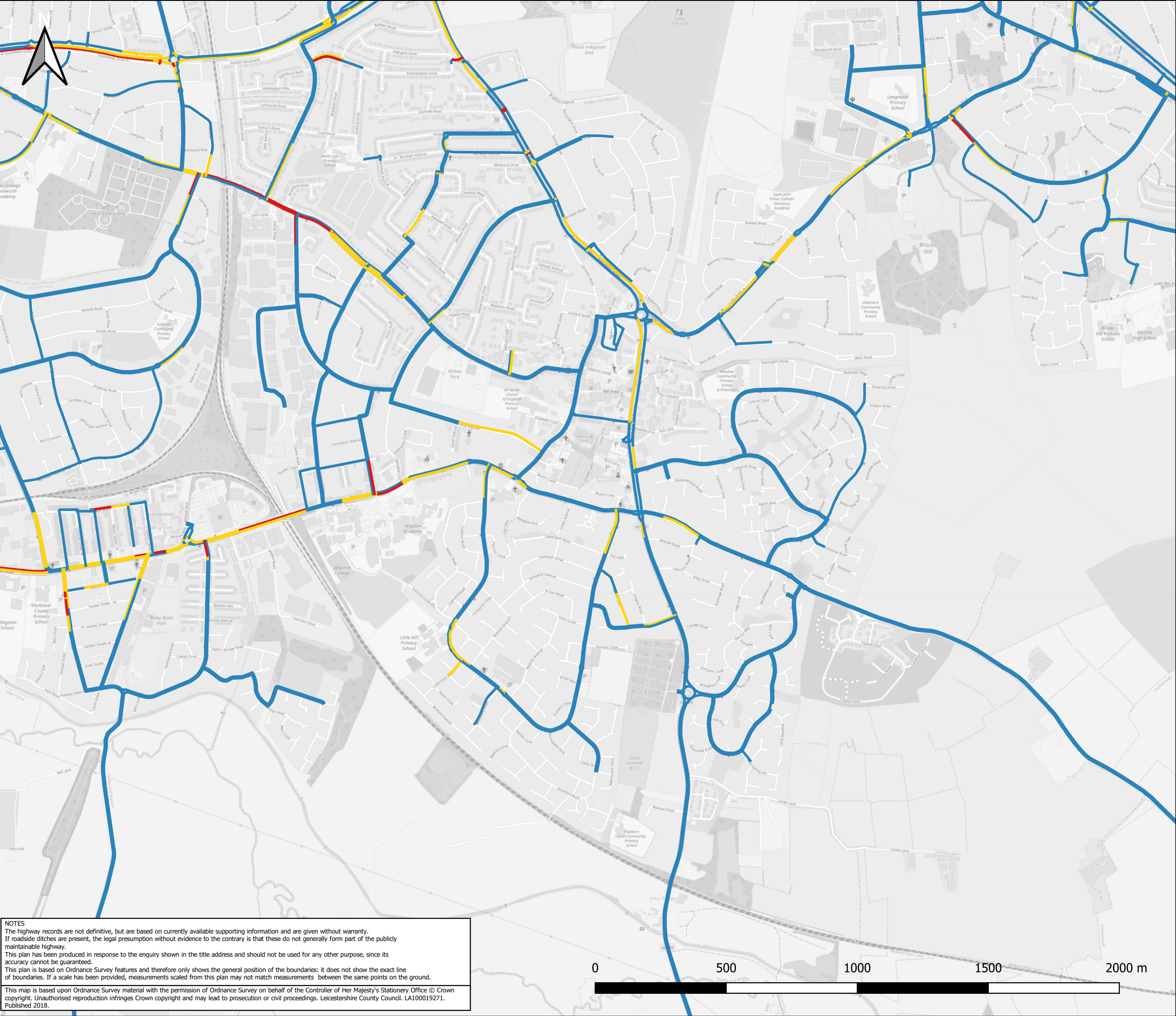
Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:33

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County Hall, Glenfield, LE3 8RJ
0116 3057648 | ndi@leics.gov.uk



Legend

AM PEAK v OVERNIGHT

- 0 - 1.5
- 1.5 - 2.5
- 2.5 - 56

Notes:

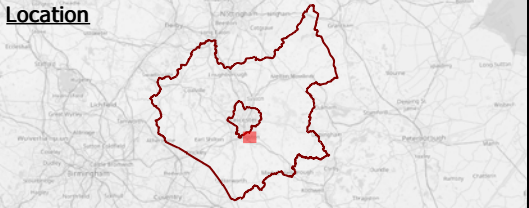


Wigston

NDI

Congestion Analysis 2019
AM PEAK v OVERNIGHT

Location



Reference	
Drawing No.	
Date Produced	2021-08-26 12:23:54

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County Hall, Glenfield, LE3 8RJ
0116 3057648 | ndi@leics.gov.uk

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Annex 3: Current real time information display locations in Leicestershire

Draft

Sign ID	Locality	Name	Summary Board Stops
260006018	Anstey	Anstey-Leicester Rd	-
260010904	Barwell	The Square	-
260010936	Barwell	The Square	-
260006503	Birstall	Birstall G'gate Ln	-
260006506	Birstall	Birstall opp G'gate	-
Birstall1	Birstall P&R site	Birstall1 P & R	-
Birstall2	Birstall P&R site	Birstall2 P & R	-
260003127	Blaby	Forge Corner	-
260013603	Castle Donington	Bus Station	-
260013650	Castle Donington	Bus Station	-
260014078	Coalville	Memorial Square	-
260013986	Coalville	Memorial Square	-
260014071	Coalville	Memorial Square	-
260014074	Coalville	Marlborough Square	-
260014063	Coalville	Marlborough Square	-
260013943	Coalville	Memorial Square	-
260014077	Coalville	Memorial Square	-
260003404	Countesthorpe	C'thorpe Church St	-
260003410	Countesthorpe	C'thorpe Stn Rd	-
260010508	Desford	Desford-Manor Rd	-
260010509	Desford	Desford-Station Rd	-
260010604	Earl Shilton	Earl Shilton Wood S	-
260010606	Earl Shilton	Earl Shilton Wood S	-
Enderby1	Enderby P&R site	Enderby1 P & R	-
Enderby2	Enderby P&R site	Enderby2 P & R	-
260003732	Fosse Park	M&S	-
260003807	Glen Parva	Glen Parva-Glen Rd	-
260003917	Glenfield	Church Road	-
260003901	Glenfield	G'field Groby Rd	-
260003905	Glenfield	County Hall	-
260003907	Glenfield	Opp County Hall	-
260003935	Glenfield	Tesco	-
260010716	Groby	Groby-Laundon Way	-
260010704	Groby	Groby-Leicester Rd	-
260010318	Hinckley	Harrowbrook Rd	-
260010322	Hinckley	King George Way	-
260010326	Hinckley	Granville Road	-
260010361	Hinckley	Bus Station Stand CE	-
260010362	Hinckley	Bus Station Stand CD	-
260010363	Hinckley	Bus Station Stand CC	-

Sign ID	Locality	Name	Summary Board Stops
260010364	Hinckley	Bus Station Stand CB	-
260010377	Hinckley	Bus Station Stand CA	-
260010356	Hinckley	Regent St Stand R1	-
260010357	Hinckley	Regent St Stand R2	-
260010358	Hinckley	Regent St Stand R3	-
260010388	Hinckley	Regent St Stand R4	-
260004212	Kirby Muxloe	Kirby Muxloe Stn Rd	-
260004306	Leicester Forest East	Kings Drive	-
260007234	Loughborough	Ashby Square Stand AA	-
260007454	Loughborough	Baxter Gate Stand BA	-
260007455	Loughborough	Baxter Gate Stand BB	-
260007456	Loughborough	Baxter Gate Stand BC	-
260007457	Loughborough	Baxter Gate Stand BD	-
260007434	Loughborough	Swan St Stand SA	-
260007436	Loughborough	Swan St Stand SB	-
260007437	Loughborough	Swan St Stand SC	-
260007348	Loughborough	Rail Station	-
260007219	Loughborough	High St Stand HA	-
260007212	Loughborough	High St Stand HB	-
260006542	Loughborough	High St Stand HC	-
260007333	Loughborough	Lemyngton St Stand LA	-
260007216	Loughborough	Lemyngton St Stand LB	-
260007335	Loughborough	Browns Lane	-
260007479	Loughborough	Fennel St	-
260011000	Market Bosworth	Mkt Bosworth-Mkt Pl	-
260011800	MIRA	MIRA	-
260011311	Newbold Verdon	N'bold-Verdon-Mn St	-
260016711	Oadby	East Street	-
260016712	Oadby	East Street	-
260007916	Quorn	Quorndon Fox	-
260007911	Quorn	Quorndon Fox	-
260011605	Ratby	Bulls Head	-
260008205	Rothley	Cross Green	-
260008204	Rothley	Rothley-Cross Green	-
260008429	Shepshed	Shepshed-Bull Ring	-
260016108	South Wigston	S Wigston-Blaby Rd	-
260016109	South Wigston	S Wigston-Blaby Rd	-
260008809	Syston	Brookside	-
260016413	Wigston Magna	Wigston M-Long St	-
260016000	Wigston Magna	Guthlaxton College	-

Sign ID	Locality	Name	Summary Board Stops
County Hall	Reception Foyer, County Hall, Glenfield	County Hall	260003905 (County Hall)
			260003907 (Opp County Hall)
Hinckley 1	The Crescent, Hinckley	Hinckley 1	260010361 (Bus Station CE)
			260010362 (Bus Station CD)
			260010363 (Bus Station CC)
			260010364 (Bus Station CB)
			260010377 (Bus Station CA)
Hinckley 2	The Crescent, Hinckley	Hinckley 2	260010361 (Bus Station CE)
			260010362 (Bus Station CD)
			260010363 (Bus Station CC)
			260010364 (Bus Station CB)
			260010377 (Bus Station CA)
Hinckley 3	The Crescent, Hinckley	Hinckley 3	260010361 (Bus Station CE)
			260010362 (Bus Station CD)
			260010363 (Bus Station CC)
			260010364 (Bus Station CB)
			260010377 (Bus Station CA)
Hinckley 4	The Crescent, Hinckley	Hinckley 4	260010361 (Bus Station CE)
			260010362 (Bus Station CD)
			260010363 (Bus Station CC)
			260010364 (Bus Station CB)
			260010377 (Bus Station CA)
Loughbo1	Loughborough Market Place	Lloyds Bank	260006542 (High St HC)
			260007212 (High St HB)
			260007219 (High St HA)
			260007454 (Baxter Gate BA)
			260007455 (Baxter Gate BB)
			260007456 (Baxter Gate BC)
			260007457 (Baxter Gate BD)
Loughbo2	Loughborough Market Place	Swan Str	260007216 (Lemyngton St LB)
			260007333 (Lemyngton St LA)
			260007434 (Swan St SA)
			260007436 (Swan St SB)
			260007437 (Swan St SC)

Annex 4: Town Centre Off-Road Parking Provision in Leicestershire

Draft

Town (& District)	Car park	Parking charges			Operator		Capacity
		2 hour	4 hours	8 hours	Council-operated	Private operator	
Loughborough	Carillon Court	£1.80	£3.50	£6.00		x	340
(Charnwood)	Market Street	£1.50	£2.50	£3.50		x	85
	Granby Street	£1.60	£3.20	£6.00	x		175
	Sital House	£1.60	£3.20	£6.00		x	42
	Ashby Place	£1.50	£2.50	N/A		x	24
	The Rushes	£3.10	£6.10	£12.60		x	387
	Beehive Lane	£1.60	£3.20	£6.00	x		577
	Regent Retail Park	£1.80	£3.00	£5.00		x	250
	Browns Lane	£3.20	N/A	N/A	x		199
	Loughborough Station (off-peak)	£7.00	£7.00	£7.00		x	250
	Capacity (council controlled)						951
	Capacity (private)						1378
	Capacity (total)						2329
Ashby de la Zouch	North Street	£1.00	£2.00	£2.50	x		144
(NW Leics)	South Street	£1.00	£2.00	£2.50	x		57
	Hood Park	£1.00	£2.00	£2.50	x		88
	Capacity (council controlled)						289
	Capacity (private)						0
	Capacity (total)						289
Coalville	Council Offices	£1.00	£2.00	£2.50	x		150
(NW Leics)	London Road	£1.00	£2.00	£2.50	x		87
	Belvoir Retail & Leisure	£0.00	£2.50	£5.00		x	546
	James Street	£1.00	£2.00	£2.50	x		58
	Margaret Street	£1.00	£2.00	N/A	x		44
	Capacity (council controlled)						339
	Capacity (private)						546
	Capacity (total)						885
Hinckley	Church Walk	£1.20	N/A	N/A	x		89
(Hinckley & Bosworth)	Britannia Centre	£1.40	£3.00	£5.00		x	250
	Mansion Street	£1.20	£3.00	£6.00	x		17
	Rear of Castle Street	£1.20	£3.00	£6.00	x		23
	Stockwell Head	£1.20	£3.00	£6.00	x		42
	St Mary's Road	£1.20	N/A	N/A	x		79
	Lower Bond Street	£1.20	£2.00	£4.00	x		97
	Trinity Vicarage Road	£1.20	£2.00	£4.00	x		92
	Hinckley Leisure Centre	£1.20	£3.00	£6.00	x		109
	Trinity Lane East	£1.20	£3.00	£6.00	x		47
	Castle	£1.20	£2.00	£4.00	x		116
	Trinity Lane West	£1.20	£1.60	£2.50	x		42
	Alma Road	£1.20	£1.60	£2.50	x		40
	Thornycroft Road	£1.20	£1.60	£2.50	x		36
	Sainsburys	£1.20	£3.00	N/A		x	550
	Druid Street	£1.20	£1.60	£2.50	x		28
	New Street	£0.00	£0.00	£0.00	x		14
	Capacity (council controlled)						871
	Capacity (private)						800
	Capacity (total)						1671

Town (& District)	Car park	Parking charges			Operator		Capacity
		2 hour	4 hours	8 hours	Council-operated	Private operator	
Market Harborough	The Commons	£1.50	£3.00	£7.50	x		285
(Harborough)	Market Hall	£1.50	£3.00	£7.50	x		73
	Mill Hill	£1.50	£3.00	£7.50	x		93
	St Mary's Road	£1.50	£3.00	£7.50	x		29
	Symington Way	£1.50	£3.00	£7.50	x		84
	King's Head Place	£1.50	£3.00	£7.50	x		24
	Symington's Recreation Ground car park	N/A	£2.50	£5.00	x		30
	St Mary's Road East	N/A	£2.50	£5.00	x		49
	Doddridge Road short stay	£1.50	£3.00	£7.00	x		0
	Doddridge Road long stay	N/A	£2.50	£5.00	x		98
	Angel Street	N/A	£2.50	£5.00	x		88
	Springfield Retail Park	£1.50	£3.00	£7.50	x		600
	Springfield Street	£2.50	£2.50	£5.00	x		26
	Capacity (council controlled)						1479
	Capacity (private)						0
	Capacity (total)						1479
Melton Mowbray	Parkside	£1.60	£3.00	N/A	x		68
(Melton)	Mill Street	£1.50	£3.50	N/A	x		45
	Burton Street (Annex)	£1.60	£3.00	N/A	x		32
	Burton Street	£1.50	£3.50	N/A	x		131
	Mucky Lane	£1.50	£3.50	N/A	x		25
	Chapel Street	£1.60	£3.00	N/A	x		99
	Waterfield Leisure Pools	£1.60	£3.00	N/A	x		96
	St Mary's Way	£1.60	£3.00	N/A	x		112
	Wilton Park	£1.50	£3.50	N/A		x	42
	56 Nottingham Street	£1.50	£2.50	£3.50		x	66
	Wilton Road	£1.60	£3.00	N/A	x		141
	Scaford Road	£1.50	£3.50	N/A	x		199
	Capacity (council controlled)						2427
	Capacity (private)						108
	Capacity (total)						2535
Oadby	Ellis Park	£0	N/A	N/A	x		39
(Oadby & Wigston)	East Street	£0	N/A	N/A	x		117
	51 Sandhurst Street	£0	£0	£3	x		191
	Shady Lane Arboretum	£0	£0	£0	x		17
	Knighton Park	£0	£0	£0	x		61
	Evington Park	£0	£0	£0	x		48
	Queen Street	£1.40	£2.80	£5.70		x	25
	Victoria Park	£1.00	£2.00	£0.60	x		246
	Nelson Street	£1.00	£3.00	£6.00		x	57
	Lee Circle			£3.50		x	1070
	34 Dover Street	£3.00	£4.00	£9.00	x		161
	Phoenix Square	£3.00	£4.00	£9.00	x		51
	Newarke Street	£3.00	£4.00	£9.00	x		470
	Upper Brown Street	£1.00	£3.00	£4.00	x		21
	Mercure The Grand Hotel	£3.00	£5.50	£10.00		x	124
	Almond Road	£2.00	£3.00	£6.00		x	106
	Havelock Street	£3.00	£6.00	£10.00		x	74
	Rutland Centre	£7.00	£14.00	£21.00		x	526
	Capacity (council controlled)						1422
	Capacity (private)						1982
	Capacity (total)						3404

Town (& District)	Car park	Parking charges			Operator		Capacity
		2 hour	4 hours	8 hours	Council-operated	Private operator	
Wigston	Station Street	£0.00	£0.00	£0.00	x		28
(Oadby & Wigston)	Countesthorpe Road	£0.00	£0.00	£0.00	x		67
	Kirkdale Road	£0.00	£0.00	£0.00	x		40
	Aylestone Lane	£0.00	£0.00	£0.00	x		25
	Frederick Street	£0.00	N/A	N/A	x		52
	Spring Lane	£0.00	N/A	N/A	x		28
	Junction Road	£0.00	N/A	N/A	x		142
	Enderby Road & John's	£0.30	£1.50	£5.00	x		126
	High Street	£0.00	£0.00	£0.00	x		20
	Capacity (council controlled)						528
	Capacity (private)						0
	Capacity (total)						528
Lutterworth	Wycliffe Memorial Methodist Church	£0.00	£0.00	£0.00	x		15
(Harborough)	Church Close	£1.50	£3.00	£5.00	x		18
	Lutterworth Sports Centre	£0.00	£0.00	£0.00	x		110
	George Street	£1.50	£3.00	£5.00	x		42
	Chapel Street	£1.50	£3.00	£5.00	x		43
	Station Road	£1.50	£3.00	£5.00	x		71
	Football Club	£0.00	£0.00	£0.00	x		20
	Lutterworth Country Park	£0.00	£0.00	£0.00	x		13
	Capacity (council controlled)						332
	Capacity (private)						0
	Capacity (total)						332
Earl Shilton	St Stephen's shopping centre	£2.00	£3.00	£8.00		x	800
(Hinckley & Bosworth)	37 Spring Street	£0.80	£1.90	£2.40		x	85
	St Stephens square	£0.80	£1.90	£2.40		x	258
	Travelodge	£1.50	£2.50	£3.00		x	27
	Pryme Street	£2.50		£3.50		x	110
	Prospect Shopping Centre	£2.00	£3.20	£10.00		x	188
	The Royal Hotel	£2.50	£4.00	£7.50		x	33
	Albion Street	£2.00	£3.60	£12.00	x		164
	Fountain Street	£4.00	£5.00	£6.00		x	300
	Dock Street	£2.00	£3.60	£7.20		x	42
	Princes Quay Shopping	£2.00	£3.00	£6.00		x	900
	History Centre	£2.00	£3.60	£12.00	x		58
	Zebedee's Yard	£2.00	N/A	N/A		x	71
	Lowgate	£2.00	£3.60	£12.00	x		61
	Trippett Street	£2.00	£3.60	£12.00	x		58
	The Bowery	£1.00	£1.50	£2.00		x	45
	Capacity (council controlled)						341
	Capacity (private)						2859
	Capacity (total)						3200



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	Title of scheme	Detail on aspiration [e.g. ‘additional bus priority on X corridor’, ‘flat fares of Y across operators’]*	Priority Ranking**	Source of Funding		2022/23 (£ nominal)		2023/24 (£ nominal)		2024/25 (£ nominal)		Beyond 2025 (£ nominal)		Total cost of project or proposal (£ nominal) ***	
						Resource	Capital	Resource	Capital	Resource	Capital	Resource	Capital	Resource	Capital
Bus priority infrastructure	R1-1: Bus priority interventions		N/A - see footnote below	DfT - £3bn	-	129,729	906,400	133,620	5,834,950	137,629	6,009,999	1,086,214	47,432,928	1,487,192	60,184,276
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
	R2-1: Improved traffic & parking management and enforcement		N/A	DfT - £3bn	-	136,615	56,650	140,713	291,748	144,935	300,500	1,143,874	2,371,646	1,566,136	3,020,544
				DfT other (please specify)										-00	-00
				Other Government (please specify)	Revenue Support Grant	43,358		43,358		43,358		303,504		433,577	-00
				Private										-00	-00
Other infrastructure	S3-1:Upgrading of roadside infrastructure		N/A	DfT - £3bn	-	196,138	1,120,990	202,022	2,309,240	87,883	2,378,517	-00	-00	486,043	5,808,747
				DfT other (please specify)										-00	-00
				Other Government (please specify)	Revenue Support Grant									433,577	-00
				Private		43,358		43,358		43,358		303,504		-00	-00
	S3-2: Upgraded maintenance regime		N/A	DfT - £3bn	-	-00	-00	116,699	-00	120,200	-00	948,659	-00	1,185,558	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)	Revenue Support Grant									433,577	-00
				Private		43,358		43,358		43,358		303,504		-00	-00
	S4-1: Mobility hubs		N/A	DfT - £3bn	-	96,342	339,900	99,233	2,100,582	102,210	2,163,599	649,425	4,141,310	947,209	8,745,391
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
	E2-1: Real-time information		N/A	DfT - £3bn	-	89,082	113,300	33,405	472,631	34,407	306,510	71,942	-00	228,837	892,441
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
Fares support	A1-1: Rationalisation of child / young person qualification age		N/A	DfT - £3bn	-	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
	A2-1: Young adult discounted fare offer for all 19-25 year olds		N/A	DfT - £3bn	-	56,650	-00	641,845	-00	2,584,299	-00	20,396,159	-00	23,678,953	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
Ticketing reform	E3-1: Multi-operator ticketing		N/A	DfT - £3bn	-	33,990	-00	35,010	-00	36,060	-00	338,089	-00	443,149	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private	Operator investment in technology & operations	632,440	94,659	632,440	94,659	632,440	94,659			1,897,319	283,976
	E4-1: MaaS (Mobility as a Service)		N/A	DfT - £3bn	-	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00
				Private										-00	-00
Bus service support	S1-1: Coordinated timetables		N/A	DfT - £3bn	-	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
				DfT other (please specify)										-00	-00
				Other Government (please specify)										-00	-00

[illegible]

Q2. [optional] Please provide any additional notes to explain the other funding sources outside of the £3bn for buses (150 words maximum).

1. Interventions have not been priority ranked, as many are interdependent and will be appropriately packaged once DfT funding availability is known.
2. DfT funding ask for interventions shown as having zero cost (A1-1, E4-1, S1-1, S2-1, S7-1, S7-2, E5-1) is included within C1-1 (EP coordination and support).
3. Rural Mobility Fund funding comes from the RMF funding awarded to LCC for a DRT pilot scheme.
4. Private sector funding represents estimated value of bus operator commitments up to 2025
5. Revenue support grant covers estimated current staffing costs plus expenditure on passenger transport services (local buses, DRT & CT). Assumed to

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HIGHWAYS AND TRANSPORT OVERVIEW AND SCRUTINY COMMITTEE
– 4 NOVEMBER 2021

A511 GROWTH CORRIDOR PROPOSALS

REPORT OF THE DIRECTOR OF ENVIRONMENT & TRANSPORT

Purpose of the Report

1. The purpose of this report is to advise the Highways and Transport Overview and Scrutiny Committee on the progress of the A511 Growth Corridor proposals and provide an opportunity for comments prior to seeking Cabinet approval to submit a planning application for the extension of the Bardon Link Road which is an element of the A511 Growth Corridor Scheme.

Policy Framework and Previous Decisions

2. In March 2011 the County Council approved the third Leicestershire Local Transport Plan (LTP3). This contains six strategic transport goals, of which Goal 1 is to have a transport system that supports a prosperous economy and provides successfully for population growth. The LTP3 sets out the Council's approach to achieving this, namely to improve the management of the road network and continuing to address congestion issues.
3. In March 2014 the Cabinet approved the principles set out in the Leicester and Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan, which prioritises support for the economy of Market Towns and rural Leicestershire.
4. The County Council's Enabling Growth Action Plan (approved in March 2015) supports the development of Market Towns for employment land as a priority and includes a specific action to work with North West Leicestershire District Council to plan for the future growth in the area and in particular Coalville.
5. In November 2015 the Environment and Transport Overview and Scrutiny Committee was advised that given the significant opposition to making any changes to Hugglescote Crossroads, future highways improvement work in the area would be focused on the A511.
6. In March 2019 the Cabinet agreed to the development of the Strategic Outline Business Case and the OBC for the Major Road Network (MRN) A511 Growth Corridor scheme. It authorised the Director of Environment and Transport to

prepare and submit bids, as appropriate, to secure external funding for delivery of schemes identified in the Highways Capital Programme.

7. In November 2019, following public consultation, the Cabinet agreed to support the proposals comprising proposed improvements to eight junctions along the A511, including a Bardon Link Road extension to south-east Coalville, and dual carriageway between Thornborough Road and Whitwick Road. It authorised the Director of Environment and Transport to use the existing funding allocation of £4m capital funding to develop and submit a planning application for the extension to the Bardon Link Road and undertake all necessary preparations to progress the scheme to Full Business Case (FBC) and, subject to Department for Transport (DfT) approval, deliver the scheme.
8. In March 2021, the Cabinet agreed to continue to progress the A511 Growth Corridor scheme including submission of the Full Business Case to the Department for Transport (DfT); and the Director of Environment and Transport was authorised; following consultation with the Director of Corporate Resources and the Cabinet Lead Member for Highways and Transportation, to undertake a pre-submission consultation exercise to support the submission of a planning application in respect of the route of the extension of the Bardon Link Road aligned to the programme for scheme delivery as required by the DfT.

Background

9. Congestion on the A511 Growth Corridor has been a long-standing issue recognised by both North West Leicestershire District Council and Leicestershire County Council. This dates back to 2008 when the Coalville Transport Strategy (CTS) was developed and officers investigated junctions on the corridor requiring improvement to facilitate housing growth in Coalville and Ashby.
10. An outcome of the CTS was the implementation of the Coalville Contribution Strategy (CCS) to help facilitate the delivery of improvements along the Growth Corridor. However, insufficient funding has currently been received from the CCS to deliver the range of improvements required and issues (such as congestion and pollution) have become increasingly pronounced. This is likely to be exacerbated further by increases in background traffic and the significant levels of growth planned for Coalville as part of the district council's Local Plan.
11. The A511 Growth Corridor is recognised by Leicester and Leicestershire Enterprise Partnership (LEP) in its Strategic Economic Plan as one of five Growth Areas. The Strategic Economic Plan states through appropriate investment and improvements along the corridor, there is the potential to deliver at least 5,275 houses and 25 hectares of employment land. Importantly, a significant number of the committed dwellings (3,500) are on sites which are collectively referred to as south-east Coalville.
12. Taking into account the aims of the MRN funding opportunity and the evidence of priorities needed to support growth, a package has been developed for submission to DfT to seek MRN funding. The A511 Growth Corridor proposals consist of a range of measures, including improvements to eight junctions, a dual carriageway

between Thornborough Road and Whitwick Road in Coalville and an extension to the Bardon Link Road. This main part of the Link Road is being provided as part of the South East Coalville development. It is extension of this link which requires planning permission and has been subject to a pre-submission planning consultation. Appendix A shows a plan of the proposed Bardon Link Road.

13. Implementation of A511 MRN Corridor scheme will provide the breathing space to enable a wider transport strategy for Coalville and the surrounding area to address localised traffic issues, public transport improvements and walking and cycling connectivity; building on the work done as part of the Local Sustainable Transport Fund in 2012 and 2013.

Bardon Link Road Extension Consultation

14. An essential step in the development of the scheme is to identify a preferred route for the new section of the Bardon Link Road. The preferred route forms the basis for the planning and Compulsory Purchase Order (CPO) processes (minor alterations may be made as part of the later detailed design process).
15. As reported to the Cabinet in March 2021, it was recommended that an informal public consultation exercise should be undertaken in order to support the Cabinet in deciding whether to support the submission of a planning application.
16. The informal consultation commenced on 27th September 2021, running until 31 October 2021. The communications strategy for the consultation included a variety of communication methods; such as letters, social media platforms and posters. In summary the communication consisted of the following:
 - Two weeks before consultation launch, hand delivery of 29 consultation letters to the properties immediately adjacent to the proposed link road. This included the opportunity for the property owners to discuss the plans with the Project Team.
 - One week before consultation launch, distribution of 1700 consultation letters to the wider area.
 - Two Public Exhibitions held at Hermitage Park Hotel in Coalville on 29th September 2021, and 1st October 2021.
 - Detailed consultation material launched via the Leicestershire County Council consultation platform at the A511 website, promoted via the consultation letters, social media and the local press.
 - Posters promoting the consultation and exhibitions were placed around the Coalville area. The locations for the posters were as follows:-
 - Stephenson College
 - McDonalds
 - Aldi
 - Lidl
 - Morrison's
 - Coalville Post Office (located in ASDA on Ashby Road)
 - Costa Coffee (Coalville Precinct)
 - The New Coalville Indoor Market – (Marlborough Square)

- Coalville Library
 - North West Leicestershire District Council Offices (Whitwick Road)
 - Information shared with both LCC Elected Members and North West Leicestershire District Council Elected Members about the consultation.
17. Attendance at both exhibitions totalled 46, with 26 visitors on Wednesday 29th September and 20 visitors on Friday 1st October. Although the numbers were relatively low, those that did attend were very engaged and stayed to discuss the proposals for on average 45 mins – 1 hour.
18. Outcomes of the consultation will be reported in full to Cabinet but at the time of writing this report (26 October 2021), feedback via the consultation website is as follows:-

How many members of the public have looked at Confers to date?	112 total public visitor sessions, (97 as observer, 15 as contributor)
How many have actually commented?	52 open text comments
How many have added 'thumbs-up?	22
How many have added 'thumbs-down?	22
How many have suggested ideas?	3

Resource Implications

19. The current total estimated cost of the A511 Growth Corridor scheme is £48.7m of which £40.4m is expected to be met from DfT funding. This was an early estimate of cost and it is highly likely that there will be a further increase due to the significant rise in supply chain costs.
20. Of the remaining financial commitment of £8.3m, £1.5m has already been received for development of the project from DfT and Midlands Connect. The remaining £6.8m is to be funded from the Coalville Contribution Strategy (the means by which funds are collected from developers via agreements to fund transport infrastructure in North West Leicestershire, as agreed with North West Leicestershire District Council). As some of this £6.8m may need to be financed in advance of receipt of this funding it is proposed that it is forward-funded through the County Council's capital programme, £4m having been allocated in the MTFS.
21. Forward funding involves a risk to the County Council if the developer funding to be used to recoup the forward funding does not fully materialise via developer contributions – noting that decisions on developer contributions will be made by the district council as the local Planning Authority. However, contributions of approximately £3.7m for physical infrastructure works have been received to date through the Contribution Strategy and in discussion with North West Leicestershire District Council it is estimated that a further £6.7m is expected in developer

contributions from signed s106 agreements as the planning permissions attached to the s106 agreements in question are implemented.

22. Given current inflation levels and potential for further construction inflation and supply chain issues, a revised cost estimate for the scheme is currently being prepared. Continuation of the scheme will be kept under review with reference to key decisions and milestones such as the outcome of the planning process and assessment of value for money.

Timetable for Decisions and Key Milestones

Planning application submission	Early 2022
Planning application determined by LCC Planning Committee	Spring/Summer 2022
Land acquisition (CPO process)	Summer 2022 – Winter 2023
Submission of Full Business Case to DfT	Winter 2023/24
Construction commences	Summer 2024
Scheme complete	Spring 2026

Conclusions

23. The A511 Growth Corridor scheme is progressing well and with commencement of statutory processes required prior to submission of FBC to the Department for Transport scheduled for Winter 2023. Whilst it is anticipated that the MRN Fund will enable construction of the A511 Growth Corridor to commence in 2024, the preparatory work will ensure that the project is 'shovel ready' for any other funding opportunities that arise. The financial risk of delivering the scheme and any cost escalation will, in part, be mitigated by secured and expected s106 development contributions and continued working with North West Leicestershire District Council.
24. In the context of planned growth, the A511 Growth Corridor scheme will have considerable benefits for North West Leicestershire, especially Coalville, and for Leicestershire and the wider region. As well as addressing existing traffic delays and congestion in and around Coalville, the scheme will support housing and economic growth in the area.

Background Papers

Report to the Cabinet 23 March 2021. 'A511 Growth Corridor Proposals - Bardon Link Road'.

<http://politics.leics.gov.uk/documents/s160568/A511%20MRN%20Proposals>

Report to the Cabinet 29 March 2019. 'Environment and Transport 2019/20 Highways Capital Programme and Highways Transportation Work Programme':

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=5601&Ver=4>

Report to the Cabinet 16 March 2015. 'Enabling Growth Plan':
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4360&Ver=4>

Report to the Cabinet 5 March 2014. 'Strategic Economic Plan and City Deal':
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=3988&Ver=4>

Report to the County Council 23 March 2011. 'Final Draft Local Transport Plan (LTP3) Proposals':
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=3057&Ver=4>

Consultation Report
<https://www.leicestershire.gov.uk/roads-and-travel/road-maintenance/A511MRN>

Circulation under the Local Issues Alert Procedure

25. This report has been circulated to members representing the electoral divisions that are affected by the proposals - Mr D. Harrison CC, Mrs D. Taylor CC, Mr C Smith CC, Mr K Merrie CC, Mr T. Gillard CC, Mr P. Bedford CC and Mr N. J. Rushton CC.

Equality and Human Rights Implications

26. An Equality and Human Rights Impact Assessment (EHRIA) Screening has already been approved by the Cabinet at its meeting on 22nd November 2019. It was produced in order to understand the potential impacts, both negative and positive, on protected characteristic groups. The full and final report will form part of planning application.
27. The conclusion of this screening is that there are a number of potential impacts that could affect groups with protected characteristics across North West Leicestershire. In particular groups most likely be affected are younger people, older people, people with disabilities and low income/deprived groups. At this stage there is insufficient clear evidence as to the level or direction of these impacts in terms of equalities and therefore it is proposed that the impact assessment is updated as the detail of the scheme progresses, as well as undertaking further consultation with relevant groups and organisations.
28. As further evidence emerges through the design and consultation process on the impact of detailed proposals on those with protected characteristics, mitigation measures will be suggested to minimise or avoid potential negative impacts. This will be in addition to recommendations for advancing equality of opportunity for those with protected characteristics. A monitoring plan will also be developed to ensure that impacts are monitored throughout the design and development of the proposed scheme, as well as through construction and operation stages.

Other Relevant Impact Assessments

29. Currently a small section of the A511 around the Broom Leys junction is designated as an Air Quality Management Area (AQMA). Without intervention to ease the current and future levels of congestion along the A511 there is a likelihood that air quality objectives will not be met at other locations, leading to the need to declare

more AQMAs along the route. The scheme offers the opportunity to reduce exhaust emissions through reducing acceleration/deceleration, thus reducing particulates due to tyre and brake wear that such events cause. The proposed scheme also provides an opportunity to contribute to improving biodiversity through thoughtful landscaping. The table below sets out how the proposed scheme is aligned to the carbon reduction and biodiversity and habitat commitment set out in the County Council's Environment Strategy.

Aim	Objective	Actions taken
A. Reduce our own greenhouse gas emissions and those in the wider county where we have influence	A2. Contribute to the reduction of greenhouse gas emissions across the County.	Reduce exhaust emissions through reducing acceleration/deceleration events
F. Reduce the environmental impacts of travel and transport	F4. Work with partners to reduce greenhouse gas and other pollutant emissions from the local transport network.	
G. Have due regard for biodiversity throughout all our activities and seek to improve the biodiversity value of our own land and influence improvements in the wider county	G4. Work with partners to support wider biodiversity improvements across Leicestershire.	As part of the detailed design, opportunities to improve biodiversity within the green areas of highway land will be considered.

30. The potential to promote short journeys by promoting sustainable transport will also contribute to the Council's commitment to tackling climate change.

Appendices

31. Appendix A – Plan of the proposed Bardon Link Road.

Officers to Contact

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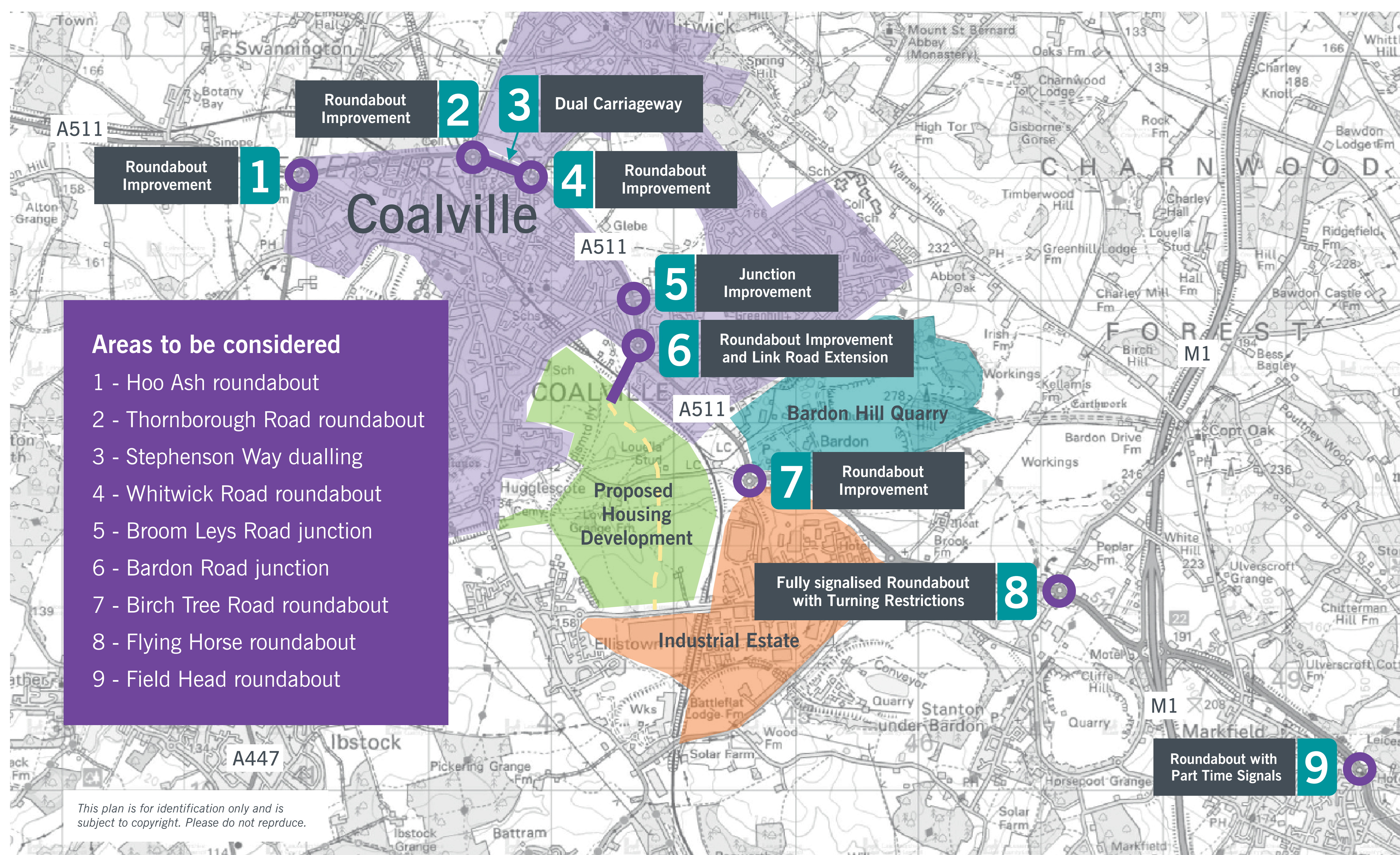
Bardon Link Road Public Consultation

27 September to 31 October

Introduction and wider context

In September 2019, Leicestershire County Council held a series of public consultation events showcasing the latest improvements proposed for the A511 Major Road Network corridor. The works included improvements at nine locations outlined in the figure below.

Following feedback from the consultation process, the junction improvements along the A511 Corridor have been updated and are currently progressing through the detail design stages. Updates on each of the proposed junction improvements can be found via the link below.



The 'Contact Us' section of the website can be used to provide us with any comments you may have for the wider improvements to the A511.

This Consultation is designed to seek your feedback on 'Location 6' only.

Further information on the proposals at this location is provided on subsequent boards.



Don't miss your chance,
have your say.

For further information
please visit:

**[www.leicestershire.gov.uk/
roads-and-travel/road-maintenance/
A511-growth-corridor-scheme](http://www.leicestershire.gov.uk/roads-and-travel/road-maintenance/A511-growth-corridor-scheme)**

Bardon Link Road Public Consultation

27 September to 31 October

The purpose of this consultation event:

As part of the improvements to the A511 corridor, it is proposed that a new section of highway is constructed to link the A511 Bardon Road with the new housing developments at Grange Road.

This new section of highway, known as the Bardon Link Road, is identified as Location 6 on the site wide plan.

Due to the scale of works proposed at this location, this element of the project will require planning permission and the project team are in the process of preparing the relevant material to submit a planning application in early 2022.



Artist's impression of the new Link Road looking southwards from the A511.

In advance of submitting the application, we want to make residents and interested parties aware of the latest proposals and seek your feedback on the current designs so we can consider any adjustments prior to submission of the planning application.

You will also have the opportunity to comment on the full planning application via the planning portal, once it has been submitted.

Please note information on this scheme will only be made available on the planning portal once the planning application has been submitted in early 2022.



**Don't miss your chance,
have your say.**

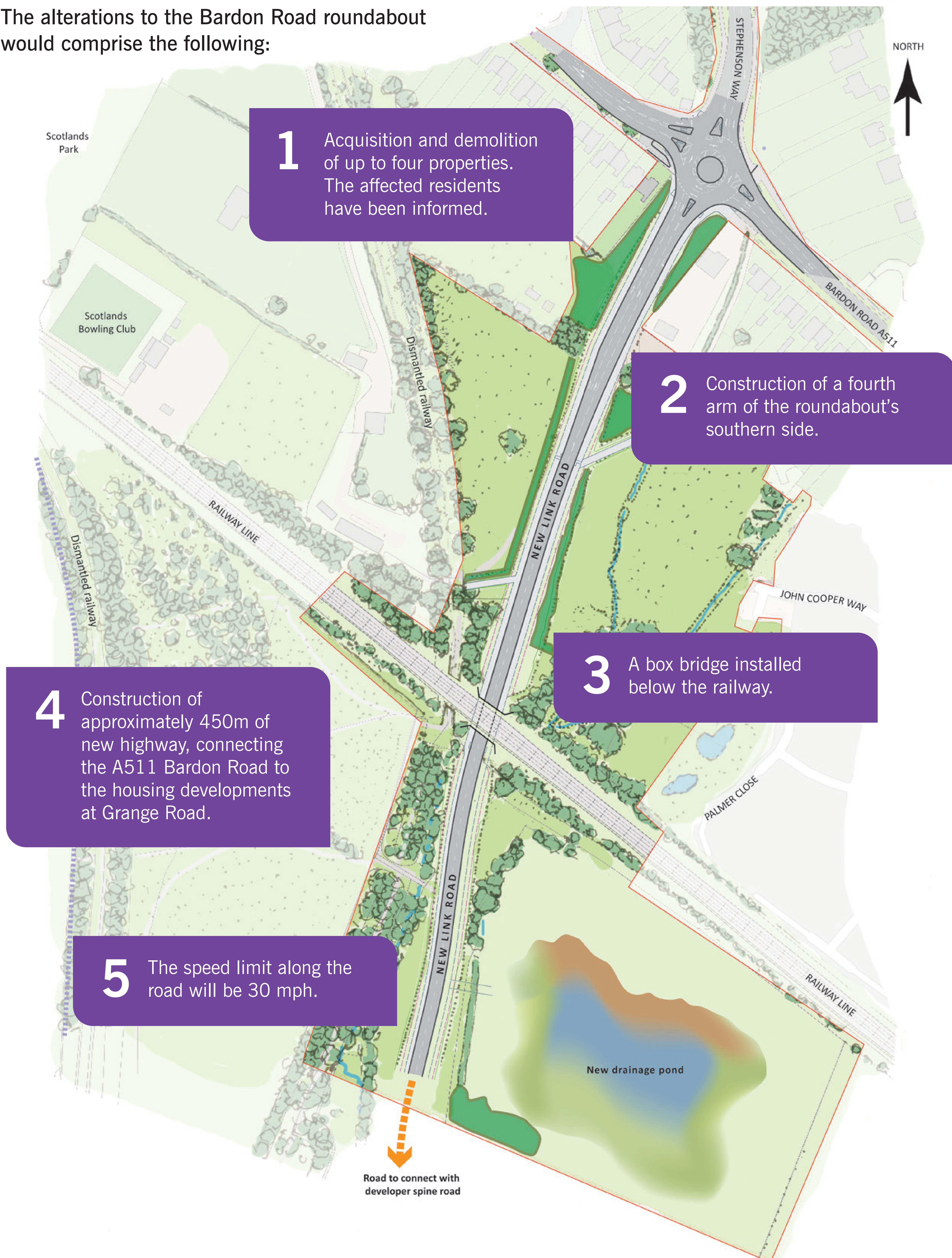
Comments can be made
via the planning portal:

**[www.leicestershire.gov.uk/
environment-and-planning/planning](http://www.leicestershire.gov.uk/environment-and-planning/planning)**

Bardon Link Road Public Consultation

27 September to 31 October
Scheme Overview

The alterations to the Bardon Road roundabout would comprise the following:



Bardon Link Road Public Consultation

27 September to 31 October

The benefits of the scheme include:

- Reduced congestion along the A511 and anticipated improvements to air quality as a result
- Supporting wider growth in the local area
- Lit footway / cycleways along both sides of the new road providing safe access for all
- A safer route to cross the railway line via the new underpass
- Improved pedestrian crossing points at the existing roundabout
- Improved sustainable links between Coalville town centre and the new housing developments, helping to reduce the reliance on the car
- Improved connectivity to Coalville, M1 and A42

How will the scheme be paid for?

The total cost of the A511 Growth Corridor scheme is currently projected to be £49m, of which £42m is expected to be met from the Department for Transport's (DfT) Major Road Network (MRN) Fund. The remaining £7m represents the local contribution requirement, e.g. found from developer contributions.

Leicestershire County Council are continuing to work through the DfT's funding process and on the basis the scheme continues to represent good value for money and secures the necessary funding from the DfT, and subject to the necessary Cabinet approvals, we will look to commence construction in 2024.



Artist's impression of the new Link Road looking north towards the A511 and Coalville.



Artist's impression of the new Link Road looking south towards the railway.



Don't miss your chance,
have your say.

For further information
please visit:

**[www.leicestershire.gov.uk/
have-your-say/current-engagement](http://www.leicestershire.gov.uk/have-your-say/current-engagement)**

Bardon Link Road Public Consultation

27 September to 31 October

Environmental Impact:

The Planning Application to be submitted in early 2022 will include considerations of the environmental impacts of the scheme.

This will examine the impacts of the scheme on a range of matters including heritage, biodiversity, archaeology, noise and air quality.

Key considerations include:

Air Quality:

The planning application will consider the scheme's impact on air quality and how this could impact nearby sensitive receptors, including residential properties.

Noise:

The scheme could have noise impacts during operation and construction stages. These will be assessed in detail with appropriate mitigation provided if needed. The level of mitigation proposed will vary depending on the change in noise levels.

Drainage:

Initial studies have shown that surface water currently collects / pools to the north of the railway embankment. A more formalised pond will be created to the south of the railway embankment as part of the overall drainage strategy for the new road.

Ecology:

The Site has potential to support a range of protected and /or notable species. Surveys are currently being conducted to evaluate the ecological condition of the habitats present within the Site. Impacts will be addressed through the avoidance and protection of habitats using best working practice and, where appropriate, any loss will be addressed through the careful design of compensatory habitat as part of the development.

Transport Assessment:

The scheme has the potential to re-distribute some local traffic. A transport assessment will be produced to ensure any traffic re-assignment does not have an adverse impact on the local highway network.



**Don't miss your chance,
have your say.**

For further information
please visit:

**[www.leicestershire.gov.uk/
have-your-say/current-engagement](http://www.leicestershire.gov.uk/have-your-say/current-engagement)**

Bardon Link Road Public Consultation

27 September to 31 October

What Happens Next?

Once the consultation has closed on 31st October 2021, Leicestershire County Council will review all the suggestions and comments received during the consultation and consider any necessary alterations to design.

A consultation report will be produced which will summarise the responses received. This will form part of the planning application.

Consultation Events Closes
31st October 2021

Submission of Planning Application
Early 2022

Land Acquisition
(Allowing for public inquiry)
Autumn 2023

Start of Construction
Summer 2024

Scheme Open
Spring/Summer 2026

We want to know what you think of these proposals. This is your opportunity to express your thoughts, any concerns you have and share any local or specialist knowledge that may help to improve the scheme.

Thinking about the proposals at the Bardon Roundabout only, we would be grateful if you could answer a short questionnaire sharing your thoughts on the latest designs.



**Don't miss your chance,
have your say.**

For further information
please visit:

**[www.leicestershire.gov.uk/
have-your-say/current-engagement](http://www.leicestershire.gov.uk/have-your-say/current-engagement)**



**HIGHWAYS & TRANSPORT OVERVIEW AND SCRUTINY COMMITTEE –
4 NOVEMBER 2021**

HIGHWAYS & TRANSPORT ANNUAL PERFORMANCE REPORT 2020/21

**JOINT REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF
ENVIRONMENT AND TRANSPORT**

Purpose of the Report

1. The purpose of this report is to provide the Highways & Transport Overview and Scrutiny Committee with an annual performance update on the key performance indicators that the Council is responsible for delivering against the Council's Strategic Plan. Most performance indicators included in this report are reported by the Highways & Transport sections of the Environment & Transport Department.

Policy Framework and Previous Decisions

2. The updates in this report reflect progress against the Council's Strategic Outcomes Framework within the Strategic Plan to 2022, and the Highways & Transport (H&T) performance framework and related high-level plans and strategies.

Background

3. Following the decision to separate the Environment and Transport scrutiny committee by the full Council in July 2021 this is the first annual report to the new committee covering solely H&T performance. This report highlights how the Strategic Plan indicators are performing against the Council's key outcomes Strong Economy, Keeping People Safe and Great Communities, and highlights for the year.
4. This report includes Appendix A, containing a performance dashboard covering performance indicator progress within the Council's Annual Report 2020/21 Performance Compendium. The performance dashboards include a few indicators where the Council does not have direct or a lot of control of delivery, such as satisfaction with local bus services and perception of traffic levels & congestion. They have been included to provide greater oversight of the wider H&T outcomes in Leicestershire and help to understand what life is like in the County and include a mixture of national and locally developed performance indicators. Measuring these may highlight areas for scrutiny of delivery by other agencies or the need for lobbying to influence government policy and funding. It is expected that action by a range of agencies will improve a number of these metrics over time.
5. The Council's performance is benchmarked against 33 authorities which cover large, principally non-urban, geographical areas. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The 1st quartile is

defined as performance that falls within the top 25% of county areas (the best). The 4th quartile is defined as performance that falls within the bottom 25% of county areas (the worst). The comparison quartiles are updated annually in November.

6. Improvement or deterioration in performance is indicated by the direction of travel arrows on the performance dashboard. For example, if the number of road casualties has fallen, the direction of travel will show an arrow pointing upwards representing an improvement in performance.
7. Appendix B contains a draft of the Transport & Highways highlights. Once finalised it will be included in the Council's Annual Delivery Report due in November 2021.

Performance Update – Annual Report 2020/21

8. The Annual Report dashboard shows H&T performance up to March 2021. Overall, there are 12 performance indicators included in this report which are aligned with the Council's Strategic Plan Outcomes. The dashboards in Appendix A show: the indicator description, the quartile position, the direction of travel of performance, end of year data, target/standard; the previous end of year data; polarity (whether a high or low number is good performance) and commentary.
9. Improvement or deterioration in performance is indicated by the direction of travel arrows on the dashboard. Where a direction of travel is available, 5 show improvements, 3 had declined and 3 remained the same as the previous update.
10. The Council performs extremely well compared to other English county councils with 8 performance indicators falling within the top quartile. These include: the 'Overall satisfaction with traffic levels and congestion (NHT satisfaction survey)', 'Percentage of principal (A class) road network where structural maintenance should be considered', and 'Percentage of non-principal (B&C class) road network where structural maintenance should be considered', 'Overall satisfaction with the condition of highways (NHT)', 'Overall satisfaction with the Rights of Way network (NHT)', 'Total casualties on Leicestershire roads' and 'People killed or seriously injured in road traffic accidents' and 'Road safety satisfaction'. None of the Council's Strategic Plan performance indicators for H&T fall within the bottom quartile and the majority are above average when compared to other English county councils.

Highways and Transport

Strategic Transport Infrastructure (Strong Economy Outcome)

11. The 'Average vehicle speeds during the morning peak (7am-10am) on locally managed 'A' roads in Leicestershire' indicator showed an increase in average speed from 31.1mph in 2019 to 32.5 mph in 2020. This increase is almost certainly as a result of reduced traffic levels due to the Covid-19 pandemic. This indicator is below average when compared to other English county councils (3rd quartile in 2019). Average vehicle speeds are used as a proxy measure for peak time congestion. Tackling congestion continues to be a priority, with several road schemes progressing to help alleviate it as well as work to support walking, cycling and public transport use.

12. Satisfaction with traffic levels and congestion is derived from the National Highways and Transport Network (NHT) satisfaction survey. The NHT Public Satisfaction Survey collects public perspectives on, and satisfaction with, H&T Services in local authority areas. Satisfaction with traffic levels has improved in performance from 32% in 2019 to 40% in 2020. There were significantly fewer vehicles on our roads during the Covid-19 pandemic lockdowns during 2020 which is likely to have influenced people's perceptions. It performs in the top quartile when compared to other English county councils in 2020.
13. Businesses' perceptions of congestion in the County are gathered in the Leicester and Leicestershire Enterprise Partnership (LLEP) business survey every 2-3 years. The LLEP changed the survey during 2020 due to the impact of the pandemic and ran 3 smaller surveys across the year. These covered a period before there were Covid-19 restrictions in place, a time period during the Covid 19 restrictions and a post-national restrictions survey. The percentage of businesses saying that a reduction in traffic congestion would significantly benefit their business increased from 28% in 2017 to 53% in 2020. This result was drawn from the first two surveys up to the end of March 2020. The LLEP report that the 2020 survey cannot be compared directly to previous surveys due to the special circumstances around the Coronavirus pandemic and the extent to which businesses were affected by this from mid-March onwards.

Sustainable Transport & Road Maintenance (Strong Economy Outcome)

14. Leicestershire has an excellent record on road condition and continues to have some of the best maintained roads in the country. The Council was amongst the highest rated county councils for satisfaction with condition of highways in the NHT Public Satisfaction Survey in 2020, in the top quartile. The 'percentage of the principal A class roads within the road network where structural maintenance should be considered' remained relatively static at 2% during 2020/21 and has met its 2-4% target range. However, the 'percentage of the non-principal B & C class roads where structural maintenance should be considered' declined in performance from 3% in 2019/20 to 4% in 2020/21. Despite this slight increase it has met its 4-6% target range. Both 'A class' and 'B and C class roads' perform in the top quartile compared to other English county councils. Relatively low funding levels available for road maintenance combined with the increasing proportions of the network requiring treatment is likely to result in greater challenges in maintaining these roads in future.
15. The latest update for 'Overall satisfaction with the condition of highways,' derived from the NHT Survey 2020 remained steady at 37% for 2020. Despite appearing to be a low figure, low satisfaction levels are typical across the country. This result was the highest satisfaction rating when compared to other English counties and remains in the top quartile for 2020.
16. There was a notable improvement in performance for the 'Overall satisfaction with the rights of way network (NHT survey)' indicator as it increased by approximately 8 percentage points from 46% (2019) to 54% (2020) resulting in improved performance and meeting its target (53%). It remains in the top quartile when compared to other English counties. During the Covid-19 crisis in 2020, more people walked generally and were likely to have more fully utilised the rights of way network in their area, which could have positively contributed to this result.

17. Carbon emissions from transport within LA influence remained similar in performance to the previous year as emissions fell only slightly from 1,184 kilotons in 2018 to 1,179 kilotons in 2019. It continues to perform above average when compared to other English county councils (2nd quartile). This data is sourced from the published subset from the Department for Business, Energy & Industrial Strategy.
18. Results from the 2020 NHT survey show that satisfaction with local bus services has declined again slightly from 58% in 2019 to 57% in 2020. Satisfaction with bus services has been declining since 2016. When compared to other English county councils this was above average performance (2nd quartile).

Road Safety (Keeping People Safe Outcome)

19. There was a 12% decline in 'Total casualties on our roads' from 996 in 2019 to 878 in 2020, demonstrating an improvement in performance and meeting its target. It remains in the top quartile compared to other English county councils for 2020. The data should be treated with a degree of caution due to possible underreporting of accidents following changes to police reporting procedures in 2017 (reported to the E&T scrutiny committee in the 'Road casualty reduction in Leicestershire' report in March 2020). The Police are trialling new methods to ensure they more accurately report on road accidents in the future.
20. The number of people killed or seriously injured (KSIs) on our roads declined in performance due to a 19% increase in the number of KSIs from 175 in 2019 to 208 in 2020. Unfortunately, this remains above the target of fewer than 168 casualties. During the pandemic lockdowns, there were fewer vehicles on the roads, however, there was an increase in the severity of road accidents. This is still below the average of 218 KSIs over the past 10 years of results. The Council continues to remain in the top quartile compared to other English county councils. Similar to the road casualty results, this data should be treated with caution.
21. The road safety satisfaction indicator improved in performance from 54% in 2019 to 59% in 2020 and remains in the top quartile when compared to other English county councils. The Council is the highest performing council on this measure. This reflects the efforts of the Council in ensuring all road schemes promote good road safety standards.

Background papers

Leicestershire County Council's Strategic Outcomes Framework and Plans 2018-22

NHT Survey Results (National Highways and Transport Network) 2020, Available on request.

Leicester and Leicestershire Business Survey 2020, Available on request.

Circulation under Local Issues Alert Procedure

None.

Equalities and Human Rights Implications

There are no specific equality and human rights implications to note as part of this performance report.

List of Appendices

Appendix A – Highways & Transport Annual Report Performance Dashboard, 2020/21

Appendix B – Highways & Transport Annual Report highlights.

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APPENDIX A

Transport & Highways								
Strategic Plan	Description	Quartile position	Direction of Travel	End of Yr 2020/21	Target / Standard	End of Yr 2019/20	Polarity	Commentary
Strategic Transport Infrastructure								
*	Average vehicle speed - weekday morning peak on locally managed 'A' roads (mph)	3rd (2019)	↑	32.5 (2020)	30.3	31.1 (2019)	High	The annual 'average vehicle speeds during the morning peak (7am-10am) on locally managed 'A' roads' indicator, showed an increase in average speed from 31.1mph in 2019 to 32.5 mph in 2020. This increase is almost certainly as a result of reduced traffic levels due to the Covid-19 pandemic.
*	Overall satisfaction with traffic levels & congestion (NHT satisfaction survey) (%)	✓ 1st (2020)	↑	40.1%	42%	31.9%	High	Satisfaction with traffic levels has improved in performance from 32% (2019) to 40% (2020). There were significantly less vehicles on our roads during the Covid-19 pandemic lockdowns which are likely to have influenced people's perceptions. Leicestershire showed the largest increase in satisfaction of all participating authorities. It performs in the top quartile when compared to other English County Councils.
*	% of businesses saying that a reduction in traffic congestion would significantly benefit their business	-	-	53% (2020)	<37%	28% (2017)	Low	This indicator increased from 28% in 2017 to 53% in 2020. The LLEP changed the way they surveyed during 2020 due to the impact of the pandemic and ran 3 smaller surveys across the year that covered pre Covid 19 restrictions, during Covid-19 restrictions and post national restrictions and this result was drawn from the first two surveys, prior to the main impact of national Covid restrictions. Due to the special circumstances and how it impacted businesses the LLEP have said the latest results are not directly comparable to the 2017 results.
Sustainable Transport & Road Maintenance								
*	% of principal (A class) road network where structural maintenance should be considered	✓ 1st (2020)	→	2%	2-4%	2%	Low	Leicestershire continues to have some of the best maintained roads in the country. The 'percentage of classified roads (A class) where structural maintenance should be considered' remained at 2% during 2020/21 and has met its 4% target.
*	% of non-principal (B & C class) road network where structural maintenance should be considered	✓ 1st (2020)	↓	4%	4-6%	3%	Low	Although this indicator has declined in performance slightly from 3% in 2019/20 to 4% 2020/21 condition remains within its 4-6% target range. Both 'A class' and 'B and C class roads' perform in the top quartile compared to other English county councils.
Notes: Comparators are the 33 county councils & county unitaries.								

↑	Improvement in performance (5 indicators)		Top quartile (8 indicators)		Performance issue / problem
↓	Decline in performance (3 indicators)		2nd quartile (2 indicators)		Exceptional performance
→	Similar performance (3 indicator)		3rd quartile (1 indicator)		
			Bottom quartile		

Transport & Highways									
Strategic Plan	Description		Quartile position	Direction of Travel	End of Yr 2020/21	Target / Standard	End of Yr 2019/20	Polarity	Commentary
*	Overall satisfaction with the condition of highways (NHT satisfaction survey) (%)		1st (2020)	→	37.4%	38%	36.6%	High	This indicator remained similar to the previous year and continues to perform well compared to other county councils as it remains in the top quartile and it the highest performing County Council.
*	Overall satisfaction with the Rights of Way network (NHT satisfaction survey) (%)	✓	1st (2020)	↑	53.6%	53%	46.2%	High	A notable improvement in performance is for the 'Overall satisfaction with the Rights of Way network (NHT survey)' as satisfaction increased by 7% from 46% (2019/20) to 54% (2020/21) meeting its target (53%). It remains in the top quartile when compared to other English Counties. During the Covid-19 crisis in 2020 more people walked generally and were likely to have more fully utilised the Rights of Way network in their area, which could have positively contributed to this result.
*	Carbon emissions (estimates) from transport within LA influence (Kt)		2nd (2019)	→	1179.4 (2019)	-	1183.8 (2018)	Low	This indicator improved in performance since the previous year and continues to perform above average when compared to other county councils. This data is taken from the published subset and represents carbon dioxide emissions within the scope of influence of Local Authorities. Data is for 2018 and 2019 (latest available).
*	Overall satisfaction with local bus services (NHT satisfaction survey) (%)		2nd (2020)	↓	56.7%	56.0%	58.0%	High	Results from the 2020 NHT survey show that satisfaction with local bus services is similar to the previous years and the Council has exceeded its target of 56%. It performs above average against comparable English Counties during 2020 (2nd quartile).
Road Safety (Keeping People Safe)									
*	Total casualties on Leicestershire roads		1st (2020)	↑	878	1495	996	low	There was a further decline in road casualties from 996 in 2019 to 878 in 2020, showing a 12% improvement in performance and meeting the target. It remains in the top quartile compared to other English county councils. This data should be treated with caution due to changes in reporting by Police.
*	Number of people killed or seriously injured (KSIs)	●	1st (2020)	↓	208	168	175	low	There was a 19% increase in the number of KSIs from 175 in 2019 to 208 in 2020, unfortunately missing the target. During the pandemic, there were fewer vehicles on the roads, however, there was an increase in the severity of road accidents. The Council remains in the top quartile compared to other English county councils. This data should be treated with caution due to changes in reporting by Police.
*	Road safety satisfaction (NHT satisfaction survey) (%)		1st (2020)	↑	59%	67%	53.5%	High	This indicator improved in performance from 54% in 2019 to 59% in 2020 and remains in the top quartile when compared to other English county councils. The council is the highest performing county council on this.

Appendix B – Highways & Transport Annual Report highlights

Economy – Transport

People and businesses need infrastructure that provides excellent connectivity that meets their every-day needs. Transport infrastructure is a key enabler, providing access to opportunity and opening up sites for growth. We aim to ensure good connectivity within the county, the region and across the UK by working closely with partners, such as Midlands Connect, National Highways and Network Rail, to deliver improvements to rail services and the strategic road network. We also continue to progress delivery of our local transport priorities to help business recovery and growth, reduce congestion and emissions, allow safe travel and support more sustainable travel options.

Midlands Connect – we have provided input into the refresh of the Midlands Connect Strategy to ensure that it continues to provide a robust basis for securing investment in the region's transport system. We are currently involved in a number of Midlands Connect projects that will greatly enhance people's ability to travel efficiently and safely around and through Leicestershire in the context of much needed houses and jobs to meet the demands of the area's growing population. These projects include provision of direct Coventry to Leicester rail services; improvements to the speed and frequency of rail services between Leicester and Birmingham; and upgrades to the A5, A42, A46 and A50 corridors.

Transport for East Midlands (TfEM) – through our involvement in TfEM we have set out our top priorities for transport improvements across the East Midlands including making the most of any HS2 development, securing a Midland Mainline fit for the 21st century, improving access to East Midlands Airport, the A5 Improvement Corridor and transforming East-West connectivity.

Leicester and Leicestershire Strategic Transport Priorities (LLSTP) – jointly developed with Leicester City Council the objective of the LLSTP is to ensure that Leicester and Leicestershire's transport system is capable of addressing the significant challenges that we face over the coming years. In November 2020 we approved a blueprint setting out the key, long-term approach to transport priorities for the county and city for the next 30 years. The LLSTP sets out where the city and county will work together, particularly around tackling poor air quality and the effects of climate change, alongside continued support for the local economy and jobs and the delivery of new houses. Improvements in rail (such as the Midlands Connect projects) and public transport and better provision for walking and cycling schemes are among the priorities set out. The LLSTP acknowledges a drive to attract greater numbers of car users on to public transport and on to cycling and walking routes. The ambition is to continue to encourage use of the commercial bus network of electric vehicles and to increase the number of bus lanes and cycleways/pedestrian routes developed.

Network Management Plan (NMP) - in December 2020 we approved a refreshed NMP. The NMP describes the positive on-going work the County Council undertakes, as the local highway authority, to keep all forms of transport moving

safely and efficiently on the county's road network. This includes how we collect and use data and intelligence, how we manage planned and unplanned events, how we manage the impact of growth and how we manage network demand and encourage sustainable travel.

Leicester and Leicestershire Rail Strategy – developed with the City Council and LLEP it sets out rail priorities up to 2043. We have used it as a basis for working with Midlands Connect on its projects and to inform our input into the HS2 project and the wider considerations of the National Infrastructure Commission who have been asked by Government to consider an integrated package of rail improvements that would be associated with delivery of the HS2 Eastern leg. Potentially this package could include completion of the Midland Main Line electrification, which we are continuing to push for both the service improvements that it would deliver and also the carbon reduction benefits.

Ivanhoe Line - we are providing our support, including financial, to the Campaign for Reopening the Ivanhoe Line (CRIL) who are currently working with the Department for Transport to develop a business case to reintroduce passenger services on the line.

Major Road Schemes Supporting Growth

The Council has a strong record of securing funding to deliver transport infrastructure to enable growth, supporting the delivery of outcomes to promote a strong economy and ensure a supply of quality and affordable homes. We will continue to work to secure vital funds to invest in homes, regeneration and infrastructure across Leicestershire. A total of £21.7m has been spent on the preparation and delivery of major projects in 2020/21, including:

Interim Coalville Transport Strategy (ICTS) - in September 2021 we approved the ICTS. A key element of the ICTS is the Coalville A511 Growth Corridor scheme and the importance of its delivery to the enabling of growth in the A511 corridor. It also highlights complementary highway schemes and sets out how work will be taken forward to develop proposals for improving passenger transport provision and active travel provision in the area.

Coalville A511 Growth Corridor and A511 Major Road Network Scheme – in March 2021 major plans to develop junction and road improvement schemes through an estimated £49m programme of work between Ashby and Coalville were considered. The Council's A511 Growth Corridor is one of seven schemes across the region put forward to a national £3.5 billion Major Roads Network (MRN) fund by Midlands Connect. The scheme proposes improvements to eight junctions along the A511, including a new link road off Bardon Road and a dual carriageway between Thornborough Road and Whitwick Road. Leicestershire is growing and needs the right infrastructure in place to manage that growth. The A511 has suffered from congestion for many years and tackling it with this scheme will also have benefits environmentally in leading to a reduction in exhaust emissions. It will also provide the opportunity, as part of a wider transport strategy for Coalville, to address public

transport improvements and promote walking and cycling initiatives. Prior to submitting a Planning Application for the new link road off Bardon Road, further informal consultation will take place in Autumn 2021 to give local residents and stakeholders a further opportunity to provide comment and shape this element of the project.

Interim Melton Mowbray Transport Strategy (IMMTS) - in July 2021 we approved the IMMTS, which sets out a wide package of measures and further work required to help address the town's existing traffic problems, support the growth of the town and to achieve wider objectives, including environmental and health factors, such as encouraging more walking and cycling. Among the proposals outlined in the strategy are further work to explore potential improvements to the walking and cycling network and the possibility of a 'bus hub' to support passenger transport provision; along with measures to re-classify and re-sign town roads as well as re-route lorries to encourage as much traffic as possible to use the Melton Mowbray Distributor Road.

Melton Mowbray North and East Distributor Road – the project to build the distributor road to the north and east of Melton Mowbray to ease congestion in the town centre and facilitate growth commenced in 2017/18. Further development of the project post approval of the planning application in May 2019 has focussed on detailed design and securing the necessary land to deliver the scheme through the Compulsory Purchase Order (CPO) process. The CPO and Side Roads Order (SRO) notices were submitted to the Secretary of State for confirmation in October 2020. A number of objections to the CPO and SRO were received and the Secretary of State gave notice in January 2021 of the intention to call a Public Inquiry to consider the objections. The Public Inquiry took place at the end of September 2021. Subject to the outcome of the Public Inquiry, it is anticipated on site advance works will start in 2022.

Melton Mowbray Distributor Road South – positive progress is being made with Homes England to secure funding via the Housing Infrastructure Fund towards the cost of this project. Project activities also include starting to engage in house design/technical services along with procuring external project planning and environmental services.

Hinckley Junctions - a scheme to improve two key junctions on Rugby Road, alongside a range of improvements to existing cycling and pedestrian routes in Hinckley, will begin in early 2022. Work on the £5m scheme was due to start summer 2020, however, was rescheduled due to the Covid-19 pandemic. Once work commences, there will be improvements made to both the Rugby Road/Hawley Road and Rugby Road/Brookside junctions. The scheme will also implement pedestrian and cycling improvements at Granville Road, Spa Lane, London Road and Coventry Road and also proposes introducing a 'residents parking zone' and reviewing town centre parking facilities. Once delivered, the scheme will improve sustainable transport options in and out of the town with quicker and more reliable journeys and encourage more people to walk and cycle.

Hinckley Road Improvements - in June 2021 a project to improve road and footway condition in the Hinckley area began with work on the A47 Dodwell's Road/Normandy Way, Hinckley Bypass. Work between the A5 roundabout near McDonalds and the roundabout connecting with Roston Drive began in September 2021 and will last for around three months.

Ashby Road, Coalville - in January 2021 work began on a series of improvements to Ashby Road in Coalville with a £250,000 scheme aimed at improving the highway environment in the area. The works involved removing outdated traffic-calming features, such as chicanes, providing more on-street parking and making the area safer for pedestrians. The project also provides safer access to the main entrance to the revamped Snibston Country Park and a petrol station as well as complementing the recent regeneration of the former Snibston Colliery site.

M1 J23/A512 – the detailed design and construction of improvements to ease congestion and provide access to the West of Loughborough housing development commenced in 2017/18. Work on this major scheme has continued throughout the pandemic and was completed in June 2021. In February 2021 the Council and Morgan Sindall were highly commended for outstanding teamwork on the highways improvement scheme on the M1 J23 and A512. Judges agreed that the partnership work excelled in many areas, especially community engagement, which led to many local people welcoming the project and understanding its value.

A46 Anstey Lane – the detailed design and construction of improvements to ease congestion and mitigate the Aston Green housing development commenced in 2017/18 with the works being completed in 2020/21. The scheme has won a number of awards including Construction News award for Health, Safety and Wellbeing Excellence as well as Considerate Constructor Site award.

Lutterworth East - ongoing work has continued on the design of highway infrastructure to provide access to the proposed new housing development in Lutterworth.

Traffic Management and Safety

Average Speed Cameras – in October 2020 we agreed to introduce a further 7 average speed camera sites across the county. The proposals will see the average speed cameras move locations yearly to change driver behaviour across our towns and villages. This follows a successful scheme which saw cameras installed at seven locations, Sharnford, Walcote, Oadby, Groby, Measham, Woodhouse Eaves and Freeby. Sites where communities have previously raised concerns about speeding. The scheme highlights our commitment to make our roads as safe as they can be. The cameras have proven that they can make a difference in communities, whose lives can be blighted by the effects of speeding motorists as well as make a positive change to driver behaviour. We also continue to press the Government to consider a new approach to funding the camera sites. At present, funds generated through camera fines are retained by HM Treasury.

Reducing Rural Speeds – in March 2019 we announced that we were expanding our speed reduction scheme to include a further 24 rural routes. The project sees stretches of roads with a speed limit of 60mph reduced to 50mph. The move follows a study in 2017 which found that around 60% of collisions which caused injury on rural routes involved motorists exceeding the 60mph limit and the routes chosen all had well evidenced collision reduction reasons to reduce the speed limit. The speed limit reductions also incorporate reviews of the existing road markings and signs to ensure that they provide adequate warnings of the road conditions.

Driver Education - in 2020 our popular pre-driver days designed to promote safety to novice drivers and our older driver scheme, Safer Driving with Age (SAGE), had to be paused. Both schemes have practical driving elements and as such it was impossible to run these courses safely during the pandemic. SAGE opened again for bookings in the autumn of 2021 and it is envisaged that a programme of pre-driver course dates will be developed for 2022. Driver education remains an increasingly important part of speed management and driver behaviour change. We were able to continue to run national driver education workshops on behalf of Leicestershire Police by switching from classroom presentations to presenting virtually via video call. In 2020/21, 18,200 drivers opted to attend courses as an alternative to receiving a fine and points on their driving licence. The courses help drivers understand the adverse consequences of their driving behaviour and give tips and advice to improve compliance and safety.

School Keep Clear Scheme – in September 2019 schools across Leicestershire were encouraged to sign-up to a scheme to combat the problems of inconsiderate parking. The School Keep Clear scheme aims to address concerns that parents, residents, and teachers have about parking during the school run by using a camera car to enforce mandatory zig-zag zones outside school entrances. A total of 68 schools became enforceable in September 2019, in time for the new school term. Since it launched in September 2018, the scheme has seen 146 schools sign up, with a further 11 schools set to join the scheme later this year, subject to consultations. We know that inconsiderate and dangerous parking outside schools can be a real problem, and the School Keep Clear scheme has gone some way to alleviate concerns in communities. Since the beginning of the scheme, 22 warnings have been issued and 241 penalties have been processed to motorists parking illegally.

Parking Enforcement - with traffic levels rising, our parking enforcement teams have been increasing patrols to keep vehicles moving and keep the roads safe.

Motorcyclist Safety - we remain supporters of The Shiny Side Up Partnership (SSUP), an East Midlands motorcycle safety partnership. Originally set up to try and drive down casualties relating to sports-bike riders, this has now broadened to include lower capacity scooters and motorcycles. We use a variety of roadside posters at sites that have a poor motorcycle casualty history. These messages include Bike Crash Site Ahead and Think Bike. The roadside posters are bright yellow and have become a regular seasonal way of reminding riders and other road

users to take extra care and look out for each other. The regional website has been refreshed and updated with new training resources.

Community Speed Watch (CSW) – due to the pandemic, we were unable to run community speed watch with volunteers in 2020 and 2021. We adapted the delivery approach and ran a successful free volunteer scheme, where educational roadside boards were placed at various key sites of community concern to remind drivers to check their speed. The boards remained in situ for 8 weeks and have been located in various communities across the county. Planning ahead for 2022 we are inviting expressions of interest in running a fully supported volunteer run CSW scheme. The aim is to support communities to use speed detection equipment under our supervision. Volunteers will capture speeding vehicle details and, rather than prosecution, drivers will receive an educational letter from the police helping to underline the community's commitment to reducing speed.

Sustainable Travel

Transforming Cities Fund and Air Quality – in October 2019 we supported proposals by Leicester City Council for a bid to the Transforming Cities Fund in response to the Government's Air Quality Directive. The City Council has been awarded over £32m, which will enable initiatives in Leicester to improve public transport, cycling and walking provision to improve overall air quality. This will benefit both city and county residents.

Personal Travel Planning (PTP) – in June 2021 we announced that personal travel plans were being launched in the Glenfield, Anstey and Westcotes areas. Around 5,000 households in Glenfield and Anstey, and 5,000 households in the Westcotes area of the city will be targeted to encourage residents to reduce their car journeys and use more sustainable forms of transport, including walking, cycling and taking the bus. Information includes advice on walking, cycling and public transport, maps and guides, information on electric bikes and cars, along with several incentives. These include activity trackers for up to 50 residents, 20 e-bikes and 10 pedal cycles available for loan, along with cycling equipment. Reducing the number of car journeys and travelling more sustainably has huge benefits to physical and mental health, as well as helping the environment. 17% of participants from previous PTP projects have sustained behaviour change, for example switching from car use to cycling and walking.

Bus Service Partnership - in June 2021 we announced plans to create an enhanced partnership with local bus operators as the pathway to improving public transport in the county. The plans to work more closely with bus operators to develop a Bus Service Improvement Plan (BSIP) will help to unlock significant Government funding through the National Bus Strategy. We aim to work closely and swiftly with local bus operators to deliver benefits such as simpler fares, contactless payments, more services at the right times and ticketing so people can easily inter-change across public transport. The BSIP will also be a vital strand of our Environment Strategy, to help reduce the environmental impacts of travel and transport. There's

also a need to reverse the recent shift in journeys away from public transport as a result of the pandemic and encourage passengers back on to public transport.

Electric Buses – in June 2021 a new £5m fleet of near silent electric buses powered entirely by renewable energy hit the streets of Leicester and Leicestershire. Eleven of the new vehicles transport shoppers and commuters between the three park and ride sites at Enderby, Birstall and Meynell's Gorse and the city centre. The distinctive green buses are equipped with on-board digital screens and USB charging points at every seat and provide passengers with free Wi-Fi. People waiting for the bus will benefit from real-time arrival information and smart new bus shelters. The project has involved the County and City councils working closely together and is part of a wider agenda around decarbonising transport and investing in electrified buses to help reduce our carbon footprint and contribute to our aim to be carbon neutral by 2045.

On Demand Travel - a new demand led bus service was launched in April 2019 in New Lubbethorpe, funded by Section 106 monies. The Arriva Click service operates every day (except key bank holidays) from 06:00 to 23:00 using high specification Mercedes Sprinter minibuses. Passengers book journeys using an app showing their preferred pickup point and destination and are matched with others. We have also been successful in securing £1.3m of the Government's Rural Mobility Fund to introduce a new 3-year pilot of a modern demand responsive transport (DRT) service which is anticipated to start early in 2022. The service will operate within an 85km² area to the south west of Leicester and to the east of Hinckley, covering 17 communities and providing a total resident population of 43,000 with the opportunity to be able to book a journey on a shared accessible minibus, via an app or phone call. The new DRT will seek to fill the gaps in the existing network and aims to improve access to employment, education, healthcare and other services. This pilot provides an excellent opportunity to trial a modern rural DRT service, as part of work to explore the evolution of our approach to supporting passenger transport services, helping to meet the needs of local communities.

E-Bike Scheme - electric bikes for loan to workplaces across the county is another initiative by the council to encourage active and sustainable travel to and from work. The loan scheme proved to be a hit at fashion giants Next, with 10 bikes used by staff at their Enderby base. The bikes were available for staff to use to commute to work as well as for travelling to meetings or events during the working day and for leisure purposes. This resulted in 20% of participants going on to purchase their own e-bike. The council is encouraging businesses to take the opportunity to borrow the electric bikes free of charge. In 2021 we also offered residents incentives on electric bikes. A series of try-out events were held over the summer explaining the benefits of e-bikes. The Council also provided the opportunity for people to attend a training session and then apply for a voucher which gave them £300 off the cost of an electric bike. Electric bikes are great for people making longer journeys who may not be used to cycling or need more assistance when they cycle.

Cycling and Walking Strategy – in July 2021 we unveiled plans to boost cycling and walking by creating more networks, revamping routes, and teaming up with

schools and workplaces. The Cycling and Walking Strategy sets out a vision to upgrade and provide cycle routes, cycle parking, and pedestrian facilities to create healthy streets and spaces. It will also include the provision of traffic education measures and cycle training for schools and workplaces to increase the number of cyclists and walkers. Initial priority areas will include Loughborough, Oadby, Wigston and Blaby. The new strategy aims to help more people to make more sustainable and healthy travel choices, by increasing the number of journeys by bike or on foot.

Highways Maintenance and Management

The Council faces significant challenges in looking after its highways' assets. Present levels of government funding are insufficient to maintain even Leicestershire's A roads in their current condition.

Highways Maintenance – in 2020/21 a total £21.6m was invested in Highways Asset Maintenance including £17.3m on carriageways, £2.0m on footways and rights of way, £1.0m on bridge maintenance and strengthening, £0.6m on street lighting maintenance, £0.4m on flood alleviation, £0.1m on traffic signal renewal and £0.2m on other activity including joint sealing.

Incentive Fund 2021/22 – we were successful at securing Incentive Funding by demonstrating a band 3 (Highest) level of Asset Management which enabled us to drawdown the maximum level of funding available to us under this mechanism.

Green Highway Improvements – in March 2021 we reported how we were working to become cleaner and greener by using recycled and carbon friendly products in highway improvements. Around 5000 recycled tyres were used in a special asphalt mix on the A426 Blaby bypass, which is expected to save 10 tonnes of carbon. The white lines were marked out using a cold plastic product which is environmentally friendly and should last three times longer than the traditional thermoplastic products used. It is not just the new products which help to cut emissions, all of the bituminous material removed from the carriageway construction is also recycled elsewhere.

Road and Community Investments – in June 2021 we allocated an extra £5m investment into Leicestershire's roads and environment, supporting both safety and environmental improvements in communities. The money is being spent on extra maintenance including road repairs, looking after verges, cleaning signs, emptying drains and gullies, and improving rights of way with more going to flashing signs, supporting average speed cameras and other measures to deter speeding motorists. The plan is also about improving green spaces in communities. Protecting verges adds to an area's visual appeal and helps efforts to tackle climate change as well as protecting and enhancing biodiversity. The cash injection also includes a £25,000 fund for every county councillor – see below - enabling communities to get involved in influencing the improvements they want to see where they live.

Members Highway Fund – the new Members Highway Fund will provide each Council member with £25,000 to use on small scale highway and environmental improvement works in their own divisions. We recognise how important small-scale

highway works can be to our communities and therefore this additional funding will cover a range of highway improvement works. Examples will include the provision of village gateway measures, flashing speed signs, vegetation clearing and minor improvements to roads and footways. Officers will support members in developing proposals for their areas so the measures can be delivered quickly.

Winter Gritting – during the 2020/21 winter our gritters and drivers were out treating key routes to keep the county moving, spreading approximately 10,772 tonnes of rock salt over 1,240 night-gritting runs to combat the drop-in temperature. Keeping the county moving and motorists safe is our top priority each winter. Our gritting crews are on standby 24 hours a day, seven days a week from October to March – including Christmas and New Year – and ready to respond to the forecasts. We monitor the weather constantly and if freezing temperatures are forecast, our fleet of gritters go out at night to treat major roads and key routes which equates to almost half of the county's road network. The Council has a fleet of 23 gritters available, three of which were recently replaced with new state of the art vehicles. The other twenty vehicles have also been fitted with the latest sat-nav technology, to ensure all routes are gritted correctly. This year, the council's salt barns were stocked with up to 18,000 tonnes of rock salt.

Snow Wardens - in addition to winter gritting, there are also a number of snow wardens based in communities across the county who grit paths, as well as farmers who, during deep snow, fit ploughs to their tractors and assist the council in clearing roads. The authority is working with parish and town councils to train and encourage more people to sign-up to its Snow Warden Scheme to help keep the county moving during the winter. We also have a team of carers and health visitors who can reach their patients if there is prolonged heavy snowfall.

Gully Cleaning - to tackle blocked drains we apply a 'risk-based' approach to gully cleaning that increased the number of roadside drains treated from 64,000 per year to 92,000 without costs rising. The change followed a trial to find a more cost effective and focused way of cleaning the county's 130,000 gullies. The trial found that it would be beneficial for more regular visits to roads at high risk of flooding due to the drains filling faster with silt. Previously drains were cleaned on an 18 to 24-month fixed programme, whether the road was at risk of flooding or not, the highest priority drains are now cleaned every 10 months.

Flooding – during 2021 we responded to over 430 flooding related incidents. We received 10 yellow weather warnings and one amber warning for potential disruption caused due to flooding. There were also 69 road closures implemented in response to flooding to protect the travelling public on the network. We constantly monitor the weather situation based on alerts from the Met Office. Resources are available 24/7 and we are able to re-deploy additional highway maintenance teams to deal with flooding emergencies.

Grass Cutting – in April 2021 our annual programme of grass cutting started across Leicestershire. Teams mow the equivalent of 28 football pitches a day in towns and villages across Leicestershire, cutting the equivalent of three million square metres of grass. Our urban programme sees the grass cut six times throughout the season.

These routes are mainly on roads with a speed limit of 30mph or less and is cut primarily for safety rather than aesthetic reasons. The rural programme focuses on cutting back of the verges on roads between villages and is carried out three times a year to help with visibility and safety.

Biodiversity - we've changed the way which we manage our rural verges after many residents said that they would prefer less grass to be cut and wildflowers allowed to thrive. We left a significant number of wildflower verges across Leicestershire uncut as parish councils prepared them to bloom during the summer.