

SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 27th July, 2015 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

B Anderson (Chair)	-	Adel and Wharfedale;
A Blackburn	-	Farnley and Wortley;
C Campbell	-	Otley and Yeadon;
Mrs A Carter	-	Calverley and Farsley;
R Grahame	-	Burmantofts and Richmond Hill;
M Harland	-	Kippax and Methley;
G Hyde	-	Killingbeck and Seacroft;
J Illingworth	-	Kirkstall;
K Maqsood	-	Gipton and Harehills;
M Robinson	-	Harewood;
K Wakefield	-	Kippax and Methley;
N Walshaw	-	Headingley;

Please note: Certain or all items on this agenda may be recorded

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

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3			LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration. (The special circumstances shall be specified in the minutes.)	
4			DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5			APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES To receive any apologies for absence and notification of substitutes.	
6			MINUTES - 17 JUNE 2015 To confirm as a correct record, the minutes of the meeting held on 17 June 2015.	1 - 4
7			CITIZENS@LEEDS - SUPPORTING COMMUNITIES AND TACKLING POVERTY To receive a report from the Head of Scrutiny and Member Development presenting an update on the work undertaken under the Citizens@Leeds initiative.	5 - 48
8			2015/16 QUARTER 1 PERFORMANCE REPORT To receive a report from the Assistant Chief Executive (Citizens and Communities) on performance information relevant to the Board's remit.	49 - 78

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9			UNIVERSAL CREDIT To receive a report from the Assistant Chief Executive (Citizens and Communities) on the implications and preparations for Universal Credit.	79 - 98
10			WORK SCHEDULE To consider the Board's work schedule for the forthcoming municipal year.	99 - 110
11			DATE AND TIME OF NEXT MEETING Monday, 14 September 2015 at 10.00 am (pre-meeting for all Board Members at 9.30 am) THIRD PARTY RECORDING Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda. Use of Recordings by Third Parties – code of practice a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.	

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SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

WEDNESDAY, 17TH JUNE, 2015

PRESENT: Councillor B Anderson in the Chair

Councillors A Blackburn, C Campbell,
Mrs A Carter, R Grahame, M Harland,
G Hyde, J Illingworth, K Maqsood, J Pryor,
M Robinson and K Wakefield

1 Chair's Opening Remarks

The Chair welcomed everyone to the Scrutiny Board's first meeting of the 2015/16 municipal year.

2 Late Items

There were no late items.

3 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

4 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillor N Walshaw, with Councillor J Pryor in attendance as substitute.

5 Minutes - 20 April 2015

RESOLVED –

- (a) That the minutes of the former Safer and Stronger Communities Scrutiny Board meeting held on 20 April 2015 be confirmed as a correct record.
- (b) That an update report on the Poverty Truth Challenge is scheduled for the Board's September meeting.

6 Scrutiny Board Terms of Reference

The report of the Head of Scrutiny and Member Development presented the terms of reference for the Citizens and Communities Scrutiny Board for Members' information.

RESOLVED – That the report be noted.

7 Co-opted Members

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration for the appointment of co-opted members. The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of the Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – The Board agreed to consider the appointment of co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

8 Sources of work for the Scrutiny Board

The report of the Head of Scrutiny and Member Development provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

The following were in attendance for this item and invited to share their views around potential areas of work for the Scrutiny Board this year:

- Councillor Debra Coupar, Executive Member for Communities
- Councillor James Lewis, Executive Member for Resources and Strategy
- Councillor Mohammed Rafique, Executive Member for Employment, Enterprise and Opportunity
- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Lee Hemsworth, Chief Officer for Customer Services
- Shaid Mahmood, Acting Chief Officer for Communities
- Steve Carey, Chief Officer for Welfare and Benefits
- John Mulcahy, Head of Licensing and Registration.

Members of the Scrutiny Board also shared their views on potential areas of work.

In conclusion, the Board agreed to undertake the following reviews this municipal year:

- Preparations for the launch of Universal Credit in Leeds between January and April 2016;
- The ongoing development and roll out of Community Hubs in delivering integrated 'front-of-house' services;
- The ongoing development of Community Committees in strengthening local accountability and being more responsive to the needs of local communities.

The Board also discussed and agreed to incorporate, where possible, the following issues into its work schedule for further consideration:

- Progress in delivering the centres of excellence model within the corporate contact centre
- A revised Gambling Act Licensing Policy
- The role of the Communities Board
- Corporate Welfare
- Migration
- Approaches in tackling begging

RESOLVED –

- (a) That the report and discussion be noted.
- (b) That the Principal Scrutiny Adviser works with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

9 Date and Time of Next Meeting

Monday, 27th July 2015 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)

(The meeting concluded at 2.20 pm)

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 27th July 2015

Subject: Citizens@Leeds – Supporting Communities and Tackling Poverty

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. At its meeting on 24th June 2015, the Executive Board received a comprehensive update report on the work undertaken under the Citizens@Leeds initiative including an analysis of current poverty levels in Leeds, details of key achievements over the last two years along with a number of case studies and actions to be taken next to help deliver outcomes to be achieved over the next 5 years.
2. A copy of this update report is attached for Members information as this also provides a good starting point in considering performance issues across the Citizens and Communities directorate.

Recommendation

3. Members are asked to consider and provide any comment on the attached update report.

Background documents¹

4. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report of Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 24 June 2015

Subject: Citizens@Leeds - Supporting Communities and Tackling Poverty

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. In June 2013, Executive Board received a report on the issue of welfare, benefits and poverty. That report identified a number of challenges to be addressed in order to make a step change in tackling poverty and deprivation across the city. The key challenges identified were the need to: deliver truly integrated and accessible services for people suffering hardship; develop whole packages of support for people which address a range of hardship issues; provide a real focus on supporting people into work; and, develop an effective campaign in response to the problems created by high cost lenders in the city.
2. In response to these issues a new approach under the identity of Citizens@Leeds was developed to ensure a focus on inclusive, locally provided citizen-based services delivered through a community hub approach. Four key propositions were presented to Members of Executive Board in December 2013 that set out the building blocks for a city-wide response to tackling poverty and deprivation. The four propositions cover:
 - the need to **provide accessible and integrated services**;
 - the need to **help people out of financial hardship**;
 - the need to **help people into work**; and
 - the need to be **responsive to the needs of local communities**.

3. During 2014 Members received a number of reports detailing progress against each of the propositions including the introduction of the new Community Committee arrangements and the development of a city wide network of Community Hubs.
4. This latest report provides Members of Executive Board with a more comprehensive update on the work undertaken under the Citizens@Leeds initiative including an analysis of current poverty levels in Leeds, details of key achievements over the last two years along with a number of case studies and what we intend to do next to achieve our aims for the next five years.
5. Members will find the update report at appendix 1.

Recommendations

6. That Members of Executive Board note the key progress made to support communities and tackle poverty.
7. That Members endorse the proposed next steps to be taken over the course of the next year by the Assistant Chief Executive (Citizens and Communities) as detailed in section 4 of the appended report.

1 Purpose of this report

- 1.1 The report provides details of the progress made to date in supporting communities and tackling poverty and sets this within the overall context of poverty in the city. The report also provides details on the actions to be taken next to help deliver outcomes to be achieved over the next 5-years.

2 Background information

- 2.1 The Council's Best Council Plan identifies as a key priority the need to "Support communities and tackle poverty". In 2013 the Council brought together a number of services under the new Citizens and Communities directorate tasked with taking a lead on addressing the poverty agenda, working with other directorates, services and partners.
- 2.2 In December 2013, Executive Board endorsed an approach to tackling poverty, built around 4 key propositions:
- i. Helping people out of financial hardship:* with a focus on reducing dependency on local and national benefits, improving access to affordable credit as well as tackling high costs lending, reducing debt levels and increasing financial resilience of the poorest citizens and communities in the city;
 - ii. Providing integrated and accessible services and pathways:* with a focus on developing integrated pathways of support that are accessible to local communities and create local partnerships between council-led services and other relevant organisations;
 - iii. Helping people into work:* with a focus on working with those adults who are furthest away from employment and developing programmes of support that meet individual needs and promote citizen engagement;
- 2.3 During 2014 Members received a number of reports detailing progress against each of the propositions including the introduction of the new Community Committee arrangements and the development of a city wide network of Community Hubs.

3 Key Messages

- 3.1 Supporting communities and tackling poverty is a key priority for the City Council at a time when many people across the city are finding life challenging. We are delivering real change and we have ambitious plans for the next 12 months and beyond.
- 3.2 We are helping more people out of financial hardship and reducing dependency on local and national benefits by tackling high cost lenders, tackling low pay, increasing and improving credit union services, providing emergency support, tackling food poverty and creatively using discretionary housing payments to support people stay in their homes.

- 3.3 We are helping more people into work through the introduction of our new incentivised council tax support scheme, establishing community champions on employment skills and worklessness, focussing activity on those further away from the labour market, proactively supporting volunteering and delivering a wide range of work related initiatives.
- 3.4 We are providing more integrated and joined-up services that are better meeting the needs of local people through our Community Hubs, new centres of excellence approach in the telephone contact centre and through improved digital services on our website.
- 3.5 We are being more responsive to the needs of local people and improving local democratic and engagement arrangements through our new Community Committees and investment of local well-being budgets.

4 Key Statistics

- 4.1 It is important that the size and scale of the issues around poverty and deprivation in the city are understood and communicated. Therefore below are 10 key stats which highlight the current state of play in the city
- Unemployment levels have been falling gradually since 2012 but are yet to reach pre-recession levels with 30,000 residents in full time employment and 122,000 in part time employment earning less than the living wage.
 - 31,880 people were out of work and getting Employment Support Allowance or incapacity benefit (Nov 2014)
 - 6,680 lone parents are out of work and claiming benefits.
 - 30,000 children in Leeds are living in poverty
 - 38,100 households in Leeds are experiencing fuel poverty.
 - 7,000 households have been affected by the under-occupancy changes with a collective reduction in benefit of £88,000 per week. Of the 7,000, 40% of households are in rent arrears.
 - 61% increase in the last year in the use of foodbanks in Yorkshire and the Humber.
 - £90m is the estimated value of the high cost lending market in Leeds and the credit union have grown their business to £8m in loans with the intention of increasing this to £20m by 2020. Leeds membership has increased from 11k in 2005 to over 28k today.
 - 12,000 people helped into work or to re-engage with learning
 - £7.2m spent by the council in providing discretionary housing payments or emergency support for families since 2013.

5 Main issues

- 5.1 The attached paper provides detailed and comprehensive information on the progress made over the last 18 months in supporting communities and tackling poverty. The paper covers the following issues:
- Section 1: Poverty and deprivation in Leeds: This section provides information about the current levels of deprivation in the city. It sets the context both for the activities that have been undertaken to date and also provides a baseline

against which the council can measure its progress in tackling poverty and deprivation.

- Section 2: Our response: This section provides details on the initiatives and achievements to date focusing on practical examples that show the benefits of providing wrap around services, in conjunction with partner organisations, to individuals in need
- Section 3: Case studies: This section goes into more detail about initiatives that either demonstrate best practices to be taken forward or demonstrate significant outcomes from better engagement with communities.
- Section 4: Next steps: This section sets out a number of key outcomes that we're looking to achieve over the next 5 years (see para 3.2) and also details the key priorities and focus for 15/16.

5.2 Over the next 5 years, we aim to have delivered a number of outcomes as set out below. Members are asked to endorse these high level outcomes.

- Every household in the city is aware of and able to access services that provide practical solutions to deal with financial hardship, support work-related ambitions and promote community-led anti-poverty initiatives;
- A network of Community Hubs with well-developed cross-sector partnerships that deliver integrated pathways of support;
- A Centres of Excellence approach that delivers more effective and efficient council services that provide connections with localities and integrated pathways of support;
- A network of cross-sector partnerships that provide relevant and timely support to enable all vulnerable citizens to manage and maintain Universal Credit claims;
- Devolved welfare schemes delivered locally that provide integrated and wrap around support to customers;
- In conjunction with Leeds City Credit Union, deliver a 5-year strategy that delivers significant growth in membership, loans, savings and products through a modern banking platform;
- An effective, affordable and joined-up network of advice for all Leeds residents that embraces new technologies and recognises and builds on the strengths of all partner organisations, and;
- Supported community-led initiatives that address food poverty and support a food strategy for Leeds that increases local resilience.

5.3 It is intended to provide members with progress reports against these high level outcomes.

6 Corporate Considerations

6.4 Consultation and Engagement

- 6.4.1 Specific proposals have been, and will continue to be, subject to specific consultation and engagement arrangements. In preparing this update colleagues from across the Council and key partners have been engaged through the Citizens@Leeds programme board.

6.5 Equality and Diversity / Cohesion and Integration

- 6.5.1 A key focus of the Citizens@Leeds work has been to do more to support people suffering hardship, poverty and inequality and, therefore, the need to consider equality, diversity, cohesion and integration are key aspects of our work. Initiatives such as the 2015/16 Council Tax Support scheme and the local welfare provision scheme have been subject to detailed Equality Impact Assessments (EIAs) and further initiatives will also be subject to EIAs to ensure that they focus on helping the most disadvantaged.

6.6 Council policies and the Best Council Plan

- 6.6.1 Supporting communities and tackling poverty is a key objective within the Best Council Plan. The Citizens@Leeds developments provide the next level of planning to ensure that relevant outcomes and priorities for this objective are appropriately responded to..

6.7 Resources and value for money

- 6.7.1 There are no specific resourcing or value for money issues identified in this report. Individual proposals and initiatives will, as required, be supported by fully costed business cases.

6.8 Legal Implications, Access to Information and Call In

- 6.8.1 There are no specific legal implications or access to information issues with this report. The report is subject to call-in.

6.9 Risk Management

- 6.9.1 There are no identified or specific risks arising from this report.

7 Conclusions

- 7.1 It is felt that good progress is being made in developing and delivering initiatives that support the 4 key propositions for supporting communities and tackling poverty. It is important that we continue to make progress in this area and the proposals for 15/16 set out a programme of work that will help deliver a 5-year vision for what we need to achieve.
- 7.2 The achievements to date are also based on excellent inter-directorate working and support from partner organisations both in the public sector and in the third-sector and voluntary sector. We need to continue to develop these arrangements.

8 Recommendations

- 8.1 That Members of Executive Board note the key progress made to support communities and tackle poverty.
- 8.2 That Members endorse the proposed next steps to be taken over the course of the next year by the Assistant Chief Executive (Citizens and Communities) as detailed in section 4 of the appended report.

9 Background documents¹

- 9.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Supporting Communities and tackling poverty

This paper provides a progress report on the Best Council priority of supporting communities and tackling poverty. The first section of the paper sets out the current context of poverty and deprivation in Leeds and then, in section 2, looks at some of the key achievements over the last 18 months following the formation of the Citizens & Communities Directorate.

Section 3 provides a short series of case studies looking in more detail at some of the successful initiatives with a strong theme emerging of cross-directorate working and partnership working. The final section sets out the aims for the next 5 years and next steps for the next 12 months that will help deliver these aims.

Section 1: Poverty and deprivation in Leeds

Leeds is a successful city that has shown a great deal of resilience during the recent recession. The First Direct Arena, the Trinity shopping centre and new Victoria Gate development are all signs of a recovering, growing and vibrant economy. However, despite this resilience and economic recovery, other factors such as the squeeze on public sector finance and changes to welfare and benefits means that there are a large number of people in the city that face challenging circumstances and are finding it increasingly difficult to make ends meet. Whilst many of these people will live in some of the most deprived areas of our city, we know that the economic pressures of the last few years have had an impact on a large number of people right across the city.

We know that there have been long-term challenges to address such as access to sustainable, permanent and fairly paid employment, which has been made more difficult by welfare support changes over the last few years. The issue of fair pay, or better known as a living wage, has become a crucial factor in recent years as we have experienced a significant increase in the number of people who are working but living in poverty – so much so that for the first time since records begun, 2014 statistics demonstrated there were more people considered as working and suffering poverty as compared to those not working and in poverty.¹

Analysis of the welfare changes introduced in April 2013 show that many people are struggling as a consequence of the changes introduced. There has been an increase in the number of tenants in rent arrears and more people are falling behind with their Council Tax payments. In addition, changes around the benefit cap have seen more people faced with reductions in financial support and the impact on families and children is significant. Furthermore, the rollout of Universal Credit, with its digital by default nature and the implications of direct payment of rent to tenants, is expected to lead to further increases in rent arrears and may create an environment where more people get into unmanageable debt and turn to high cost and payday lenders for access to quick credit.

¹ Joseph Rowntree's More Jobs Better Jobs initiative

The Council's response to this challenge has been the development of a city-wide anti-poverty approach that prepares the city for further welfare changes; develops new activities and initiatives to tackle high cost lenders; seeks to maximise access to training and employment opportunities for local people; and seeks to develop more accessible and integrated service delivery solutions to provide more localised and targeted support and advice.

The following section provides an analysis of the current levels of poverty in Leeds.

People in Poverty in Leeds

The Index of Multiple Deprivation (IMD) ranks areas of Leeds in order of deprivation. The most recent IMD was undertaken in 2010, and measures overall deprivation by scoring areas on a number of themes including Income, Employment, Health, Housing, Education, Environment and Crime. According to the 2010 index over 150,000 people in Leeds live in areas that are ranked amongst the most deprived 10% nationally, and this represents 20% of the city's population. Some of Leeds' most deprived areas are located within the Gipton and Harehills ward. When the Index is analysed just on the Income theme, the most deprived area in Leeds is within the Chapel Allerton ward. This highlights how different aspects of poverty are impacting different parts of the city.

Household income, after housing costs have been deducted is often the base for analysing poverty. Poverty Thresholds are calculated for different household types and the current threshold income levels are set out in the table below.

Poverty Thresholds, 2012/13	£, per week
Couple with no children	224
Single with no children	130
Couple with two children aged 5 and 14	364
Single with two children aged 5 and 14	269
Source: DWP, Households below average income (HBAI), July 2014, next release July 2015	

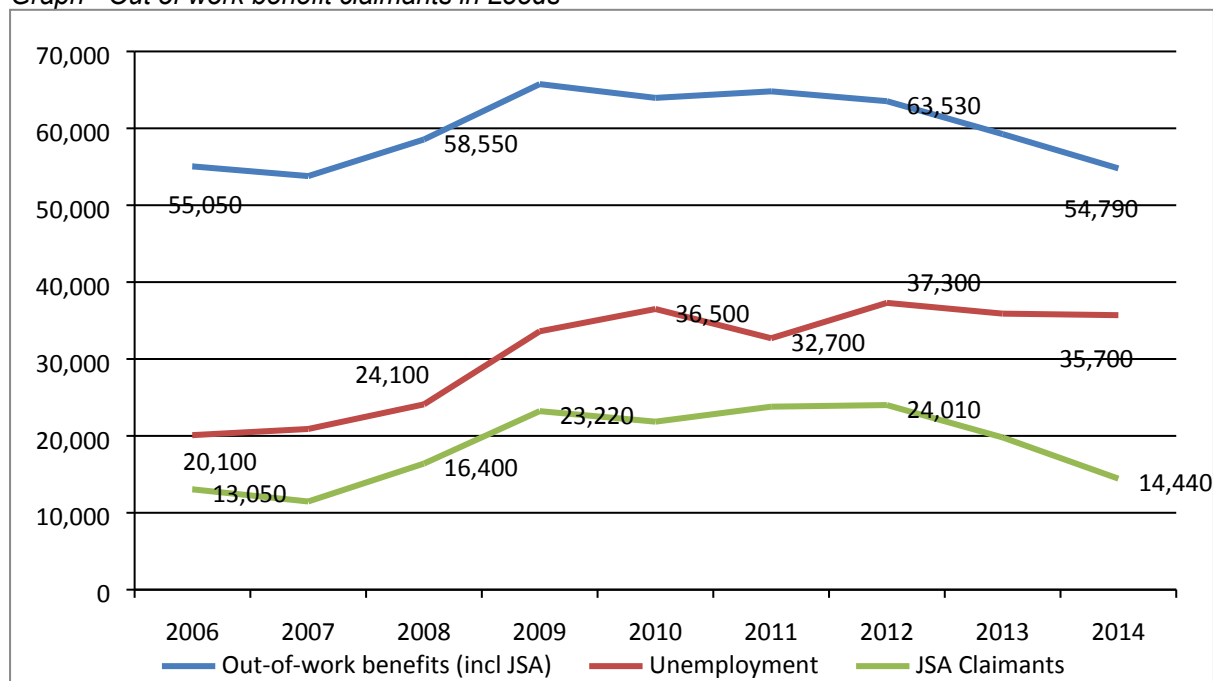
Using thresholds of poverty such as these, it is estimated that there are 13.2 million people in poverty in the UK. This is 21% of the UK population. If a similar proportion of the Leeds population lived in poverty, this would equate to 160,000 people in Leeds (21% of Leeds' total population).

In-work poverty

Total employment in Leeds in 2015 was estimated at 480,000. Between 2005 and 2015, over 15,000 new jobs were created. Unemployment figures have been gradually falling since 2012 but are yet to reach pre-recession levels. The graph below displays both overall unemployment in Leeds (derived from the Annual Population Survey of those aged 16-64 who are unemployed) and unemployment in terms of Key Out-of-Work Benefit claimants (derived from the DWP's Out-of-work claimants, which include Jobseekers Allowance, Employment and Support Allowance Claimants (ESA) and Lone Parents). The graph shows there has been a 40% fall in JSA, a 14% fall in Out-of-work benefit claimants since 2012 and only a 4% fall in overall unemployment since 2012².

Figures for November 2014 also show that 31,880 people were out of work and getting Employment Support Allowance or Incapacity Benefits and a further 6,680 Lone Parents were also out of work and getting benefits.

Graph - Out of work benefit claimants in Leeds



Work should offer a reliable route out of poverty, but national data reveals 2 million people are in work, from households where all adults are earning, yet their combined income still falls below the poverty threshold. In addition to this, 3.1 million adults live in households where at least 1 person is in work and their income is below the poverty threshold. This shows some people are working on very low incomes and supporting other adults. Taken together, 13.5% of all working age adults are affected by in-work poverty. If a similar proportion of the Leeds population was affected in this way, it is estimated that 68,000 (13.5% of Leeds' working age population) of Leeds adults are experiencing in-work poverty.

This level of in-work poverty indicates a problem with the nature of work at the bottom end of the labour market. Jobs that are low paid, low skilled and offer zero-hour contracts are all contributing to in-work poverty.

The UK Living Wage for outside of London is currently £7.85 per hour. In Leeds, the average full-time worker wage is £12.79 per hour; the average part time worker wage is £8.42 per hour. Most people in Leeds earn more than the Living Wage but 10% of residents, in full-time work, are earning less than the Living Wage; this is estimated to affect at least 30,000 residents. Amongst part-time workers the figure is significantly higher with at least 40% (122,000 workers) of Leeds residents who work part-time earning less than the Living Wage.

² From September 2013, school pupils turning 16 must stay in some form of education or training until their 18th birthday and are no longer entitled to claim JSA in England.

As shown by the table below, taken from the Annual Survey of Hours and Earnings (ASHE), the lower 20% of workers are earning less than the living wage in Leeds.

2014	Lower 10% Earners	Lower 20% Earners	Lower 25% Earners	Lower 30% Earners	Lower 40% Earners	Median Earners	Top 10% Earners
All Leeds Residents	£6.61	£7.58	£8.15	£8.76	£10.10	£11.49	£24.40
Full Time	£7.37	£8.59	£9.24	£10.00	£11.27	£12.79	£24.97
Part-time	£6.32	£6.50	£6.67	£6.94	£7.50	£8.42	n/a
Source: Annual Survey of Hours and Earnings (ASHE), Nov 2014 (next update Nov 2015)							

Child Poverty

There are 3.7 million children living in poverty in the UK. Of these children, 61% (2.2 million) live in a family where at least one member of the household works.

According to local figures, 29,805 children in Leeds are estimated to be living in poverty. Although the rate of child poverty in Leeds is 21.6%, just slightly higher than the national rate of 19.2%, certain areas of Leeds have rates above 40%. The Child Poverty rate in Burmantofts and Richmond Hill is 42% and in Hyde Park and Woodhouse it is 44%. These figures are based on the number of children under 16 from low income families in receipt of out-of-work benefits or tax credits with a reported income of less than 60% of UK median earnings.

Fuel Poverty

Under the government's new definition, there are an estimated 38,100 Leeds households experiencing fuel poverty. This is 11.6% of all Leeds households that are fuel poor, slightly above the national level of 10.4% (2.3 million households). The new measure introduced the fuel poverty gap which represents the difference between the required fuel costs for each household and the average required fuel costs. The average fuel poverty gap is £443. This means that all fuel poor households would need an average of £443 more a year, in order to heat their homes properly.

Welfare Reform – Impacts on Housing Benefit and Council Tax

In the last five years the Council's welfare benefit caseload has grown, with the number of households in receipt of Housing Benefit and Council Tax Support each seeing an increase of over 10% since the recession in 2008.

From April 2013, major reform to welfare benefits started to take effect nationally. One of the first changes to be introduced was a change termed the spare room subsidy or under-occupancy, commonly referred to as the 'bedroom tax'. This change affected the amount of Housing Benefit paid to working age tenants who live in council or housing association properties; Housing Benefit was reduced where they have more bedrooms than the family is deemed to need. The Benefit Cap was also introduced, whereby a limit was placed on the total amount of benefit received

by working age people who are not in employment. Council Tax Support scheme replaced the previous scheme of Council Tax Benefit. This has meant that a significant number of households who would previously have had full council tax support, now have to pay 26% of their council tax (see below).

Housing benefit under-occupancy

The number of households claiming housing benefit affected by the under-occupancy changes in Leeds is approximately 7,000. These households are losing a total of over £88,000 a week. This is an average of £13 cut from each household per week. Of the 7,000 claims, over 40% of households (almost 3,000) are in rent arrears.

Benefit cap

Almost 350 households are affected by the Benefit Cap in Leeds. Of this figure around 230 are Private tenants with an average weekly loss of £50; 80 are Housing Leeds tenants with an average weekly loss of £40 and 25 are Housing Association tenants with an average weekly loss of £50. The total weekly reduction for claims affected by the Benefit Cap in Leeds was over £17,000 in September 2014. This means an average of around £50 is being reduced across 350 households in Leeds.

Council Tax Support changes

About 29,000 households, who would previously have had full council tax support, now have to pay 26% of their council tax. Over one year the 29,000 households have together lost almost £5.2m of benefit. This is an average loss of around £180 per year to each household.

Changes to Housing Benefit in the Private Rented Sector were introduced from 2011 and have had an impact on the affordability of private rented properties. Local Housing Allowances were reduced across the board in 2011 and a 1% cap on increases in LHA rates was imposed in April 2013. The latest analysis shows:

- In high rent areas, between 76% (in Burley and Little Woodhouse) and 100% (in Scarcroft, Bardsley and Thorner) of advertised lettings are at rents higher than the LHA rate.
- In mid rent areas, between 45% (in Morley) and 93% (in Guiseley) of advertised lettings are at rents higher than the LHA rate.
- In low rent areas, between 0% (in Halton Moor) and 48% (in Seacroft/Swarcliffe) of advertised lettings are at rents higher than the LHA rate.

Debt

People in poverty, with no savings and low incomes are vulnerable to debt becoming unmanageable and spiralling out of control. Nationally, the average household debt (excluding mortgages) is £6,400. The average borrowing for individuals is £3,300 (this includes credit cards, motor and retail finance deals, overdrafts and unsecured loans). If a household suffers an unexpected shock such as a redundancy, bereavement or a long term medical illness, failing to keep up with credit repayments can lead to poverty.

When debt becomes unmanageable a number of insolvency options become available, however these often leave people with poor credit ratings and limited options for affordable credit. Individual insolvency procedures include bankruptcy, debt relief orders and individual voluntary arrangements. In Leeds there were 1,100 individual insolvencies issued in 2013. These were made up of 300 bankruptcies, 200 Debt Relief Orders and 600 new Individual Voluntary Arrangements. Once a person has undergone one of these procedures, their credit options become limited. Since the 2008 recession, mainstream finance has been squeezed and harder to obtain, creating a gap in the market which high cost lenders have exploited.

For the whole high cost lending market (home credit, pawn brokers, money shops, payday lenders and rent to buy shops) it was estimated that loans to consumers totalled £7.5 billion in 2008 (OFT 2010). On this basis, it is estimated the market was worth £90m in Leeds. More recent data suggests the UK pay day lending market alone was worth £2.0 to £2.2 billion in 2012; this is up from an estimated £900 million in 2008 (OFT 2013). Based on this estimate, the payday loan market alone was likely to be worth £26m in Leeds.

The Financial Conduct Authority (FCA) is responsible for tackling poor conduct in the High Cost Short Term Credit market to ensure consumer protection. In January 2015, the FCA implemented a cap on credit to specifically tackle online and retail payday lenders; preventing them from charging excessive fees and interest. Although this has been a positive step, the cap was set at a relatively high level (circa 1,300% representative APR) and the cap does not cover other high credit options such as pawn brokers, rent-to-buy shops, home credit loans, logbook loans and guarantor loans.

The provision of Food Aid support in Leeds has grown over the last 2 years. The nature of food aid provision which is often provided by local charities and churches, means that it is difficult to get accurate statistics on the numbers using food aid locally. The Trussell Trust keeps statistics for Yorkshire and Humber and this shows that use of Foodbanks in Y&H has seen a 61% increase in the last year with the number of people using foodbanks increasing from 37,403 in 2013/14 to 60,186 in 14/15.

Domestic Violence

The wards with the highest incidence of domestic violence correlates strongly with the wards with the highest incidence of multiple deprivation. This has implications both for the victims of domestic violence and their options for dealing with incidents of domestic violence and also for the type of support and help that is made available. Working with individuals and families to address financial hardship is an important element of the work needed to tackle domestic violence in the city.

Section 2: Our response

The Council's Best Council Plan identifies as a key priority the need to "Support communities and tackle poverty". In 2013 the Council brought together a number of services under the new Citizens and Communities directorate tasked with taking a lead on addressing the poverty agenda, working with other directorates, services and partners.

In the summer of 2013, Executive Board endorsed an approach to tackling poverty, built around 4 key propositions:

- *Helping people out of financial hardship*: with a focus on reducing dependency on local and national benefits, improving access to affordable credit as well as tackling high costs lending, reducing debt levels and increasing financial resilience of the poorest citizens and communities in the city;
- *Providing integrated and accessible services and pathways*: with a focus on developing integrated pathways of support that are accessible to local communities and create local partnerships between council-led services and other relevant organisations;
- *Helping people into work*: with a focus on working with those adults who are furthest away from employment and developing programmes of support that meet individual needs and promote citizen engagement;
- *Being responsive to the needs of local people*: with a focus on establishing a voice for local communities within the democratic process that leads to community-supported actions to address local issues.

The following pages set out some of the key achievements over the last 18 months and demonstrate the value and power of cross-directorate working and the effectiveness of our relationships with Third Sector Leeds and Voluntary Action Leeds partners.

Helping people out of financial hardship – key achievements

What we've done	How it helped
Delivered a Local Welfare Support scheme	<p>£2.6m on providing direct emergency support covering food, fuel, furniture, cookers, clothing etc.to over 15,000 residents in need.</p> <p>Additional advice activity covering welfare benefit surgeries and debt advice as well as:</p> <ul style="list-style-type: none"> • casework services to Families First referrals from the CRESS cluster and to families with no recourse to public funds that are in receipt of section 17 monies from Children's Services; • 3 Domestic Violence Peer Support Groups hosted by Women's Health Matters, and; • 4 Opportunity Shops offering community volunteering opportunities and access to GIPSIL Advice Service.
Delivered a Discretionary Housing Payments scheme	<p>Since 2103 we've made around 7,000 awards amounting to £4.8m to support tenants affected by welfare reforms since 2013. 65% of the awards have been made to help tenants affected by the under-occupancy changes.</p>
Multi-storey flats initiative	<p>Wrap around, personalised support delivered to around 550 tenants affected by the under-occupancy rules. Details of the pilot are set out as a detailed case study in Section 3.</p>
Social Inclusion Fund	<p>Working with Leeds Community Foundation, the fund has provided small grants to help with financial inclusion initiative. It has also supported::</p> <ul style="list-style-type: none"> • Trialling new more inclusive ways of accessing advice; • Further developing an innovative debt advice solution for roll out across the city, and; • Supporting a scheme that helps residents with significant challenges (including substance dependency issues) to move closer to the labour market.
Tackling debt issues	<p>Helped tackle the scourge of High-cost lenders in the city through:</p> <ul style="list-style-type: none"> • Banning their websites, • launching a Take A Stand campaign; and • lobbying for changes to the high cost credit market; <p>Developed and launched the Money Information Centre;</p> <p>Supported Leeds City Credit Union (LCCU) to promote</p>

	<p>its growth through brand awareness publicity, community campaigns and support for a modernisation programme that has seen the development of:</p> <ul style="list-style-type: none"> • Headrow Moneyline (a CDFI initiative), • an on-line payday loan solution; and • the first LCCU Loan shop on Roundhay Road which aims to compete with the high street lenders; <p>Housing Leeds funding supports 3 Money Management and Budgeting LCCU workers across the city, providing an exclusive service to Housing Leeds tenants.</p> <p>Developed a strategic relationship with StepChange Debt Charity that provides direct access to StepChange Debt Charity in One Stop Centres and Community Hubs;</p> <p>Housing Leeds have delivered Financial Inclusion training to front line Housing staff to increase awareness, advice and support for tenants.</p> <p>All Housing Leeds tenants receive an Annual Home Visit and during the visit they are offered budgeting support.</p> <p>Public Health are leading on an initiative to support frontline workers to signpost clients to appropriate support</p>
Tackling food poverty	<p>Supported the introduction and development of a Food Aid Network within the city which brings together national, city-wide and local agencies and voluntary organisations in order to share good practice, resources and expertise and to develop an understanding of the needs of providers and service users;</p> <p>Provided a number of food banks with financial support to help get established, ensuring that families continue to be fed, and;</p> <p>Worked closely with FareShare Yorkshire to establish a base in Leeds that supports distribution of food to Foodbanks and schools that would otherwise have ended up in landfill.</p>

Providing accessible and integrated services – key achievements

What we've done	How it helped
<p>Delivered 3 Community Hub pathfinders in the city which has integrated services from the Council and partners to make it easy for people to get the services they need.</p>	<ul style="list-style-type: none"> • Co-locating with local Neighbourhood Police teams has resulted in the increased presence of local policing within the community, reduced tension in the Community Hubs and a faster response to reports from staff and citizens presenting with domestic violence and human trafficking issues; • Improved our working relationship with the voluntary and 3rd sector with new & extended services being available from the Hubs and through 'Pop-up' services, including <ul style="list-style-type: none"> ○ ICT support, ○ Volunteering, ○ support to vulnerable 16-25 year olds, ○ support to parents; and ○ local food banks. • Some of the organisations worked with include Chapeltown & Harehills Area Learning Project, Caring Dads (a service for Dads who want to rebuild a broken relationship with their children), the Healthy Living Network/Barca, Archway and Leeds West Foodbank; • Delivered a single team approach for customer services, library and the job shop resulting in: <ul style="list-style-type: none"> ○ extended opening hours (e.g. St George's Centre Library hrs extended from 25 hrs a week to 69 hrs a week); ○ a new welcoming front-of house roles with floorwalkers to meet and greet customers and establish reason for the visit to the centre; ○ increased case-working with priority need customers (for example, Armley job shop now convert 25% of their customers into jobs (previously 8%); • Integrated working with both Children's Services and Housing Leeds leading to increased provision of key services in local communities: <ul style="list-style-type: none"> ○ 80 additional under 2 years free nursery places in Harehills ○ the ability to access Housing Options and sign up for tenancies in Armley ○ costs savings as a result of integration (for example Children's services saved approx. £80k as a result of the integrated working in Harehills).

Introduced a ' Centre of Excellence ' approach within the Council's Corporate Contact Centre	Provides more focus on supporting citizens' deal with much more complex social and economic issues around Care and Safeguarding, Welfare and Benefits and Environment and Community Infrastructure.
Delivered a reconfigured advice services to increase access for all Leeds residents.	The reconfiguration will see the number of residents able to access advice increase from around 18,000 to over 35,000 over the next 2 years;
Improved use of Digital channels	<p>This has been done through:</p> <ul style="list-style-type: none"> ○ the introduction of a Web Chat facility which enables customers to engage with the Council in real-time whilst using the Council's website, ○ greater engagements via Social Media, specifically through Facebook and the @LeedsCC-Help twitter account, ○ an increased focus on ensuring that the content on the website is truly customer focussed so that customers can find what they are looking for without recourse to ringing or visiting the Council and; ○ latterly, through the introduction of greater self-serve capability on the Council's website so that citizens can report issues and make service requests around highways and environmental services on-line: <p>The delivery of an on-line application process for Housing Benefits, Council tax Support and Discretionary Housing Payments will be introduced over the summer leading to improvements in speed of processing, accuracy and accessibility of benefits.</p>

Helping people into work – key achievements

What we've done	How it helped
Introduced a network of community champions around Employment, Skills and Worklessness.	<p>The network has:</p> <ul style="list-style-type: none"> • established partnership action plans to ensure that Council services, Jobcentre Plus, learning institutions, training providers and community and third sector organisations work together to meet local needs and target priority groups and neighbourhoods; • promoted and supported the delivery of locality focused apprenticeship fairs and workshops for over 1,000 young people.
Delivered work-related initiatives	<p>The initiatives have:</p> <ul style="list-style-type: none"> • supported over 4,000 people into work through a wide range of programmes that provide advice and guidance, skills training, work experience and brokerage with employers. • supported over 8,000 adults to take their first steps or re-engage with learning; • delivered over 1,000 courses at 200 community venues which are designed to help those with low skills or no qualifications learn new skills and build confidence and acquire formal qualifications; • delivered training and recruitment information sessions in communities to link these to the job and training opportunities offered by developers seeking planning consent and businesses contracting with the Council with over 500 local residents securing jobs in construction, retail, hospitality and customer services.
Supported citizens who, as a consequence of difficulties associated with their mental health and wellbeing , are further away from the workplace and in or closer to poverty.	<p>Support includes:</p> <ul style="list-style-type: none"> • Workplace Leeds offer support to people with Mental Health issues looking for employment. • Positive Pathways Housing Service and Jobcentre plus help people with Mental Health issues find good quality work. • The Employment support service help improve employment rates for people accessing adult social care, Jobcentreplus and housing mental health support services. • Job retention support is offered for people in employment, who are at risk of losing their jobs and are accessing IAPT, specific GP and secondary mental health services. • Group peer support e.g. Being Well at Work groups,

	<p>stress management workshops.</p> <ul style="list-style-type: none"> • IT service gain ECDL, City & Guilds qualifications and general IT skills for work. • Mindful Employer – co-ordinate and 'lead' for City of Leeds in supporting employers to create mentally healthy workplaces.
Implemented a new Council Tax Support Scheme	The scheme is the first in the country to build conditionality around finding work into the qualification criteria for obtaining Council Tax support. This will provide additional help with finding employment and dealing with money issues to over 1,000 unemployed residents in the first year.
Supported the Volunteering Centre run by Voluntary Action Leeds (VAL)	<p>Numerous studies of employers have shown that volunteering helps candidates improve the quality of their offer to prospective employers and improves their chances of being successful.</p> <p>Studies have also shown that volunteering by their workforce reduces sickness absence and improves staff general wellbeing and we have actively sought to increase the visibility and use of the Council's employee supported volunteering scheme.</p>
Multi-storey flats initiative	Housing Leeds led pilot with Welfare & Benefits for tenants suffering financial hardship due to their Under Occupation charge has helped over 129 tenants into work.

Strengthening local accountability and being more responsive to the needs of local communities – key achievements

What we've done	How it helped
Developed and delivered the new Community Committees approach across the city	<p>Community Committees were developed with the expressed aim to be more locally responsive, more accountable to local members and local people and to improve locality outcomes. Since their inception, workshops and meetings have seen a significant increase in attendance, and a far greater involvement in conversations that can influence local service delivery. The workshops have focused on issues such as:</p> <ul style="list-style-type: none"> ○ Social isolation ○ Employment and skills ○ Mental health ○ Domestic violence
Provided funding for local communities through the Wellbeing Budget and Youth Activities Fund .	<p>Administered by Community Committees, this combined budget of £2m is there to support initiatives and activities that will benefit the local area and address local priorities. Since April 2014, 75% of the fund has been spent on supporting communities and tackling poverty in the city and some of the relevant key initiatives supported include:</p> <ul style="list-style-type: none"> • Support for Food Banks • Providing financial advice • Supporting 'Money Buddies' • Increasing access to computers and the internet • Supported vulnerable residents through wellbeing packs, which help on issues of warmth, food and health.
Supported the Poverty Truth Challenge which brings together business and community leaders with those experiencing, first hand, the challenges of poverty in order to develop new approaches to tackle poverty.	<p>The key areas of focus are:</p> <ul style="list-style-type: none"> • <i>Achieving potential</i>: focuses on NEETs and the actions, barriers and incentives to encouraging more young people to achieve their potential; • <i>Disability and poverty</i>: looks at issues for people with disabilities and how organisations/society can provide 'breathing spaces' that would enable greater involvement and fulfilment for people with disabilities; • <i>Stigma and perception</i>: focuses on barriers created by negative portrayal of 'poor' people, esp. people on benefits, and 'poor' communities. Intention is to show that a more informed understanding would lead to better outcomes for all, including agencies charged with helping people in poverty.

<p>In March 2015, Executive board agreed to delegate investment into local parks and associated facilities to community committees.</p>	<p>The service has analysed all the parks, green spaces etc. against the Leeds Parks standard providing a bench mark against which members can make decisions. The work of the service, and the tasks to be completed, have also been reviewed so that from 2016 the community committee can make service and investment choices. In the current year Community Committee Champions will work with their committees to prepare for this delegation.</p>
<p>Support for the City of Sanctuary movement</p>	<p>Leeds is proud to be a City of Sanctuary and aims to ensure that all people are welcomed and treated fairly and with dignity. We recognise that there are asylum seekers, within Leeds, who have no recourse to public funds, they have no legal right to work and cannot support themselves. They may have left their home countries under difficult circumstances, with no independent means, and have specific support needs. We are supporting the Migration Partnership work to understand current issues, numbers and impacts and to prevent destitution in Leeds.</p>
<p>Implemented Individual Electoral Registration</p>	<p>The introduction of Individual Electoral Registration (IER) presented a significant challenge to maintain community engagement with the democratic process as registration levels dropped across the country. Local data matching, doorstep canvassing and a postal mini canvass has helped Leeds achieve higher registration figures than pre-IER and created a solid foundation for a successful set of elections in 2015 and beyond.</p>

Section 3: Case Studies

Financial Hardship: Multi-storey flats initiative

The multi-storey flats initiative was set up to see whether providing financial support within a wider package of personal support and advice would lead to better outcomes and reduce dependency on financial support. The introduction of the under-occupancy rules in Housing Benefit (sometimes called the 'bedroom tax') means that many single tenants and childless couple living in 2- or 3-bed flats have to pay an additional £12 a week on average to maintain their tenancies. These tenants are not normally considered a priority for Discretionary Housing Payments.

A project was agreed which would see tenants paid Discretionary Housing Payments (DHP) for a maximum of 6 months on condition they engaged with the Council to agree a package of support activities that would help reduce debt or increase employability. Housing Leeds provided the face-to-face Key Worker and co-ordinated the delivery of additional support activities; Welfare & Benefits provided the Discretionary Housing Payments service.

1,077 tenants living in the multi-storey flats were affected by the under-occupancy changes and 763 agreed to participate in the initiative. This is a participation rate of 71%. The table below shows the number of tenants wanting to participate in the different activities with most tenants requesting more than 1 activity

Category	Activity	Number
1	Confidence Building	153
2	Job Clubs/CV Writing	250
3	Budgeting/Money Management	142
4	Healthy Living/Cooking on a budget	173
5	Energy Saving/Fuel Switch	144
6	Benefit Advice/Leeds City Credit Union	128
7	Money Buddies	17
8	IT Skills	198
9	Voluntary Work	176
10	Dealing with Sanctions	9
	Total Number of Support Measures Offered	1390

Since the start of the initiative 129 tenants have moved into paid work and a number have carried out voluntary work. A sample of 10 tenants that the project supported into work has been undertaken.

- All were signposted to Employment and Skills
- 8 are no longer dependent on HB.
- Of the 10 sampled the following support activities undertaken were:
 - Confidence Building = 4
 - Job Clubs = 9
 - Budgeting = 5
 - Cooking on a budget = 2
 - Energy Saving = 3

- LCCU = 1
- IT Skills = 3
- Voluntary Action Leeds = 4

173 tenants expressed an interest in making changes to their lifestyle in order to improve their health and wellbeing. This has included attending sessions on alcohol and drug misuse, how to prepare healthy meals on a budget and attendance at local sports centres. This has been delivered in partnership with Leeds Let's Get Active and Public Health.

Tenants were surveyed at the start of the initiative and after they had been involved for 6 months. The results of the initiative are shown here with the highlight being the outcome that 93% of tenants say that engagement on the initiative has made a difference to their life.

Key emerging findings from multi storey flat pilots:

- 89% of tenants are now managing well (up from 61%)
- 89% of tenants feel able to deal with problems (up from 62%)
- 78% of tenants are feeling generally optimistic (up from 57%)
- 93% of tenants say the engagement in the pilot has made a difference or a big difference in their life

Individual stories also demonstrate the value of the initiative:

- 1 tenant living in a top floor flat had no aspirations, was isolated and cut off and hadn't eaten properly for a while. With the help of the Key Worker, the tenant received a food voucher, applied for a grant to help with water debt, joined a local gardening club and a woodwork club and has now become a volunteer driver
- 1 Tenant has lost 1st 5lbs since May through the healthy living swimming and looking at his diet, he has also got onto a Customer Service Training course and obtained a GNVQ in Customer service in the hope of getting an interview out of the training.
- 1 tenant has helped set up a social club for the block in her area and they apply for funding to take the residents on trips.
- 1 tenant had debts of over £5000 from catalogues and online shopping is now in a payment plan with her creditors and will be debt free in 3 years.
- 1 Tenant volunteers for the food bank and is training to become a food/warehouse distribution manager and hopes it might lead to a full time job. He is also going to engage with pinnacle people as he would like a job in care.
- 1 Tenant now voluntarily knits for charity for the baby unit at LGI

Integrated and accessible services:

Working with the Third Sector

A key focus for the Community Hubs is to work closer with the Voluntary and 3rd Sector in Leeds. The 3 Pathfinder sites have enabled a number of initiative and projects to get off the ground around this focus and the following provides a short summary of the work that has been done in the past 12 months.

Extended Use of Community Hub buildings

- At the Compton Centre community hub an additional IT skills courses is being provided four evening a week and on Saturdays. These sessions are being delivered by Chapeltown and Harehills Area Learning Project. A fifth evening session is being delivered by 'Together Women' supporting local women.
- Connexions and BARCA are making use of rooms at Armley Community Hub for drop-in sessions for young people. They had previously been advised that the use of rooms would be chargeable however this can now be provided free of charge. Connexions provide personal, transition and career support for 13 – 19 year olds and BARCA is a multi-purpose charity in Bramley which provides specialist support to people to help them overcome a broad range of issues.
- Police are collocated in 3 hubs so a local police station is in these communities where residents can call in. Previously, in these 3 areas there was no locally based teams and to talk with the Police was either by phone or to travel to an area with a Police Station. The Council provides the front of house for the Police enquiries. So at St George's Centre the front of house team is the Council, the NHS and the Police.

Providing services that meet local need

- In the St Georges Centre and Armley community hubs, Archway is providing a surgery each week. This service is aimed at vulnerable 16 – 25 year olds and offers counselling, welfare rights advice, employment and training support. The surgeries at the centre are focussing on housing support, including teenage parent housing support.
- In the St Georges Centre community hub, Voluntary Action Leeds attends each fortnight and work alongside our staff to recruit volunteers.
- Money Buddies are holding surgeries at the three pathfinder hubs. They are a team of volunteers who deliver a free, confidential, impartial and independent financial advice to the public.
- Collaboration with Angel of Youths saw a consultation process being held in Armley Community Hub centre to engage with young people (16 – 30) and get their views on what they would like to do / get involved with in the area.

- A training event was held with Living Streets, a national charity helping to create safe, attractive and enjoyable streets where it's great to walk. Living Streets have lottery funding to deliver training to a group of people who will then become qualified and fully insured walk leaders. The charity will focus on facilitating 1-2 mile walks for residents in the Armley & New Wortley area.
- The Community Hubs have encouraged businesses to use the local Hub building to hold recruitment of their vacancies e.g. Asda used St George's Centre to recruit and train their staff for a new local store. This also included the Council helping people make their job application, get online and prepare for working.

More Integrated working

- Colleagues from Armley Community Hub have been working with BARCA on their "Our Place" development regarding a collaborative approach for integrated and accessible services in Bramley. The initiative will be focussing on communities on the Fairfields and Broadleas estates and Armley Community Hub will be joining other agencies to offer support to residents on money worries and helping people get ready for work. This will be held on the estates and the Hub team will go to them to deliver the service.
- IT learning sessions have been provided in Armley hub for an Eastern European women's group run by "Get IT Together Leeds". This is a project working in partnership with Leeds City Council and BT aimed at tackling digital exclusion in the Leeds City Area. As part of this, the librarian came to the session to help support any additional resources which could be offered in the library e.g. easy readers and ESOL books.
- The Volunteer Centre is based with the City Centre Council site and is delivering services in communities to encourage communities to volunteer.

Helping people into work:

ASDA recruitment exercise

Team: Jobshops and Outreach

Ward: Middleton Park

Following the grant of planning consent and the negotiation of a S106 agreement including employment and skills obligations, Asda constructed a new store in Middleton offering the prospect of up to 300 new jobs.

Employment and Skills were invited to support local recruitment by planning and coordinating a programme of awareness raising and capacity building ahead of the scheduled opening in May 2014. A range of activities commenced in February, including 34 information sessions over 3 days at local venues to:

- provide potential applicants with key information about job roles and the unique Asda online recruitment process
- provide referral and signposting for further support and guidance

The Power of Team Work

The service brought together key partners within the area, to support the marketing effort: leafleting, web advertisements, banners and text messaging. In addition to Employment and Skills, Community Hubs, the Library Service and Housing Leeds from within the Council, the following partners contributed to the success of the marketing campaign and delivery of the information sessions:

Jobcentre Plus

Aspire-igen
BITMO

GMB

Union Learn
Remploy

A great result!

In total, 1,497 people booked onto the sessions. ASDA appointed to 222 posts with 67% of recruits residing within the local area. Comments from successful applicants included:

“Could not have done it without your support”

“The information given at the sessions was absolutely invaluable”

Helping people into work and tackling poverty

The ‘More jobs, better jobs’ partnership

The Joseph Rowntree Foundation (JRF) aims to find out how economic growth can be promoted in a way that enables people to lift themselves and their communities out of poverty. The Foundation wants to make addressing poverty a more integral part of local growth strategies. The More Jobs, Better Jobs partnership between JRF, Leeds City Council and Leeds City Region, a locally focused 3 year programme, aims to achieve this and sits at the heart of JRF’s Cities, growth and poverty research programme. This builds on the findings of the Commission on the Future of Local Government’s commitment to pursuing “good growth”.

The More Jobs Better Jobs partnership launched in February 2014 aims to understand how we can ensure local people across Leeds and Leeds City Region , and those in greatest need, benefit from jobs and growth. We know that even when a city economy is growing, some people and parts of the city remain cut off from the prosperity and jobs that growth can bring. Through its programme the partnership will support the design and implementation of practical, evidence based policy and practice solutions for promoting more inclusive growth and reducing poverty by:-

- Developing a better understanding of the relationship between poverty and the economy at a city and city region level;
- Identifying what can be done and by whom at a city/city region level to create more and better jobs;
- Making addressing poverty a more integral part of local growth strategies in cities and city regions

The partnership has produced a ‘base line’ study mapping the attitudes, strategies and initiatives around linking the local growth and poverty agendas. It found a good understanding of growth and poverty as separate issues and the issues of in-work poverty and job quality are rising in importance. The issues of wage levels and terms and conditions are widely recognised as important to poverty reduction but the extent to which growth and poverty are linked is less evident and that ‘good growth’ appears to be a high level narrative which is not yet embedded in organisational culture and ethos. The study recommended that actions related to growth, jobs and poverty needed to have a more strategic, collaborative and targeted approach if they are going to make a significant difference.

In autumn 2014, the partnership published the baseline alongside measures that will allow it check and challenge progress towards our goals.

Having identified the key issues, the partnership has developed a programme of work involving institutions that can offer external expertise and challenge to address these:-

Jobs and Skills – Warwick University are working with local stakeholders to co-design and test an innovative package of employment and skills initiatives that can be applied to a number of sectors to support progression for low paid workers to

higher skilled and higher paid jobs across Leeds City Region. Work will complete in the Summer 2015.

Anchor Institutions – Leeds Beckett University is working with 12 Anchor Institutions, the biggest spenders and employers in the region, to explore the impact they have on the local economy and reducing poverty. It examines how they can do this through their procurement, recruitment and employment practices and to share and develop best practice. Work will complete early 2016.

Infrastructure and Planning – University of Sheffield and Sheffield Hallam University are working with the Council and other local authorities to review existing activity and better connect those residents needing more support to access to jobs and training created through their controls over major developments and contracts. Work will complete in the summer 2015.

Overcoming Disconnection and Deprivation – University of Sheffield is working with stakeholders to develop policy proposals that better connect neighbourhoods experiencing persistent poverty to the urban labour market. Work will be completed on late 2015.

The partnership will run until 2017 and will continue to initiate new research and follow up projects throughout the course of the partnership while. It will continue to develop and 'road test' policy initiatives, taking learning from our research and putting it into practice across the city region; embedding learning and solutions from this work in local policy/practice; identifying local champions to take forward the partnership agenda; and sharing good practice/learning from the programme with other cities.

Strengthening local accountability

Tackling social isolation

Many of our Community Committees have taken an in-depth look at what it means to be lonely and isolated in our inner and outer area communities; particularly, its impact on mental health and well-being and its relationship to poverty and deprivation. For example,

- In January 2015, the Outer East Community Committee held a workshop on 'Tackling Social Isolation & Loneliness through Partnership Working'. Swarcliffe Community Centre hosted the workshop with around 60 people attending and all four Neighbourhood Networks in the Outer East being represented. The key determination from the meeting was the need for more outreach work to tackle isolation and loneliness. The Community Committee has agreed to provide up to £20k from its wellbeing funds to deliver improved outcomes with the support of Leeds City Council's Adult Social Care and the Third Sector to deliver a project to improve the level of engagement with isolated and lonely individuals. It is anticipated that the project will be operational in Autumn 2015 and that this work will be eventually rolled out across the whole South East area.
- The Inner East and the Inner North East Community Committees have worked in partnership with the Poverty Truth Commission and North Clinical Commissioning Group to better understand what it feels like to experience social isolation and the impact it can have on mental health and well being. In January 2015, workshop conversations took place in the Gipton and Chapeltown areas of Leeds. At the Inner East Community Committee meeting held in the Henry Barran Centre in Gipton on 22nd Jan, 42 people including local councillors, residents, council officers, 3rd sector representatives and local GPs were in attendance. At the Inner North East Community Committee meeting held in Roscoe Methodist Church on 19th January, 40 people including local councillors, residents, council officers, 3rd sector representatives and local GPs were in attendance. The Community Committees used the voices of Poverty Truth testifiers to open the workshop to reframe the conversation about how communities tackle the challenge. Both sessions identified a range of issues where integrated locality working could improve how we support people who are lonely and isolated. A key determination was to influence commissioning of services from the Clinical Commissioning Groups and deepening partnership working with the local Third Sector for improved community resilience and "neighbourliness".
- Outer West and Outer North West Community Committees held workshops on 'Social Isolation and Older People' in Horsforth and Pudsey during December 14/January 15 with presentations from Adult Social Care and Public Health colleagues focussed on challenges facing services in supporting older people who were living alone and feeling isolated due to poor mobility, being widowed or as a result of relationship breakdown. A wide range of stakeholders engaged in the events as well as statutory services providers

including local neighbourhood networks and voluntary sector organisations.

- Actions being progressed include putting together guidance for frontline services and organisations to be able to recognise signs that point to isolation and to take steps to engage and refer individuals to key services. To encourage development of 'social connectors' building on the Patient Empowerment model that was developed in partnership with the Leeds West Clinical Commissioning Group in 2013/14 which has seen over 300 patients sign up to provide support to issues like social isolation. The model is being developed in different settings, such as the tower blocks in New Wortley.

Section 4: Next Steps

In our ambition to be the Best City for People to Live, we recognise that improving the quality of life for our residents, particularly for those who are vulnerable or in poverty is a key priority. We cannot solve the challenges facing our communities alone, but we have a vital role in providing leadership to orchestrate collaborative action, where we work with individuals, families and communities, rather than simply delivering services in the traditional manner, we need to help them help themselves.

We want to be a city where all people can realise their ambitions and potential. This will reduce demand for some of our services, ensuring quality provision to those in most need. We will work more closely with all relevant service providers (public/private/third sector) and the community to ensure the needs of the most vulnerable are at the heart of our response, rather than institutional perspectives – designing integrated services around individuals.

The continual move towards locally responsive, integrated frontline services is the cornerstone of this approach.

Our aims for the next 5 years:

- Every household in the city is aware of and able to access services that provide practical solutions to deal with financial hardship, support work-related ambitions and promote community-led anti-poverty initiatives;
- A network of Community Hubs with well-developed cross-sector partnerships that deliver integrated pathways of support;
- A Centres of Excellence approach that delivers more effective and efficient council services that provide connections with localities and integrated pathways of support;
- A network of cross-sector partnerships that provide relevant and timely support to enable all vulnerable citizens to manage and maintain Universal Credit claims;
- Devolved welfare schemes delivered locally that provide integrated and wrap around support to customers;
- In conjunction with Leeds City Credit Union, deliver a 5-year strategy that delivers significant growth in membership, loans, savings and products through a modern banking platform;
- An effective, affordable and joined-up network of advice for all Leeds residents that embraces new technologies and recognises and builds on the strengths of all partner organisations, and;
- Supported community-led initiatives that address food poverty and support a food strategy for Leeds that increases local resilience.

So what are we going to do in the next 12 months?

Helping People out of Financial Hardship:

- *Delivering financial support schemes which support the most vulnerable:*
The Local Welfare Support and Discretionary Housing Payments schemes are critical in enabling vulnerable tenants to deal with emergencies and maintain tenancies in the face of reductions in Housing Benefit support. Reductions in Government funding for both these schemes, place an even greater emphasis on ensuring that schemes are targeted at the most vulnerable and where they are most effective.
- *Delivering integrated pathways of support within welfare and benefits services, community hubs and the corporate contact centre:*
The successes of the multi-storey flats pilot and the debt pilot highlight the improved outcomes that can be achieved from integrating support packages that cover financial support, personal support and advice. The approach now needs to be rolled-out wider in a cost effective way that targets those most affected by welfare reforms and those most in need.
- *Providing more accessible advice services to meet demand:*
Significant work has been undertaken by Leeds CAB in reconfiguring their service in order to meet increased demand for advice. We need to work closely with Leeds CAB and the Advice Consortium to help embed the changes and deliver the improvements in 15/16.
- *Developing proposals for greater devolution of welfare responsibilities to support the Core Cities' ambitions:*
All the major parties are committed to devolution in some form and there is a growing body of evidence that devolution of welfare-to-work responsibilities to Combined Authorities or City Regions would generate additional growth and job outcomes and reduce the welfare bill. The welfare devolution debate also needs to embrace welfare benefits delivery in its wider role, including operational and administrative aspects, in order to achieve the greatest outcomes.
- *Tackling high cost lenders:*
14/15 was a significant year in the campaign to tackle high cost lending both locally and nationally. Interest caps were introduced nationally and, locally, the effective partnership between the council and the Credit Union saw the development of real alternatives to the high cost lending market with increased provision of advice and guidance on debt and borrowing. The target for 15/16 is development further alternatives to high cost borrowing and work with Community Committees to develop more locality-based campaigns to tackle debt and high cost lending. As an example, Housing Leeds has started a number of Action Days in local areas with high poverty such as Burmantofts where, along with partner agencies, Loan Sharks/High cost borrowing and other key issues will be targeted. This will have high publicity and high staff presence on the estates to raise awareness and be on hand to deliver advice and support face to face.

- *Working with Leeds City Credit Union to provide affordable credit services:*
The Credit Union has gone from strength to strength in recent years and this has enabled it to play a significant role in helping to tackle financial hardship. In 15/16 we will work with the Credit Union to help develop a 5 year strategy that will focus on modernisation, accessibility, growth in membership and loans, support for businesses and social enterprises and the delivery of efficiencies that will support this growth. The Loan Shop and PayDay Loan initiatives will continue as will Housing Leeds funding for 3 Money Management and Budgeting LCCU workers across the city.
- *Maximising the impact of the Social Inclusion Fund at a local level:*
A number of initiatives have been funded in line with the criteria approved by Executive Board. A key task for the next year is to monitor and evaluate the impact of these initiatives with the intention of developing longer term solutions where appropriate.

Helping People into Work:

- *Reconfiguring the employment and skills role within Community Hubs:*
We will implement the Partnership Agreement which underpins effective delivery of the new blend of universal and targeted services within Hubs. This shapes current arrangements and the future development of the city's employment and skills offer in the context of changing policy and delivery arrangements for both demand and supply side interventions.

We will ensure that the Employment and Skills role is fully integrated into Hubs, capable of serving a wide population whilst also providing the dedicated and specialised skills and resources needed to help local people who are furthest from the labour market. Hubs are central to the Employment and Skills Service effectively meeting its current strategic and operational responsibilities and taking advantage of future opportunities through devolved powers and the Leeds City Region Growth and Devolution Deals.

There will be planned and evidence based decision making on the deployment and sufficiency of the specialist employment and skills resource which will support the following 15/16 priorities:

- delivering the new employability strand of the Council Tax support scheme
 - embedding the customer focused case work approach
 - ensuring we have an effective dialogue with Hubs so that they can fully assist work with businesses to recruit, train and retain local people, in particular young people and those affected by long term unemployment
 - working with partner agencies to align and deliver services to maximise impact and minimise duplication in localities
- *Delivering the new Council Tax Support scheme which has a clear focus on helping people into work:*
The Council has adopted an innovative Council Tax Support scheme that wraps entitlement for jobseekers with work-related support. In the first year it is

expected that between 1,000 and 2,000 jobseekers will be eligible for the wrap around support. The delivery model has been developed and agreed with all relevant services and processes have been put in place to monitor the delivery and outcomes from the scheme.

▪ *Working with Community Committees to ensure a localised focus on helping people into work:*

We will:

- improve the dissemination of information on local job opportunities from pipeline to recruitment
- Improve the intelligence on those areas where the out-of-work claimant data indicates priority
- negotiate and plan needs led and evidence based Community Committee themed events
- continue to support and work closely with Community Committee Champions for Employment, Skills and Welfare
- steer partnership activity and disseminate information and outcomes from the locality Employment and Skills Boards
- develop a working protocol with Area Support Teams to better coordinate and target the collective resource within localities

▪ *Creating an effective partnership with the Department of Works and Pensions that delivers an accessible and effective Universal Credit service:*

Universal Credit is being rolled out nationally from February 2015 and will come to Leeds in February 2016. Initially, it will affect only single jobseekers but it is expected to be rolled out to families shortly after with a programme of transition and migration of existing Housing Benefit cases expected to start in May 2016. The main challenges are:

- Supporting customers during the in-built 5 week waiting period until the first payment of Universal Credit is made;
- Supporting customers with getting online, and;
- Supporting customers with personal budgeting support, managing monthly payments and keeping up to date with rent payments.

There are also implications for landlords and an effective partnership between DWP and the council will be necessary to ensure a smooth implementation and to respond to any emerging issues.

▪ *Strengthening our partnership approach with Jobcentre plus and exploring integration/co-location with Community Hubs:*

The Council has a longstanding and positive strategic and operational relationship with Jobcentre Plus. Operationally this will include co-delivery at The Point, White Rose Centre, and an extended secondment arrangement to support delivery of the Council Tax Support Scheme following the success of this arrangement in the Multi Storey Flats initiative. Further to this, high-level conversations are ongoing between the Council and Jobcentre Plus regarding co-location within the Council's Community hubs and/or within existing Job Centres. Progress on this development will be made in 2015/16 subject to agreement from both parties that a workable and cost-effective solution can be found and delivered.

- *Ensuring that our approach to volunteering provides opportunities to develop the skills required for work:*
Volunteering can help to tackle isolation, provide valuable skills and knowledge and help raise aspirations and self-confidence. In the coming year we will continue to support and build on volunteering initiatives which include:
 - Leeds City Ambassadors which, in addition to providing volunteers with key roles within major city events, provides the opportunity to achieve a level three NVQ in customer service.
 - The Independent Visitors Scheme, which was first piloted in Leeds and is now a national scheme, supports volunteers who work with looked after young people.
 - Our Museums and Galleries Service have a range of opportunities which enable volunteers to be involved in cultural events and curation.

- *Focussing our work on priority groups (e.g. mental health) to help those furthest away from the labour market:*
Employment and Skills will maximise the opportunities to better connect health and employability agendas through improved sequencing, resourcing and coordination of services for those with mental health issues. This will be through engaging with partners and exploring opportunities to co-commission. Given the, often intermittent nature of mental ill health, the complexity of the support services available and the range of partners involved this is a challenging piece of work. However, it is already clear is that there is an ambition and scope to bring services and support together to provide a more flexible and coherent offer for the city.

We will continue work to support HR in developing and coordinating a work experience offer, across council directorates for priority groups. We will:

- work with mental health partners to offer flexible, supportive work experience opportunities. This could be for those returning to any kind of workplace or those who need a new environment in which to fully recover and regain resilience
- work with colleagues from Children's Services and HR to better connect Care Leavers to Council work experience and employment opportunities, either through a discrete programme or a flexible response on an individual basis. There will be further development of a Care Leaver focused offer informed by evaluation of the Ready for Work programme pilot
- support offenders through exploring a partnership with the city's Work Programme providers where there is a day 1 eligibility offer for those released from custody

Strengthening local accountability and being more responsive to the needs of local communities

- *Working effectively with community committees, local members and the third sector to prioritise and tackle local issues:*

The new arrangements for community committees and community engagement have been a significant step towards a more inclusive, more responsive and smarter approach to decision-making in local areas. Community committees have given local elected members the opportunity to look at key local issues, local needs, aspirations and potential. They have been challenged to genuinely involve the communities they represent in the decisions that affect them. They have made a good start. For example, by engaging with -

- Young people on the local activities offer in their local areas.
- Older residents on the local action needed to tackle social isolation.
- Residents concerned about the impact of domestic violence on the range of responsive multiagency services.
- Business on overcoming barriers to the labour market.

In every case, this approach has attracted new residents, services from the Council and key partners, and local community groups and third sector organisations. The approach has improved partnership working, delivered practical action on the ground that may not have been initiated in other ways, and initiated new projects utilising community committee wellbeing funds as well as drawing in wider funds and in kind contributions. This inclusive local approach has been established in the first 12 months of community committees and we will develop it further to improve resident engagement, prioritise local issues, and deliver improvements.

- *Create a culture of effective partnership working to support the delivery of stronger and more cohesive communities.*

By harnessing the collective capacity of agencies working in local areas and from the business, public, and the Third Sectors, Community Committees are working alongside local residents – sometimes as co-optees on the community committee - to seek an in-depth understanding of the key issues affecting poverty in their area and co-designing local solutions for local issues.

Through Neighbourhood Improvement Boards we are establishing a performance culture that provides for neighbourhood level analysis in our inner city priority neighbourhoods most affected by poverty, to -

- Examine the impact that commissioned services are making
- Explore the strength of community engagement and capacity for change, and
- Develop a new social contract with neighbourhoods and communities.

The Communities Board has sponsored three locality based projects that, over the next twelve months, will explore aspects of community development and empowerment using an action based learning model – real projects tackling issues identified by local communities. The aim is to learn about effective working with communities on the matters that matter to them. This will be complemented by a city wide study of community development practice across Leeds to identify the common principles that may guide future community development and to seek partnership agreement to the adoption of such principles.

- *Working with the Young Foundation, Joseph Rowntree Foundation and third sector partners to identify new opportunities to provide services and tackle inequality:*

The initiative is at a relatively early stage of implementation but directly relates to the aspirations of the commission for local government. It aims to build a deeper understanding of the nature of inequality in Leeds and bring together citizens, private, public and third sectors to identify and develop new and innovative ways of addressing this challenge in Leeds. Learning from experience and expertise developed in areas outside of Leeds, it is underpinned by an asset based community development approach that recognises the thriving Third Sector in Leeds and the success of its entrepreneurial business community to build on the concepts of civic responsibility and a new social contract.

- *Establishing high standards for cross-council safeguarding:*

It is recognised that some citizens in Leeds are more vulnerable to exploitation and abuse and/or violence and this can be associated with conditions that promote poverty and inequality (although not exclusively). The Council's cross organisational work is focussed on raising the awareness of, and understanding by, non-social care staff, and reflects that everyone in the Council has a personal responsibility to take steps to safeguard people. Specific cross council safeguarding work has highlighted female genital mutilation, modern day slavery, child sexual exploitation and preventing terrorism and violent extremism. In relation to the current focus in Rotherham around child sexual abuse the Council has already reviewed its policies with regard to taxi and private hire licensing to ensure they are robust, and there are clear processes in place to ensure only fit and proper persons are granted licenses.

Providing accessible and integrated services

- *Rolling out a network of community hubs across the city and delivering integrated housing, welfare, library and advice services in community hubs:*

Given the success of the 3 pathfinder Community Hub sites, Executive Board agreed in October 2014 to roll-out the model across the city and create a network of Community Hubs that provide integrated and accessible services and are responsive to local need.

In essence, Executive Board agreed the following 3 key actions:

- the adoption of a city-wide community hub model that sees a network based approach, developed in partnership with Community Committee's and local ward councillors, and supported by a city centre community hub.
- The bringing together of all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, to enable the development of a city-wide network of community hubs; and
- The creation of a single 'front of house team' to provide the community hub workforce. The team to be made up from all existing front-of-house staff based in customer services, libraries, housing Leeds and jobs and skills.

From April 2015 all community libraries came under the leadership of the citizens and communities directorate and all community-based library assistants and Jobs and Skills colleagues transferred to the Directorate to become part of the Community Hub team. Work is ongoing on the development of a phased plan for the roll-out of the Community hub model across the city and a business case is being developed to ensure that the work is started in earnest in 2015 to deliver the Community Hub network.

- *Creating spaces that support social inclusion and offer the opportunity to discover, relax and learn as well as supporting literacy through a love of reading:* Tackling social isolation is one of the four key focusses in 2015/16 for the Integrated and Accessible Services proposition.

The Council is keen to ensure that local community Hubs become trusted local places for people to come and enjoy the space and opportunities that are available within them. Key to this is the integration of local community libraries within the network as these are already trusted places for local residents who have long held their local library as a key asset within their communities. To this end work will be ongoing in 2015/16 to enhance the current service offer from libraries and develop new services within the hubs that tackle social isolation and provide local spaces for people to learn and grow.

- *Delivering the centres of excellence model within the corporate contact centre, including the delivery of a fully integrated council tax service:* Quarter 4 of 2014/15 saw the initial development of the Centres of Excellence at the corporate contact centre. This work brought together relevant services and co-located them on the 3 floors of the centre to create the 3 Centres of Excellence as follows:
 - Care and Safeguarding
 - Welfare and benefits
 - Environment & City Infrastructure

The development of the Centres of Excellence approach is a radical departure from the more traditional customer services approach prevalent within local councils and therefore the approach being taken is very much one concerned with value-added both for the customer and the services delivered from the centres of excellence.

To this end, work is now ongoing to identify issues and projects within each of the Centres of Excellence where greater integration of people and processes will provide this value-added service. The focus in 2014/15 is on the delivery of an integrated Council Tax services as part of the Welfare and Benefits Centre of Excellence and the development of the care and safeguarding centre of excellence.

- *Delivering integrated pathways under a think family approach to address vulnerability issues, including safeguarding, drugs and alcohol and domestic violence:* Tackling vulnerability is one of the four key focusses in 2015/16 for the Integrated and Accessible Services proposition.

The ethos of the Integrated and Accessible Services proposition is to deliver simple and easy customer access to integrated services. Therefore the development of integrated pathways around vulnerability, built around a circle of need approach, is key to achieving the proposition and work will be undertaken in 2015/16 across the principle customer access channels – the care and safeguarding centre of excellence, the Community Hub Network and Digital channels - to deliver a more integrated service approach to these issues.

- *Developing a digital inclusion strategy which supports and helps citizens and communities in Leeds to get on-line:*

A Digital Inclusion Strategy will be developed and agreed in 2015/16.

Principally, the strategy will set out the outcomes, objectives and actions required to improve digital inclusion within the city. Principally the focus therefore is on the following 3 areas:

- How citizens and communities can increase their access to digital capabilities
- How citizens and communities can make the most of digital capabilities; and
- How the Council and its partners can extend the reach of digital capabilities to all citizens and communities

- *Driving customer self-service through digital channels by delivering the Council's new Customer Contact Platform and a benefits e-claim solution:*

The Council will continue its development of its digital channels to ensure that those citizens and communities who want to engage with the Council on-line can do so easily and simply. To this end, work will continue on the delivery of the Council's Customer Contact Platform, specifically focussing on the Waste Services, the Council Tax and Benefits Service and Housing Leeds. Completion of this work will ensure that all high-volume contact has an on-line option available for customers to use.

- *Developing a coherent branding and marketing approach for all our Citizens@Leeds activities to support improved community engagement:*

We are rapidly developing a coherent brand - 'Your Community' - underpinned by strong brand values and a marketing and communication approach that engages citizens in community committee areas through a wide range of media. The approach seeks to -

- Introduce one cohesive brand for communities and community engagement activities that can be embraced by a wide range of services and partners.
- Raise awareness of community committees and how residents can get involved with local democracy and help influence decisions about their local community.
- Promote training and employment opportunities by working with our internal stakeholders
- Provide one place on social media for community engagement activity to take place

- Raise awareness of services available to those who are in need of financial support and advice
- Engage with partners and stakeholders to support the delivery of services at a local level
- Ensure the community hubs are used and understood by the local communities
- Provide links to council wide consultation and engagement activities and the breakthrough projects

Additionally, we will promote 'Your Community' throughout all services, stakeholders and partners that address the four propositions including community committees and community hubs and on all branded materials to ensure this becomes the recognisable iconography relating to communities. We will also develop a digital platform for 'Your Community' making information and services more easily accessible to people.

Report of Assistant Chief Executive (Citizens and Communities)

Report to Citizens and Communities Scrutiny Board

Date: 27 July 2015

Subject: 2015/16 Quarter 1 Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

Following the recent changes to Scrutiny Board portfolios this is the first quarterly performance report to the new Citizens and Communities Scrutiny Board. The report of the Assistant Chief Executive (Citizens and Communities) – “Supporting Communities and Tackling Poverty”, attached as a separate agenda item was presented at Executive Board on 24th June 2015. That report details the progress made to date on the Citizens@Leeds initiative aimed at supporting communities and tackling poverty. That report also provided details of the actions to be taken within the next 12 months to deliver the expected outcomes to be achieved over the next 5 years. The report to Executive Board is, therefore, considered a good starting point in considering performance issues across the directorate. As regards more specific performance management and monitoring arrangements, previously two separate Scrutiny Boards, as well as licensing committee, have received bespoke performance reports. Now that performance is being reported to a single Scrutiny Board, as well as ongoing reports to licensing committee, and considering the extensive performance information that is available across services within the Citizens and Communities Directorate, this reports seeks to provide Members with an overview of key performance information available so that members can indicate the nature and detail of performance information they would wish to receive in future reports.

Recommendations

Members are invited to consider the Quarter 1 report of the Assistant Chief Executive (Citizens and Communities) and to consider what performance information they would welcome to future Citizens and Communities Scrutiny Board meetings.

1 Purpose of this report

- 1.1 The purpose of this report is to provide the Board with an update on performance issues from the Assistant Chief Executive (Citizens and Communities). The report attached separately on this agenda “Supporting Communities and Tackling Poverty” highlights the work which has taken place under the Citizens@Leeds initiative and includes an analysis of currently poverty levels in Leeds; details of key achievements over the last two years along with a number of case studies; and, the actions which will be taken to achieve our aims over the next five years. The Citizens@Leeds initiative relates to elements of the Best Council Plan 2015-2020 which come within the Board’s remit.
- 1.2 The main body of this report is intended to inform Members of the range of performance information that is currently available across the Citizens and Communities Directorate and seek members’ views on the nature and detail of performance information they would like to receive in future performance reports.
- 1.3 The report is supported with appendices providing examples of existing performance information to assist Members in considering current performance and determining what they would like to receive in future reports.

2 Background information

- 2.1 The work of the Citizens and Communities directorate is delivered through four service areas:
- 2.2 **Customer Services** - The council’s contact centre deals with 1.4 million calls and 125,000 emails each year. Face-to-face contact - There are a number of one stop centres/community hubs across the city, which handle 0.53 million face-to-face customer contacts each year. Digital access - The Digital access team manages the council’s website which receives 6 million external visits (i.e. figure excludes visits from council computers) each year, and is developing new ways for customers to find what they are after on-line including web-chat which has seen over 70,000 chats take place since it went live in September 2013. The team also manage customer enquiries that come via the Council’s social-media presence on Facebook and Twitter. The team are also responsible for the council’s interpretation and translation services.
- 2.3 **Communities Team** - The communities’ team work includes delivery of the council’s locality working arrangements (community committees and area working), equalities, migration, volunteering, third sector relationships and infrastructure, provision of community centres and support for the Communities Board and the Poverty Truth Challenge. Our work on locality working provides targeted solutions to tackle a wide range of local issues (e.g. environmental issues and community safety, health well-being, adult social care, children’s services and skills and welfare reform). Area Committees and Community Champions provide local leadership and a local voice on these issues from a grass-roots perspective.

- 2.4 **Welfare and Benefits** - The provision of welfare and benefits services including the welfare rights team, fairer charging team, financial hardship service, benefits and council tax processing. Council Tax Collection - This service is responsible for the billing and the collection of Council Tax which totals more than £330 million from 341,000 properties. Local Welfare Scheme – The service operates an emergency payment scheme for individuals and families facing crisis. Housing benefit – The service is responsible for the assessment and payment of housing benefit to over 70,000 tenants totalling more than £280m each year. Education benefits - The service provides a free school meals assessment service on behalf of schools, both LEA run and Academies. Over 20,000 children in Leeds are assessed each year as being entitled to free school meals. The introduction of universal entitlement to free school meals for reception and 1st year pupils has had little impact on the need to continue to assess entitlement.
- 2.5 **Elections, Licensing & Registration** - Electoral services: The team compiles the register of electors for Leeds comprising an electorate of 556,000 people in 335,000 properties and is responsible for the arrangement and conduct of elections and referendums for 8 parliamentary constituencies, 33 city council wards and 31 town and parish councils. Registrars of births, deaths and marriages – provision of a front line public service that deal with the registration of 9,800 births and 6,500 deaths, issuing 17,000 certificates, attesting 6,900 notices and performing 1,800 marriage and civil partnership ceremonies, and issuing 2,600 British Citizenship certificates. Licensing - administer and enforce licenses for the sale of alcohol (approximately 2,700 premises and 7,100 personal licences), provision of entertainment, gambling (136 premises licenced for gambling and 736 gambling permits, notices and registrations) and other various miscellaneous licences. Taxi and private hire licensing administer and enforce licences for taxis (hackney carriages) and private hire vehicles. There are 537 hackney carriage vehicles; approximately 1,000 hackney carriage drivers; approximately 3,700 private hire vehicles; around 4,800 private hire drivers; and, 90 private hire operators. Local land charges are responsible for the compilation and maintenance of the up-to-date local land charges register and provide the information for approximately 9400 local land search requests each year.

3 **Main issues**

- 3.1 A detailed account of the current position relating to the Citizens@Leeds initiative which is under the Board's remit can be found in a separate report on this agenda. In addition, the Citizens and Communities directorate leads on the cross council equality work. The team are currently in the process of producing the Annual Equality and Diversity Report and finalising the Equality Improvement Priorities which are aligned to the Best Council Plan.
- 3.2 As this is first Citizens and Communities scrutiny board performance report there is currently no established approach to reporting performance. However, extensive performance information does exist across the directorate and Members views are sought on the level of performance information they would like to receive in future reports.

3.3 The following performance information is available for members consideration:

3.4 **Cross-Directorate Performance Information:**

- Appendix 1 details the Best Council Plan performance indicators that are within the scope of the citizens and communities directorate.
- Performance information also exists in regard to budget monitoring and financial performance (as report to Executive Board on a monthly basis) and a range of HR performance measures including sickness, overtime, appraisals, employment satisfaction scores and agency spend.

3.5 **Customer Services:**

- Appendix 2 details the range of information available in regard to our customer services operations including call answer rates, customer satisfaction, web visits, number of face-to-face visits, emails etc.

3.6 **Welfare and Benefits:**

- An extensive range of statistics are available for the welfare and benefits service including the level of welfare and debt advice provided; claims affected by under-occupancy; impact of the benefit cap; discretionary housing payments; local welfare scheme statistics; local council tax support scheme statistics. An example of the type of information available is attached at appendix 3.

3.7 **Elections, Licensing & Registration:**

- An extensive range of statistics are also available for the elections, licensing and registration service including voting registrations; turnout of elections; licensing applications; scrap metal dealers; gambling license issues; licensing enforcement activity; Registration waiting times and customer satisfaction; taxi and private hire licensing; and local land charges. Detailed performance reports on all of these issues are separately submitted to Members of Licensing Committee on a regular basis. An example of the annual performance report for Registration services is attached at appendix 4.

3.8 Appendix 5 provides a summary list of key performance information that is available for services with the Citizens and Communities Directorate.

4 Corporate Considerations

4.1 **Consultation and Engagement:** This is a performance report for the Board's information and as such there is no need for wider consultation. If the Board determines that any performance area requires further investigation, then it may be decided that the views of interested parties should be sought or that existing information reflecting the views of customers and others stakeholders should be provided to the Board.

- 4.2 **Equality and Diversity / Cohesion and Integration:** This is not a decision-making report and as such there is no need for an EIA screening document to be completed.
- 4.3 **Council policies and City Priorities:** The performance information received by the Board allows it to assess and challenge performance in relation to the delivery of the Citizens and Communities priorities, and how these support the Best Council Plan 2015-20. The business of the Citizens and Communities Scrutiny Board is to consider the extent to which the corresponding directorate is delivering council priorities and also to review and challenge performance in particular as outlined in the Best Council Plan 2015-20.
- 4.4 **Resources and value for money:** The Board has specifically asked that the performance information provided is based on information that is already available, and has determined that it will only require more detailed reports where it wants to examine performance areas in more depth, thereby ensuring that reporting arrangements remain efficient and effective.
- 4.5 **Legal Implications, Access to Information and Call In:** The report is provided within the context of the formal role of Scrutiny Boards within the Council's constitution. There is no decision being made and there is therefore no call-in requirement.
- 4.6 **Risk Management:** The provision of performance information to the Board is designed to enable the Board to fulfil its role effectively and as such will minimise the risks of non-delivery of City Priorities and Best Council Plan Priorities. Care is being taken to make use of existing data rather than create an additional reporting burden.
- 5 Recommendations**
- 5.1 Members are invited to consider the Quarter 1 report of the Assistant Chief Executive (Citizens and Communities) and to consider what performance information they would welcome to future Citizens and Communities Scrutiny Board meetings.
- 6 Background documents¹**
- 6.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

APPENDIX 1

Existing performance information currently reported as part of the performance management arrangements for the Best Council Plan

Performance Indicator	Target	April	May	June	Quarter 1 result
Increase number of people supported into jobs (BCP 2015-20 detailed objectives 1)	4,500 – annual 375 - monthly	203	246	815	1,264.
Increased provision of free welfare and debt advice through the Advice Leeds Consortium (BCP 2015-20 detailed objectives 1)	30,575 (unique clients)				Available end of July
Reduce number of complaints received about council services (BCP 2015-20 detailed objectives 6)	n/a	298	391	Available end of July	Available end of July
Visit wait time (% customers waiting less than 15 mins)	90.0%				97.8%

APPENDIX 2

Customer Services - 2015-16 year to date performance

Theme	Title	Target	Result	Comments and action
Customer	Customer satisfaction score - overall	95.0%	98.9%	Face to Face surveys. Also 95.9% very satisfied or excellent rating on webchat.
Value for money	email	N/A	30,000	Around 10,000 emails per month. 2014-15 avg - 10,500 (Apr-Jun 2014-15 avg - 10,900)
	face to face visits (enquiries) to one stops and hubs	N/A	132,000	Around 44,000 visits per month for Apr & May. 2014-15 avg - 44,000
	phone calls	N/A	316,000	Around 72, 000 calls answered by CSO per month with a further 33,000 calls answered each month by IVR. 2014-15 avg - 74,000 calls & 28,000 IVR
	touch screen and public access PCs	N/A	2,700	Currently base lining as insufficient data from previous year to show trend
	web visits	N/A	4,459,369	The number of web visits continues to rise, the monthly average for Q1 was 1.45m whilst for 2014-15 it was 1.26m
Process	Call answer rate	90.0%	82.4%	The challenges in quarter 3 & 4 have continued into quarter 1 particularly on Council Tax & Benefits, where it takes several weeks to train new staff.
	Call wait (average time to answer)	03m 00s	05m 46s	We are developing joint contingency plans with Council Tax & Benefits and other services.
	Complaint response time (% complaints responded in 10 days)	95.0%		We will know this information at the end of July.
	Email response time (% emails responded in 2 days)	70.0%		We will know this information at the end of July.
	Visit wait time (% customers waiting less than 15 mins)	90.0%	97.8%	This is April and May data only.
People	Employee satisfaction score		79%	New methodology, this is a baseline for future years. Customer Access employee satisfaction scores well against other council services.

Between April and June the contact centre handled over 218,000 phone calls, with a further 98,000 answered by interactive voice recognition (a 24 hour facility to leave messages and updates). Overall, the contact centre answered just over 82% of all telephone calls during quarter 1, falling short of our target of answering 90% of calls. The contact centre also dealt with almost 30,000 emails this quarter, with two thirds being about council tax and benefits. We have a webchat facility which enables our staff to give assistance to customers when they are visiting the council website, and we hope, keep those customers online. We held around 3,600 webchats per month this quarter (in 2014-15 the monthly average was 5,200 and the volume in June 15 is now back to this level. Lower volumes in Apr and May were due to reduced availability of CSOs to respond to webchat requests), evidence that the council website is a channel of choice for many customers. Supporting new access channels, while still resourcing telephone and face to face, is a challenge for us. We are developing new online forms for citizen self-service and

during the next period will develop additional webchat capability. We have sought to cope with higher than previous levels of staff turnover by implementing “rolling” recruitment approach and more flexible training programmes. In addition, we are developing more sustainable long term contingency plans with those services most affected by high levels of staff turnover, particularly housing and council tax & benefits.

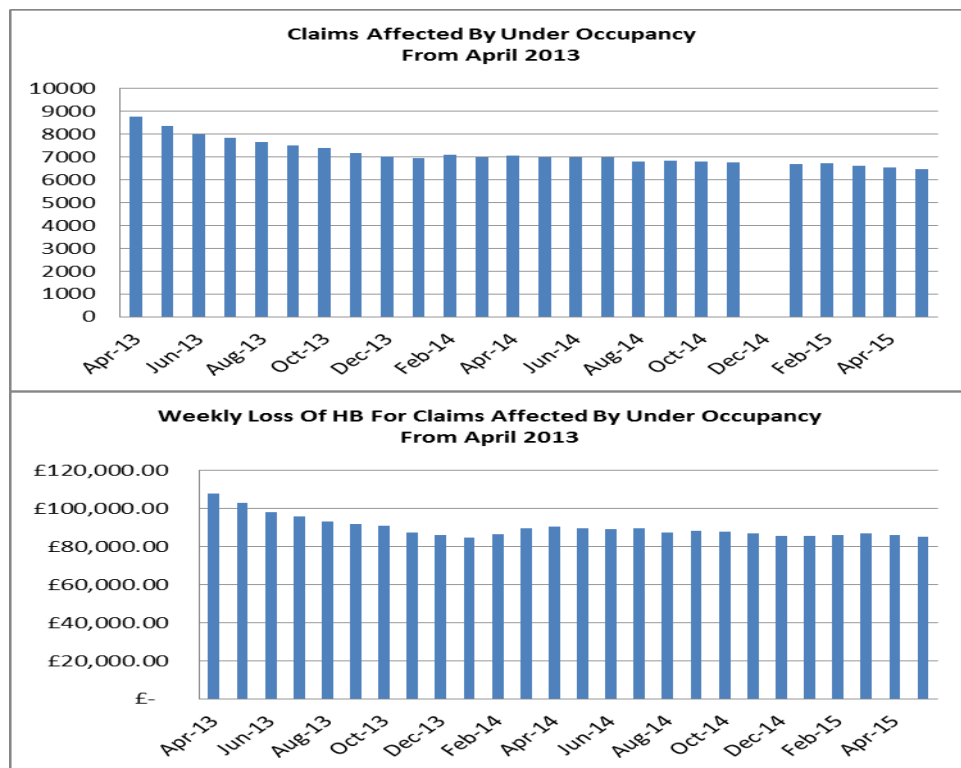
Face to face services operate across the city, covering a range of one stop centres, libraries, employment and skills sites. The most common enquiries are about council tax and benefit and housing issues, often from people who are in financial hardship or are trying get into employment. The sites also have public access PCs and wifi to help people access council services digitally and on mobile devices. We had over 130,000 visits this quarter at the sites where we count customer visits. We saw over 97% of customers within 10 minutes, above our target of 90%.

Welfare Reform Statistics - May 2015 update

UNDER OCCUPANCY DETAILS

Details Of Claims Affected By Under Occupancy

NUMBER OF CLAIMS AFFECTED BY UNDER OCCUPATION												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	143	146										
HSG LEEDS	5092	5040										
TOTAL HSG LEEDS & BITMO	5235	5186	0	0	0	0	0	0	0	0	0	0
HA/RSL	1309	1288										
CITY TOTAL	6544	6474	0	0	0	0	0	0	0	0	0	0
WEEKLY LOSS IN HB FOR CLAIMS AFFECTED BY UNDER OCCUPATION - BY HSG LEEDS BITMO & RSL												
	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	£ 1,831.25	£ 1,862.39										
HSG LEEDS	£ 63,707.91	£ 63,253.40										
TOTAL	£ 65,539.16	£ 65,115.79	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
HA/RSL	£ 20,438.06	£ 20,249.45										
CITY TOTAL	£ 85,977.22	£ 85,365.24	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -



Comparison Of The Number & Weekly HB Loss Of Claims Affected By Under Occupancy

Details Of Children Affected By Under Occupancy:

NUMBER OF CLAIMS WITH CHILDREN AFFECTED BY UNDER OCCUPATION												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
HSG LEEDS & BITMO	1073	1042										
HA/RSL	434	425										
CITY TOTAL	1507	1467	0	0	0	0	0	0	0	0	0	0
TOTAL NUMBER OF CHILDREN AFFECTED BY UNDER OCCUPATION												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
HSG LEEDS & BITMO	1653	1599										
HA/RSL	770	753										
CITY TOTAL	2423	2352	0	0	0	0	0	0	0	0	0	0

Details Of Arrears In Respect Of Housing Leeds / BITMO Claims Affected By Under Occupancy

VALUE OF UNDER OCCUPIED CLAIMS WITH RENT ARREARS - BY ALMO												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	£ 19,733.62	£ 21,902.29										
HSG LEEDS	£ 813,293.76	£ 824,453.35										
TOTAL	£ 833,027.38	£ 846,355.64	£ -	£ -	£ -	£ -	-	£ -	£ -	£ -	£ -	£ -
NUMBER OF UNDER OCCUPIED CLAIMS WITH RENT ARREARS BY ALMO												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
BITMO	80	84										
HSG LEEDS	2755	2790										
TOTAL	2835	2874	0	0	0	0	-	0	0	0	0	0

Details Of The Number Of Claims And Weekly Benefit Lost Due To Under Occupancy By Ward

	HSG LEEDS & BITMO NUMBER	HSG LEEDS & BITMO £	HA / RSL NUMBER	HA / RSL £		HSG LEEDS & BITMO NUMBER	HSG LEEDS & BITMO £	HA / RSL NUMBER	HA / RSL £
Adel and Wharfedale	31	£ 430.37	15	£ 181.31	Horsforth	87	£ 1,177.46	5	£ 76.17
Alwoodley	125	£ 1,456.80	33	£ 542.58	Hyde Park and Woodhouse	238	£ 2,871.28	105	£ 1,788.24
Ardsley and Robin Hood	57	£ 782.90	31	£ 425.36	Killingbeck and Seacroft	480	£ 6,248.87	65	£ 970.04
Armley	319	£ 3,661.03	78	£ 1,301.37	Kippax and Methley	76	£ 1,115.15	11	£ 154.93
Beeston and Holbeck	244	£ 2,814.28	32	£ 468.93	Kirkstall	260	£ 3,339.94	17	£ 269.11
Bramley and Stanningley	264	£ 3,508.53	25	£ 391.62	Middleton Park	363	£ 4,573.78	81	£ 1,211.38
Burmantofts and Richmond Hill	453	£ 5,203.24	102	£ 1,533.87	Moortown	44	£ 536.34	58	£ 930.59
Calverley and Farsley	45	£ 625.91	6	£ 117.16	Morley North	72	£ 886.01	17	£ 272.07
Chapel Allerton	235	£ 3,028.18	124	£ 2,017.59	Morley South	116	£ 1,325.68	15	£ 221.49
City and Hunslet	154	£ 1,932.39	93	£ 1,579.97	Otley and Yeadon	70	£ 845.02	10	£ 153.46
Cross Gates and Whinmoor	130	£ 1,702.71	26	£ 390.86	Pudsey	115	£ 1,527.88	24	£ 364.38
Farnley and Wortley	249	£ 3,098.40	15	£ 238.53	Rothwell	137	£ 1,901.91	39	£ 575.94
Garforth and Swillington	53	£ 697.62	4	£ 54.32	Roundhay	55	£ 677.93	36	£ 585.55
Gipton and Harehills	287	£ 3,579.91	125	£ 1,882.17	Temple Newsam	189	£ 2,505.79	31	£ 488.92
Guiseley and Rawdon	35	£ 449.94	6	£ 83.10	Weetwood	120	£ 1,440.79	18	£ 306.72
Harewood	20	£ 317.89	1	£ 15.34	Wetherby	49	£ 662.09	11	£ 208.76
Headingley	14	£ 189.77	29	£ 447.62					

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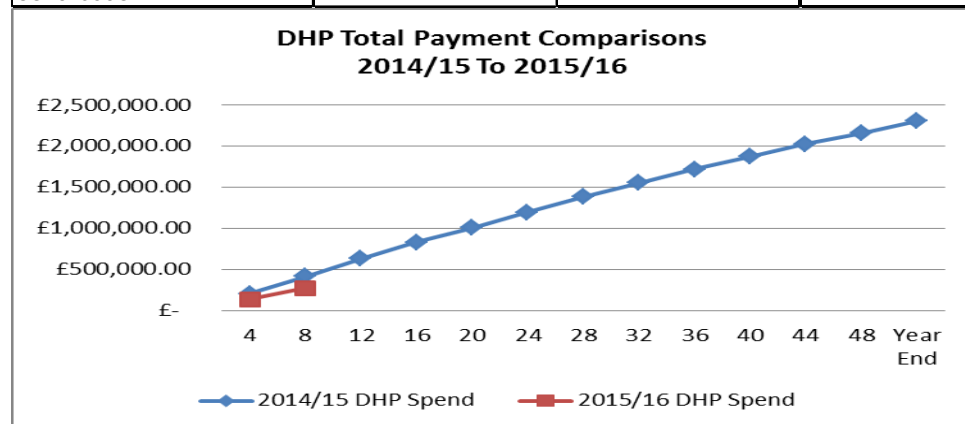
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Discretionary Housing Payments as at 31/05/2015

Priority Group	Total requests	Awards	% of awards	No award	% where no award	Ave Weekly award	Total cost of awards made
Sig adapted	42	30	71%	12	29%	£ 16.80	£ 21,452.00
Child access	126	112	89%	14	11%	£ 15.10	£ 72,004.00
Approach PC age	2	2	100%	0	0%	£ 10.24	£ 20.00
Housing & birth	34	32	94%	2	6%	£ 38.12	£ 13,720.00
Exceptional circs	597	327	55%	270	45%	£ 14.10	£ 91,042.00
Foster Carers	4	4	100%	0	0%	£ 16.50	£ 2,995.00
Number of UO cases	805	507	63%	298	37%		£ 201,233.00
LHA cases affected by welfare changes	48	33	69%	15	31%	£ 31.29	£ 17,529.00
Bond Payments	75	10	13%	65	87%		£ 4,033.00
Benefit Cap cases	32	26	81%	6	19%	£ 54.55	£ 35,989.00
Cases not in above categories	263	167	63%	96	37%	£ 24.50	£ 64,510.00
Total of DHP claims	1,223	743	61%	480	39%		£ 323,294.00
2014/15 Renewals		1137					£ 759,821.00
Total committed spend to date							£ 1,083,115.00
Payments To Date (Week 10)							£ 372,009.52
DHP Government contribution							£ 1,531,192.00



Local Welfare Scheme statistics as at 31/05/2015

Call Stats					
Date	Offered	Abandoned	To CSO's	Eligible Applications	Awards
Apr-15	1612	328	1284	368	304
May-15	1539	303	1236	316	251
Jun-15					
Jul-15					
Aug-15					
Sep-15					
Oct-15					
Nov-15					
Dec-15					
Jan-16					
Feb-16					
Mar-16					
Total	3,151	631	2,520	684	555

Breakdown of decisions		
Outcome	Totals	%
awarded	555	81%
not awarded	129	19%
Total	684	

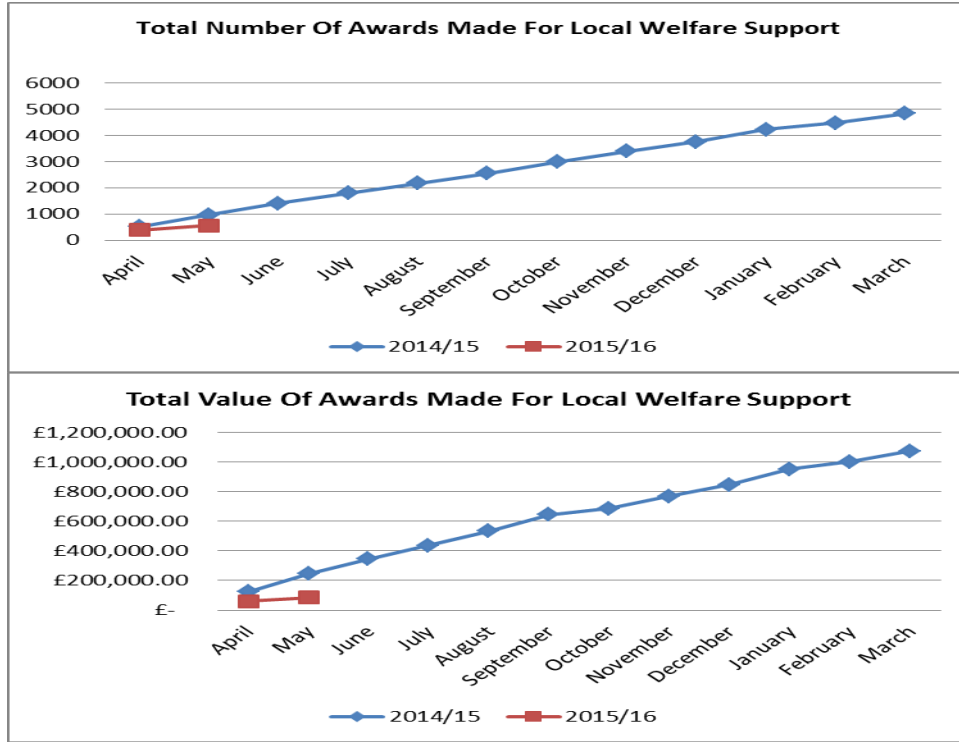
Reasons for no award	
Reason	Totals
Single – not met emergency criteria	34
Family – not met emergency criteria	25
No response to our phone call	38
Cancelled/ Withdrawn	3
previous claims	22
HRT/ GPOW *	7
Total	129

*HRT = Habitual Residence Test; GPOW
= Genuine Prospect Of Work

Volumes per total no. of claims		
Award	Value	Number
Store Cards	£5,035.00	148
ASDA baskets	£265.12	7
Fuel (cash)	£4,550.00	228
White goods	£30,774.95	145
Brown goods	£6,748.50	42
Re-use goods	£13,875.00	130
Flooring	£20,227.50	55
Travel	£9.00	2
Removal	£2,350.00	6
Fareshare Referrals	N/A	210
Total	£83,835.07	973

NEW GOODS	TOTAL
G/COOKER	36
E/COOKER	62
F/FREEZER	23
U/FRIDGE	9
WASHER	13
DRYER	1
M/WAVE	1
BED	34
COT	2
SOFA	3
ARMCHAIR	1
CURTAINS	2

REFURBISHED GOODS	TOTAL
E/COOKER	25
F/FREEZER	43
U/FRIDGE	20
WASHER	23
DRYER	0
SINGLE BED	6
DOUBLE BED	1
SOFA	4
ARM CHAIR	0
3/SUITE	0



Local Council Tax Support

NUMBER OF CLAIMS AFFECTED BY LOCALISED COUNCIL TAX SUPPORT												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
ALL CLAIMS	27051	26779										
Weekly Value Of Loss Of Benefit For Claims Affected By LCTS												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
ALL CLAIMS	£ 90,453.17	£ 89,551.55										

Local Council Tax Support: Breakdown by ward of numbers with additional 25% to pay

Ward	May-2015		
	Number Of Claims	Ward	Number Of Claims
Adel and Wharfedale	308	Horsforth	236
Alwoodley	589	Hyde Park and Woodhouse	1269
Ardley and Robin Hood	410	Killingbeck and Seacroft	1458
Armley	1652	Kippax and Methley	336
Beeston and Holbeck	1487	Kirkstall	975
Bramley and Stanningley	985	Middleton Park	1469
Burmantofts and Richmond Hill	2366	Moortown	443
Calverley and Farsley	338	Morley North	447
Chapel Allerton	1325	Morley South	585
City and Hunslet	1644	Otley and Yeadon	408
Cross Gates and Whinmoor	620	Pudsey	585
Farnley and Wortley	940	Rothwell	394
Garforth and Swillington	230	Roundhay	523
Gipton and Harehills	2569	Temple Newsam	724
Guiseley and Rawdon	250	Weetwood	572
Harewood	103	Wetherby	188
Headingley	351		

Local Council Tax Support: Breakdown By Group Type

May-2015		
COUNCIL TAX GROUP	NUMBER OF CLAIMS	COMMENTS
Elderly	27545	National Prescribed Scheme ; No Change to Entitlement
War Pensioners	34	Protected: no change to entitlement
Severe Disability	3567	Protected: no change to entitlement
Enhanced Disability	8265	Protected: no change to entitlement
Carer	1877	Protected: no change to entitlement
Lone Parent Child Under 5	6297	Protected: no change to entitlement
Other	26779	No Protection : Entitlement Reduced By 25%
Total	74364	

Affect Of Council Tax Support On Council Tax Collection Rate

[illegible]

Council Tax Liability Of Claims Previously In Receipt Of Partial Council Tax Benefit

[illegible]

Council Tax Liability Of All CTS Claims Affected By The 25% Reduction In Benefit

[illegible][illegible]

Comparison Of Overall Council Tax Collection Rate (Both CTS and Non CTS Cases)

[illegible]

Council Tax Collection Rate For CTS and Non CTS Claims

[illegible]

Elections, Licensing & Registration

Local Authority: Leeds

Part A. Key Performance Targets

Level of performance measured against the following key performance targets for registration

(i)	Waiting times Where an appointment system is operated ensure availability of an appointment within the agreed timescales:	Attainment Level % (Target: 95% appointment availability)	Comments
	(i) birth registration/declaration within 5 working days	98%	
	(ii) still-birth registration/declaration within 2 working days	100%	
	(iii) death registration/declaration within 2 working days	97%	
	(iv) notices for marriage and civil partnership within 10 working days and therefore to allow the marriage/CP to proceed at a time and venue of the customer's choice where reasonable and practical	81% 28%	Single person Two persons
Monitoring methodology used (e.g. Data from electronic diary; exception reporting; spot checks of diary). Daily monitoring of electronic diary to check appointment availability. 96% of notice appointments were happy with the appointment date provided (2014/15 Customer survey).			
(ii)	Customer satisfaction Customers should be dealt with courteously, with sensitivity and in a personalised manner. To evaluate this and other aspects of service delivery, the customer should be asked a set of questions covering: <ul style="list-style-type: none"> • Courteousness; • Accessibility (e.g. initial contact and location); • Appointment availability; • Office accommodation; • Future service provision/planning needs (optional). 	Attainment Level % (Target: 95% satisfied customers) 95%	Comments <u>Customer satisfaction – KPT 2</u> 236 customer questionnaires returned. 224 customers satisfied with the service received (12 no replies to question). 26 formal complaints received. Customer information (web-site and Contact centre advice) has been updated in response to complaints received. Certificates now despatched by Recorded Delivery. Where appropriate, feedback provided to staff and processes reviewed. 7 formally recorded customer compliments

received.

Monitoring methodology used (e.g. Periodic customer surveys; Customer comment cards).

Periodic customer survey. 236 survey forms returned.

Part B. Statutory and Other Operational Delivery Standards

B1. Statutory Standards

Please report on performance against these standards in the Good Practice Guide. As appropriate include details of any work planned, in progress or undertaken to address any areas where standards have not been met.

All Standards met	Yes	No	If No, list Standards not met and planned remedial action
		✓	<p>Exceptions:</p> <p>2. Events registered within statutory timescales:</p> <ul style="list-style-type: none"> - 84% of deaths registered within 5 days. Up from 82% in 2013/14. Improved performance due to extra appointments at out-stations and introduction of death registrations at St James's hospital (alongside the bereavement service). - 20% of deaths after PM registered within 7 days. - 94% of deaths after inquest registered within 24 hours. <p>15. Registers to be kept to the satisfaction of the Registrar General in suitable fireproof repository Registers not currently held in accommodation meeting national standards for archived materials. Plans being developed to provide suitable archive conditions in new accommodation from 2017.</p> <p>17. Issue certificates in deposited registers 86% applications issued within 7 days. Plans in place to introduce an on-line certificate ordering system and to scan all records with potential to improve processing times and management information.</p>

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B2. Operational and Service Delivery Standards

Please report on performance against these standards in the Good Practice Guide. As appropriate include details of any work planned, in progress or undertaken to address any areas where standards have not been met.

All Standards met	Yes	No	If No, list Standards not met and planned remedial action
		✓	<p><u>Exceptions:</u></p> <p>Customer Service</p> <p><u>Waiting times for appointments – KPT 1</u></p> <p>Target - 95% Marriage/Civil Partnership notice within 10 working days</p> <p>% achieved:</p> <ul style="list-style-type: none"> - 81% single person notices - 28% two person notices <p>A limitation on available rooms and staff shortages still impacts on notice appointment availability. Plans to be carried forward to 2015/16 to remove notice-taking staff from customer facing enquiry positions to increase availability of notice appointments. This will also release additional appointments at lunchtimes. The service has seen a reduction in demand for notices since 2 March – this may help to improve performance.</p> <p>96% of customers giving notice were happy with length of waiting time for appointment.</p> <p>Leadership</p> <p><u>Engagement with customers and key partners</u></p> <p>Limited engagement with councillors. 2015/16 plans include more regular liaison to increase councillor awareness of service.</p>

Learning and Development

Induction and Initial Training

Completion of e-learning packages to be included as an essential element of staff progression (not achieved in 2014/15).

Improve and Achieve

Team training requirements to be collated into a single Service Training Plan (not achieved in 2014/15).

Technical assessments to be updated.

Job descriptions to include required competencies for role.

Evaluation

Implement process to evaluate training.

Part C. Performance against Service Delivery Plans; Local Service Developments

C1. Please provide a summary of attainment against your service delivery plan for 2014/15 and consider completing a Good Practice Summary in respect of any new local initiatives or practice.

Carried forward from 2013/14:

On-line certificate application system – delayed. Now being developed as part of new council customer contact platform.

Register deaths at St James's hospital – completed

2014/15 performance:

On-line appointment booking - being developed as part of new council customer contact platform.

Registration staff to complete TUO enrichment – Leeds City Council no longer provides a face to face enrichment service

Review attendance at out stations – review due for completion 30/4/15

Customer services staff deal with front of house customer enquiries – training now underway with implementation planned for mid-2015

Customer services staff to provide birth registrations at outlying offices – initial trial to begin September 2015

Progress planning for register storage as part of service relocation 2017 – underway as part of project to scan all registers/indexes.

Implement improvements to stock control – completed in accordance with GRO stock audit

Prepare for legislative change – revised arrangements for Sham marriages successfully implemented

Good Practice Summary Template provided in accompanying 'Local Authority Annual Performance Reports – Supplementary Guidance on Completion'.	We would be grateful if you were able to complete a good practice summary template for each item, list them below and return with your Annual Performance Report. However, if this is likely to delay return of the APR, please email summaries separately to your DPU Account Manager. <ul style="list-style-type: none"> ▪ ▪ ▪ 	
Good Practice Summary(ies)	Tick As Appropriate	
Enclosed		
To Follow		

Part D. Counter-fraud and Public Protection: Annual assurance to the Registrar General on the application of national standards to guard against and report fraud and to protect data.

D1. GRO Guidance Please confirm that you have referred to the GRO guidance on annual assurance

GRO Guide Annual Assurance Statement provided in accompanying 'Local Authority Annual Performance Reports – Supplementary Guidance on Completion'.	Yes	No	Comments
	✓		

D2. Please confirm that the requirements of the GRO Guidance have been met in respect of the following: (where not, provide full details of issues and planned remedial action).

Suspicious Certificate Applications	Yes	No	Comments
	✓		
Suspected Sham Marriage	✓		
Data Protection	✓		
Registration Online System (RON)	✓		

Part E. Scheme related issues and Service Delivery Plan

You are only **required** to submit a service delivery plan (SDP) for 2015/16 if you there have been changes

to the prescribed content or significant changes to service provision during 2014/15.

E1 Service delivery plan – prescribed content

Please confirm that the following information, **which is required for scheme purposes**, has or will be included in your 2015/16 service delivery plan or has not been subject to change since submission of your previous plan to GRO.

		Confirm Included	Any Change		If yes, please provide details at E2
			Yes	No	
	The number, names and boundaries of registration districts and sub-districts within the local authority	✓		✓	
	The number of principal officer posts appointed within each district and sub-district	✓	✓		
	The location of register offices, head offices and other service delivery points within each registration district (e.g. including hospitals and other outstations)	✓	✓		
	Access and service availability times including emergency 'out of hours' arrangements; telephone numbers	✓			

E2 Changes to Registration Service Provision

Please provide details with dates.

	During 2014/15		Planned for 2015/16		If Yes please provide details
	Yes	No	Yes	No	
(i) Boundaries and districts		✓		✓	
(ii) Principal Officer Posts abolished and/or created	✓			✓	1 AR post – following retirement (Nancy Sandoval).
(iii) Service point locations	✓		✓		Death registrations at St James's hospital introduced. Further review of Out station locations as part of service review planned for 2015/16.
(iv) Service opening times; telephone numbers		✓	✓		Review of Out station locations may impact on opening times. Contact centre access times reducing to 9.00 – 5.00 from 1 April.

E 3 Service Delivery Plan Summary - 2015/16.

Please provide details of the key developments and deliverables planned for the local registration service for 2015/16 below **or**, for convenience, you may choose to submit an updated SDP


	Tick as Appropriate (✓)
(i) 2015/16 Service Delivery Plan Attached	
(ii) 2015/16 Service Delivery Plan not Attached (Key Deliverables Summarised Below)	✓

Key Deliverables for 2015/16:

- Complete implementation of on-line appointment booking.
- Complete implementation of on-line certificate ordering
- Progress procurement of system to scan registers/indexes
- Complete transfer of front of house enquiries to Customer services staff
- Complete pilot for Customer services staff to provide birth registrations at outlying offices
- Progress planning for register storage as part of service relocation 2017.
- Improve Councillor Engagement

E4	Business Continuity Plan	Yes	No	Comments
	Please confirm that a business continuity plan is in place and has been reviewed and updated as necessary? <i>If no, when will this action be taken?</i>	✓		

Part F. Acknowledgement

	Yes	No
The local authority continues to commit to meeting the national standards contained in the Good Practice Guide.	✓	
The local authority continues to commit to the principles of the Code of Practice	✓	
The local authority agrees to sharing statistical data contained in this report with other local authorities.	✓	
Signed  (Proper Officer for Registration Matters)	Date 21 April 2015	

The completed report should be returned to dpsupport@hmpo.gsi.gov.uk by 30th April 2015.

Appendix 5

Summary list of additional performance indicators which may be included in future performance reports:

Human Resources Performance information
Staffing costs
Agency staff
Overtime
Sickness
Appraisal Information
Financial Performance information
Staffing spend
Budget spend
Budget action plans and budget variations

Help people into work
Increase number of people supported into jobs (BCP 2015-20 detailed objectives 1)
Help people out of financial hardship
Increased provision of free welfare and debt advice through the Advice Leeds Consortium (BCP 2015-20 detailed objectives 1)
Details of claims affected by under occupancy
Details of children affected by under occupancy
Details of arrears in respect of Housing Leeds / BITMO claims affected by under occupancy
Details of the number of claims and weekly benefit lost due to under occupancy by Ward
Details of the number of cases and the financial affect of the benefit cap
Discretionary Housing Payments
Local Welfare Scheme statistics
Local Council Tax Support
Local Council Tax Support – breakdown by ward of numbers with additional 25% to pay
Local Council Tax Support – breakdown by group type
Affect of Council Tax Support on Council Tax Collection
Provide accessible and integrated services
Reduce number of complaints received about council services (BCP 2015-20 detailed objectives 6)
Customer satisfaction score – overall
Budget Variance
Email
Face to face visits (enquires) to one stops and hubs
Phone calls
Touch screen and public access PCs
Web visits
Call answer rate
Call wait (average time to answer)
Complaint response time (% complaints responded in 10 days)
Email response time (% emails responded in 2 days)
Visit time (% customers waiting less than 15 mins)
Responsive to the needs of local communities
Well-being budget spend
Youth Activity Fund spend

Elections, Licensing & Registration
<i>Licensing</i>
% turnout at elections
Number of people registered to vote
Licensing Act 2003 – application statistics
Temporary event notices
Licensing Act Reviews
Licensing Act Appeals
Gambling Act 2005 – Application statistics
Scrap Metal Dealers Act – number of collectors and sites licensed
Enforcement – prosecution
<i>Registrars</i>
Waiting times
Customer satisfaction
Performance against statutory and other operational delivery standards
Operational and service delivery standards
<i>Taxi and Private Hire Licensing</i>
Number of licenses
Number of decisions taken (total applications; refusals, suspensions; revocations
Refusal and Revocation decisions taken
Suspensions
Complaints
Appeals
<i>Local land charges</i>
Searches
Correspondence
Registrations
Compliments/complaints

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Report of Assistant Chief Executive (Citizens and Communities)

Report to Citizens & Communities Scrutiny Board

Date: 27th July 2015

Subject: Universal Credit (UC) preparations

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Universal Credit (UC) is one of the main elements of the Governments Welfare Reform Programme and is scheduled to roll out for new single job seeking claimants in Leeds early in 2016. This national roll out of Universal Credit to single jobseekers is expected to be completed by April 2016. The Government will then begin a process of transition and migration to complete the roll out of Universal Credit. There are no more details yet available about how and when the transition and migration process will start.
2. There will be significant changes to the way in which people will claim and manage their UC claim from previous benefits, UC mainly being an online process. Payments of UC will be monthly in arrears which will include any associated housing costs and in the majority of cases be paid direct to the tenant.
3. The roll out of Universal Credit has implications for the council. In particular, Housing services, Customer Services and Welfare & Benefits will be directly affected by the roll out. There will also be financial implications for the council that need to be understood and managed as the roll out progresses.
4. Some residents will gain under Universal Credit and some residents will be worse off under Universal Credit. In particular, lone parents under 25 and families with disabled children will be worse off under Universal Credit. More detail of the implications for residents is set out in this report.

Recommendations:

1. That the information supplied in this report is noted.
2. That Scrutiny Board, in discussion with officers, agrees a programme of work to support and monitor the on-going implementation of Universal Credit.

Purpose of this report

- 1.1 The report is intended to start to provide more detail on the implications of Universal Credit and is intended to be used to agree areas for further scrutiny.

2 Key messages

- 2.2 Universal Credit will roll out to Leeds in early 2016 and will initially be limited to single jobseekers. This group is considered by DWP to be the simplest cohort for Universal Credit purposes and enables the Government to continue to test the delivery of Universal Credit while expanding its reach nationally
- 2.3 Universal Credit has significant implications for customers and landlords. These arise from the fact that payment is made monthly in arrears and will usually include the rent payment. Tenants will need to make arrangements to pay their landlord and there is a risk that rent arrears will increase.
- 2.4 DWP is keen to work with councils to help ensure that vulnerable customers are supported in making and managing their Universal Credit. Ultimately, DWP is looking to bring in its 'Universal Support: delivered locally' service but for the initial roll out is working with councils to agree Delivery Partnerships.
- 2.5 The initial roll out of Universal Credit in Leeds is not expected to be problematic. This is because Leeds is going live towards the end of the roll out period and so can learn from issues that may have arisen with sites going live earlier in the programme. Also, single jobseekers, on the whole, are not seen as presenting complex problems, although individuals may need specific support.
- 2.6 There are implications for the council, customers and stakeholders increase as the roll out expands and this report starts to explore some of these implications.

3 Background information

- 3.1 Universal Credit (UC) is the new Department for Work and Pensions (DWP) benefit which replaces a range of existing benefits for those of working age:
- Income based Jobseekers Allowance
 - Income based Employment and Support Allowance
 - Income Support
 - Working Tax Credit
 - Child Tax Credit
 - Housing Benefit

The key features of Universal Credit are:

- *All claims are made on-line.* The current Universal Credit system requires customers to complete an online claim in one sitting as there is no option to save a claim and come back to it. This will change when the fully functional *Digital Service* is rolled out – this is expected later in 2016;

- *There is an in-built delay of 5-6 weeks for the first payment of Universal Credit.* All first-time claimants for Universal Credit, including customers migrating from another benefit to Universal Credit, will have to wait 5-6 weeks before receiving their first payment. DWP will provide, on request and where appropriate, short-term benefit advances to help customers during this time but these have to be repaid from future UC payments.
- *Payments are normally made monthly in arrears and to only one person in the household.* This is a change from the current benefit system which will often see child-related benefits paid to the mother even if other payments go to partner. Under Universal Credit, the whole payment will normally go to just one person in the household.
- *The housing costs element of Universal Credit is normally paid directly to the tenant.* Landlords can apply for 'alternative payment arrangements' (APAs) where there are rent arrears and APAs will be considered where there are issues relating to drug and alcohol issues and other instances.
- *Universal Credit is withdrawn at a lower taper rate when income increases.* The rate at which Universal Credit is withdrawn is 65p in the £ compared to withdrawal rates that can be as high as 91p in the £ under the current benefit system.

4 Main issues

4.1 The report starts to look at the implications of Universal Credit, focusing in the first instance on 6 areas:

- Universal Credit – roll out programme (paras 4.2 – 4.11)
- Implications for customers (paras 4.12 - 4.26)
- Implications for landlords (paras 4.27 – 4.33)
- Impact on council services (paras 4.34 – 4.40)
- Preparations (paras 4.41 – 4.55)

UNIVERSAL CREDIT – ROLL OUT PROGRAMME

4.2 The roll out of Universal Credit has been slower than initially planned both in terms of the geographical roll out and the types of people who can claim Universal Credit.

- In April 2013, UC became available in Wigan for new jobseekers allowance claimants who were single, without children, without a mortgage and who already had a bank account.
- By July 2013, this had been extended to a further 4 councils in the North West and again only for new single jobseekers.
- In the summer of 2014, UC became available in all council areas in the North West and from October 2014 couples and families in the North West who would have been making new claims for jobseekers allowance were also able to claim Universal Credit.

- On 29th September 2014, the Government announced the national roll out of Universal Credit starting in early 2015 with UC being available in all parts of the country by May 2016. The national roll out will take place in “tranches” with Leeds being placed in the final tranche 4, due to take place between December 2015 to March 2016. However, the national rollout remains very limited in terms of who can claim Universal Credit and is restricted to people who are:

Single

Aged 18 – 60 and 6 months

Without children and not have a child living with them some or all of the time

Fit for work

Have no mortgage

Not be living in temporary accommodation or supported accommodation

Have a bank account, building society, credit union or Post Office card account

Be making a new claim for what would have been Jobseekers Allowance

- 4.3 This limited roll out means that the numbers expected to move onto Universal Credit in Leeds in the first year are expected to be between 5,000 and 10,000 with many of these being non-householders with no rent liabilities. Anybody already claiming one of the benefits that UC will be replacing will continue to do so until such time as they have a change in their circumstances which will prompt a new claim, which will then be a new claim for UC. It should also be noted that customers will stay within Universal Credit even if they become part of a couple or have children.
- 4.4 As at May 2015, around 65,000 people were claiming Universal Credit nationally. Of these 31% were in employment and 69% were not in employment.
- 4.5 The next phase of the roll out falls into two categories: the *transition* phase and the *migration* phase.
- 4.6 Under the ‘*transition phase*’ most new claims for a benefit that is now part of Universal Credit will be treated as a claim for Universal Credit. This will mean claims from singles, couples and families for Housing Benefit, Tax Credits or Jobseekers Allowance will be treated as claims for Universal Credit and will be dealt with by Jobcentre Plus. There is some doubt at the moment about whether claims for Employment and Support Allowance will be treated as Universal Credit claims at this time. Also, housing costs support for supported and sheltered accommodation is likely to remain with local councils.
- 4.7 The transition phase will also see existing claimants transferred to Universal Credit when they have a relevant change of circumstance. A relevant change of circumstance is expected to include the following:
- A partner leaving / joining the household
 - A sustained (3 month) earnings drop beneath the level of work that is expected according to the claimant commitment
 - The Universal Credit claim ending
 - One (or both) members stopping work

- 4.8 Customers who are moved over to Universal Credit as a result of a change in their circumstances will have their Universal Credit entitlement worked out on their new circumstances and will not be eligible for transitional protection should they be entitled to less money.
- 4.9 The '*migration*' phase will see cases where HB, JSA and Tax Credits are already in payment moved over to Universal Credit. There are 3 key aspects to note about the migration:
- Customers who are migrated to Universal Credit and who will be worse off under Universal Credit will be transitionally protected. This means that they will continue to receive the same level of cash under Universal Credit and this amount will be frozen until Universal Credit rates catch up or until there is a relevant change in circumstances;
 - The migration process will not use existing HB data and customers migrating to Universal Credit will need to make an online claim within agreed timescales. A claim made outside the timescales will be treated as a new claim and will not attract any transitional protection;
 - Customers migrating to Universal Credit will be subject to the same 5 – 6 week wait for their first Universal Credit payment as new claims.
- 4.10 There are no details available yet about when the transition and migration phases will start or how they will be rolled out.
- 4.11 The main issues to address during the transition and migration phases are likely to be:
- Ensuring that we support 'migrating claims' to make a timely claim for Universal Credit. We should have information about who is migrating and when;
 - Putting in place arrangements to help vulnerable families cope with the Universal Credit 5-6 week wait for a first payment;
 - Working with landlords to ensure claims to HB or Universal Credit are made as required during the transition period when both schemes will be operational.

IMPLICATIONS FOR CUSTOMERS

- 4.12 Although Universal Credit goes some way to simplifying the current process for claiming benefits, it is not itself a simple benefit and contains a number of complexities. An analysis of the impact of Universal Credit on those households getting Housing Benefit in Leeds was commissioned from Policy in Practice and the outcomes of this analysis are shown in the table at appendix A. Some groups will be worse off under Universal Credit, some groups better off; there is different, less favourable treatment for self-employed claimants compared to the current systems, 2nd earners gain less under Universal Credit and there are issues about the way the scheme will be administered that impact on amounts paid.

- 4.13 The average monthly increase for those who are better off under Universal Credit is £103.61. The average monthly decrease for those who would be worse off under Universal Credit is £106.91. There are two aspects to note about these figures:
- Firstly, these figures will have little relevance to the first wave of Universal Credit claimants in Leeds as the first wave is limited to single Jobseekers.
 - Secondly, HB customers migrating onto Universal Credit are expected to receive transitional protection so that they are no worse off in cash terms at the point of migration. If all households with a lower UC entitlement receive transitional protection, Leeds will see an additional £1,634,229 in the local economy each month.
- 4.14 An example of how Universal Credit is calculated is shown at Appendix B.
- 4.15 It is recommended that a further report is prepared for the Board that sets out, in more detail, how different groups are affected under Universal Credit.
- 4.16 Most claimants will be expected to budget for and cover their outgoings including housing costs and they will need to make their money last until the next monthly payment is due.
- 4.17 When an initial claim for UC is made there will be a 7 day waiting period where there will be no entitlement to benefit. After this period, if a UC claim is successful the first payment will be made one month and 7 days later. This in effect will mean someone making an initial claim will have to wait up to 6 weeks before their first payment is made. Future payments of UC will be made calendar monthly after the first payment is made.
- 4.18 The potential 6 week wait for the first UC payment is likely to have a significant impact on people's ability to meet their day to day living costs and it is likely that there will be increased demand on Local Welfare Support provision and Advice Services across the city. There is a risk of increased rent arrears as people will have less money in that first 5-6 weeks.
- 4.19 In order to help people with the potential 6 week wait for a UC payment, the DWP will consider a New Claim Advance. This advance payment will be considered by DWP if a claimant:
- Would suffer financial harm if they (or their family) had to wait the calendar month and 7 days until their first Universal Credit Payment, or
 - There is a delay paying the first Universal Credit payment
- 4.20 The local Authority will not have any involvement in the administration of UC and therefore, all queries regarding entitlement, payments and any changes in the claimant's circumstances will need to be reported by the claimant directly to the DWP.
- 4.21 Each Universal Credit customer has an 'assessment date' and a 'payment date'. These are set when the claim is first made. The customer's circumstances at the

assessment date are used to work out their Universal Credit entitlement for the following month:

- At the assessment date, the total amount of the customer's income/earners during the assessment period are used to work out their Universal Credit entitlement:
 - o Customers with regular earnings will see a regular Universal Credit payment each month.
 - o Customers with fluctuating earnings will see Universal Credit payments vary. Lower earnings one month will generate a higher UC payment the following month; higher earnings one month will generate a lower UC payment the following month. Some customers could therefore face a situation where a high level of Universal Credit coincides with a higher earnings month and a low level of Universal Credit coincides with a lower level of earnings.
 - o Weekly paid customers will find that Universal Credit in some months is worked out on 4 weeks wages and in other months on 5 weeks wages.
- Rent liability is treated differently and it is the rent liability as at the assessment date that is used to work out the housing costs element of Universal Credit.
 - o Customers who change address during an assessment period will have their housing costs worked out for the whole of the assessment period based on their new rent. For example, a tenant moving from a social sector tenancy to a private sector tenancy at a higher rent in the 3rd week of their assessment period, will have their Universal Credit for the whole of the assessment period based on the higher rent. Similarly, if a tenant moved to a lower rent, UC would be based on the lower rent for the whole of the assessment period.

4.22 *Benefit Cap.* The Benefit Cap operates under the current system by reducing Housing Benefit until the cap limit is reached. In some instances, there is insufficient Housing Benefit to remove and so some families continue to receive more than the Benefit Cap limit. Currently, there are 29 families in Leeds where there is insufficient Housing Benefit to. However, under Universal Credit when income exceeds the cap then all the excess will be taken from the Universal Credit payment.

4.23 The Benefit Cap limit is to be reduced from £26,000 per year to £20,000 per year in Leeds (£23,000 in London) as part of further welfare changes and will be in place shortly after Leeds goes live with Universal Credit. This means that more families in Leeds will see a reduction in Housing Benefit; it will also mean that those 29 families with no more Housing Benefit to take will see a further reduction of £115 pw (equivalent to the £6000 reduction in the cap from £26k to £20k) but only when they move over to Universal Credit.

4.24 *Council Tax Support.* Customers who claim Universal Credit will also need to make a separate claim for Council Tax Support. DWP will provide most of the

relevant information to allow councils to assess Council Tax Support. At this stage of the roll out of Universal Credit, this process is manual and attention will need to be paid to ensure that customers get the CTS they are entitled to. Each time the income taken into account in the UC calculation and the UC award change, the Council Tax Support must also be adjusted. This can result in up to 12 revisions of the Council Tax Support award in a financial year. This in itself will create confusion for claimants and further administration difficulties.

- 4.25 *Discretionary Housing Payments.* Similarly, Universal Credit customers needing extra help with the rent, including those affected by under-occupancy issues in the social sector, will need to claim Discretionary Housing Payments directly from the council.
- 4.26 *Free School Meals.* The issue of Free School Meal entitlement has not yet been decided. The Board will be aware that Income Support, Jobseekers Allowance and Employment and Support Allowance passport families to Free School Meals. Universal Credit will not, itself, passport families to Free School Meals – this is because the majority of claimants will be in-work claimants. For the limited roll out to single jobseekers, it has been agreed that Universal Credit will passport to Free School Meals where a claimant acquires school age children.

IMPLICATIONS FOR LANDLORDS

- 4.27 UC will be paid monthly in arrears directly to tenants and the payments will usually include the housing costs element. The monthly value of UC is decided at the end of the assessment period and is determined by the circumstances at that point. This will have implications for landlords.
- 4.28 *Dual systems.* From early 2016 through to 2019 there will be 2 systems in place for housing costs support: HB and UC. Landlords will need to understand which system applies to their tenants, which organisation is responsible for payment of housing costs and the rules and processes affecting entitlement and payment. This may prove problematic as DWP and not the LA will determine who is entitled to claim UC.
- 4.29 *Trusted Partner status.* DWP is trialling a 'Trusted Partner' approach which would see social sector landlords empowered to make recommendations about which tenants should have their housing costs paid directly to the landlord. The trial is to determine if this should happen not how this will happen. The outcome of this trial will be known ahead of Leeds going live with UC and will affect the way implementation is approached. Irrespective of the outcome of the trial, information sharing regulations have been laid that allow DWP to share information with social sector landlords about their tenants' UC claims.
- 4.30 *Rent Collection* Landlords will need to make arrangements to collect rent directly from their tenants on a monthly basis. For local authority landlords, this is a more significant change with HB currently being paid direct to rent accounts on a weekly basis in all cases. Universal Credit will make 12 calendar monthly payments of equal value, where circumstances remain the same.

For Housing Associations, HB is normally paid directly to the landlord 4-weekly in arrears so the main change is the need to collect more rents directly from tenants. Private landlords will see less of a change as HB is more often than not paid directly to tenants and is paid 4-weekly in arrears.

4.31 *Proof of Tenancy.* Housing Leeds tenants will need to ensure that they are able to provide proof of tenancy and rent liability to UC – failure to do so will mean that Housing Costs will not be paid. Similarly, details of rent increases need to be provided for each tenant on Universal Credit. Under HB, no such requirements exist as both Housing and Housing Benefit systems have weekly automated interfaces. DWP is currently looking at how to streamline this process but there will still be additional work for Housing Leeds to support any streamlined process.

4.32 *Alternative Payment Arrangements.* The DWP have acknowledged that the move to a single monthly payment will be a significant change to the way most benefits are currently paid so have set up a system of 'Alternative Payment Arrangements' for those claimants who need additional support. These Alternative payment arrangements are:

- Paying housing costs (rent) through 'managed payments' to landlords, either due to 'vulnerability', or rent arrears.
- Making more frequent than monthly payments to help with budgeting.
- Splitting payment of an award between partners where it is felt necessary.

Subject to the outcome of the Trusted Partner trial, landlords will need to make arrangements to secure direct payment for tenants who are in arrears or who are unable to manage their financial affairs. This will involve providing adequate details to DWP as to why an Alternative Payment Arrangement should be put in place. The criteria for considering someone for an Alternative Payment Arrangement are based on 'tier' factors.

The 'tier factors' which will mean that the claimant has a highly likely / probable need for Alternative Payment Arrangements, and 'tier two factors' which will mean that the claimant has a less likely / possible need for Alternative Payment Arrangements are attached at Appendix C.

4.33 *Changes of address.* A change of address will see the end of any arrangements to pay the landlord directly and payments will revert to tenants with the whole of the month's payment going to the tenant. In the private sector, a change of address often involves a change of landlord. However, in the social sector a change of address does not normally mean a change of landlord and landlords will need to once again request direct payments where appropriate.

IMPACT ON COUNCIL SERVICES

4.34 A number of services are directly affected by the Universal Credit roll out:

- The Welfare & Benefits Service will no longer be responsible for the administration of Housing Benefit for working age tenants as Universal Credit rolls out. This has workforce implications. However, it needs to be noted that councils will retain responsibility for Housing Benefit for pensioners for the time

being and will also retain responsibility for Housing Benefit for Supported and Specialist accommodation. Discretionary Housing Payment decisions will also remain with local councils. This will see tenants claiming help with housing costs through Universal Credit and claiming any extra support needed directly from the local council.

- Housing Leeds will be required to collect rent directly from tenants on Universal Credit and this is likely to have implications for collection costs. Direct payment of housing costs directly to tenants is also expected lead to an increase in rent arrears which will also have implications for costs of collection activity and the overall rent arrears position.
- Customer Services will be expected to provide support to tenants to claim and maintain their Universal Credit claims as well as providing Personal Budgeting Support for vulnerable tenants. Whilst it is expected there will be funding available from DWP to help with this activity, the level of funding and the conditions for funding are not yet known.

- 4.35 *Manual administration processes.* There will be additional administration processes imposed on Local Authorities due to the current lack of automation within the Universal Credit regime. These being:
- Notification of UC entitlement to support Council Tax Support calculations
 - UC Service Centres will refer complex housing costs cases to the council for information and advice.

These additional requirements will need to be contained within the existing Benefits function for which resources will need to be supplied.

- 4.36 *Housing Benefit (HB) caseload implications.* Feedback from live sites suggests that the HB caseload has not seen any significant reductions to the existing caseload for this limited roll out. However, as the roll out of UC for new claims extends to Couples and Families over the course of the next two years, the HB caseload for new claims will start to reduce.

This will have implications for the HB administration function and resource requirements. Discussions are ongoing with DWP as to any TUPE arrangements that will apply and these will be agreed ahead of full migration.

- 4.37 *Financial implications.* The roll out of Universal Credit has some direct financial implications for the Council. As well as the costs implications for Housing Leeds and Customer Services referred to in paragraph 4.16, there are implications that relate to The Housing Benefit and Council Tax Support Administration grant.

Admin Grant

- 4.38 Currently, the Council receives £4.82m in administration grant for delivering Housing Benefit and Council Tax Support:

- £3.75m comes from DWP and is for dealing with Housing Benefit cases and Council Tax Support cases where Housing Benefit is also being claimed
- £1.07m comes from DCLG and is for dealing with Council Tax Support-only cases i.e. cases where there is no claim for Housing Benefit. .

- 4.39 In recognition of the limited roll out of Universal Credit in 15/16, DWP agreed that there would be no further reduction to the admin grant in 15/16 as a result of Universal Credit. However, it is expected that DWP will look again at this decision in relation to the 16/17 admin. grant. If there is a reduction in the admin grant because of Universal Credit, the Council will face financial pressures from two areas:
1. A pressure will be created if the reduction in grant is not matched by a reduction in caseload;
 2. A pressure will also be created if DWP and DCLG do not work together to recognise that as Housing Benefit cases migrate to Universal Credit this will leave an increasing CTS-only caseload.
 - Most HB cases also get Council Tax Support;
 - Councils assess HB and CTS together so the work needed to calculate HB means there is little extra work needed to award CTS;
 - This efficiency is lost as HB transfers to Universal Credit;
 - Councils will still have the costs of gathering and verifying income and household details but this will be just for CTS cases.
- 4.40 Discussions are expected to take place shortly with DWP officials about the admin grant for 16/17.

ON-GOING PREPARATIONS

- 4.41 Work is underway to help prepare stakeholders for this limited roll out of Universal Credit as well as put in place the necessary arrangements to deal with the Housing Benefit caseload implications.
- Online Application Support*
- 4.42 The council will need to provide support to people to enable a claim to be made and maintained online. This can be achieved by:
- Identifying PC/Public internet sites across Leeds
 - Identifying which of these locations will have trained staff to provide the necessary “supported access”
 - Publicising these services to residents
 - Ensuring staff are available within the OSC’s to support access to a UC claim and provide the relevant level of support required
- 4.43 For the initial roll out it is envisaged that the majority of claimants will be newly unemployed people who are already used to the online claiming regime. DWP advise that 99% of current UC claims are being successfully made online.
- 4.44 The DWP emphasis is on enablement and self-service rather than a claim completion service. This is something that will be continued in the council’s provision by supporting residents to self-serve rather than doing it for them. In some cases this will mean a less hands on support than claimants may be used to for current Housing Benefit applications. Some applicants will need full support when completing their UC claim and this will need to be provided as part of the Local Delivery Partnership, although for initial roll out numbers will be small.

- 4.45 Community Hubs will play a key role in supporting people to get online and this is something that is already evident as part of the Citizens@Leeds agenda. Online claiming support is not considered to be anything new to the Community Hubs current practices and it is anticipated that any support requirements for UC claiming can be contained within the Community Hubs existing provision.
- 4.46 An online Housing Benefit and Council Tax Support claim form will be introduced during the summer. A move to online benefit claiming processes will take place ahead of UC go live, which will give the added benefit of getting both claimants and staff used to an online benefit form process. The emphasis will be on encouraging private landlords, Housing Leeds and housing Associations to support their tenants to utilise the E-claim process, which in turn will assist in reducing demand on Community Hubs and also prepare claimants for the future UC claiming requirements.
- 4.47 PC hardware has already been increased in a number of Community Hubs and One Stop Centres across the city for public use and JCP have increased the number of PC's in all of their sites across Leeds and they advise that they have adequately increased the number of accessible PC's to cope with any increase in demand.

Personal Budgeting Support (PBS)

- 4.48 The DWP will require the Local Authority to provide PBS based on specific outcomes. The emphasis will be on helping people to deal with a monthly payment of UC made directly to themselves monthly in arrears and ensuring they are able to meet the demands of having Housing Costs in with this payment instead of being paid to the landlord. This support will include managing a basic household budget, managing a bank account, and making payments.
- 4.49 Take up of PBS is not conditional for a UC claim and as the initial roll out will be single newly unemployed people, it is likely that take up of PBS will be low.
- 4.50 The DWP advise that any in depth debt advice that the customer needs will not come within the Delivery Partnership requirements/ funding and the council will refer clients to appropriate services that can deliver this support. This will be fundamentally the same mechanism as currently followed by front line staff.
- 4.51 Many support service functions are already embedded within the community hubs as part of its Citizens@Leeds agenda across the city and it is intended that PBS will initially be maintained within existing front line services within the Community Hubs.

Further preparation work

- 4.52 Staff, Landlord and stakeholder overviews will be undertaken to ensure front facing services understand the implications of UC for people and are able to deal with the potential queries and advise and signpost to the appropriate support. JCP will play a key role in assisting in the delivery of these overviews.
- 4.53 Housing Leeds will see the biggest impact of the effects of UC introduction and it is imperative that procedures are in place to minimise the impacts of UC and that staff are fully aware of their need to support tenants through the UC claiming

regime to ensure rent liability continues to be met. Training on UC for key Housing advisors has already been undertaken and dissemination of this key training will be undertaken to front line Housing staff.

- 4.54 Close partnership working is already underway to promote the benefits of the credit union, especially around the provision of budgeting accounts which will allow claimants to have their UC paid into them and make sure their priority bills are paid.

Housing Leeds are currently funding three officers from Leeds Credit Union to work with Housing Leeds tenants to promote alternative banking options and budgeting assistance ahead of the roll out of UC.

Delivery Partnership Agreement

- 4.55 The Council is not under any obligation to enter into a Delivery Partnership arrangement with DWP. However, in order for adequate support to be given to residents to manage the change to Universal Credit it is felt appropriate that agreement is reached on the type of support we can give with the available funds. Subject to Executive Board approval, discussions will take place with DWP managers in relation to the Delivery Partnership Agreement and agreeing the appropriate delivery model for Leeds.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.2 This report provides background information on the implications of Universal Credit when it is implemented in Leeds and does not require consultation at this stage.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 Equality impact assessments will be carried out as part of the on-going preparations for the implementation of Universal Credit, particularly for families and disabled customers. This will be done to help ensure that the appropriate level of support is put in place.

5.3 Council policies and Best Council Plan

- 5.3.1 A key priority for the council in addressing poverty and deprivation. A thorough understanding of Universal Credit, alongside a detailed action plan, will be essential in helping to maximise benefits arising from Universal Credit and mitigate risks arising from the way Universal Credit is delivered. The approach to implementation will include cross sector working, particularly with the Advice Sector and 3rd sector organisations such as Leeds Credit Union and will be aimed at ensuring tenants and residents receive support to manage the changes.

5.4 Resources and value for money

- 5.4.1 Supporting residents to deal with Universal Credit and dealing with the administrative implications will have cost implications for the council. DWP will

provide funding to help with these costs and will require evidence of all customers helped with Universal Credit. However, DWP payments will be limited to the areas covered by the Delivery Partnership and will not extend to other issues such as increased customer contacts, increased rent arrears etc.

- 5.4.2 Each year the council receives a grant from DWP for the administration of Housing Benefit. The roll out of Universal Credit will see the Housing Benefit caseload start to reduce with implications for the level of grant provided by DWP. No additional reduction to the HB grant because of Universal Credit was made in 15/16 because of the limited nature of the UC roll out in 15/16. However, this may not be the case in 16/17. It is unlikely that any information will be available about this issue until late in the autumn.

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 There are no legal implications arising from this report.

5.6 Risk Management

- 5.6.1 If the Council does not enter into an agreement with the DWP there is a risk that adequate alternative support provision is not put in place and residents will not be supported through this change. This will ultimately impact on other Council services as people approach the Council for assistance when they begin to struggle with their financial commitments.
- 5.6.2 There is also a risk that the costs incurred by the council may not be met in full by DWP.
- 5.6.3 Universal Credit is part of a wider welfare reform programme that is already covered by the Corporate Risk on welfare reform, which is reviewed on a regular basis and which looks at risks around rent arrears and other housing issues.

6 Conclusions

- 6.1 Universal Credit is the biggest change to the welfare system for many years. Its implications for the council and its residents need to be fully understood in order to ensure that implementation goes smoothly and all stakeholders are fully informed.
- 6.2 There are still areas where Universal Credit policy is being determined and areas where decisions have yet to be made by DWP. These include Free School Meals, the transition and migration plan and the roll of social sector landlords.

7 Recommendations

- 7.1 That the information supplied in this report is noted.
- 7.2 That Scrutiny Board, in discussion with officers, agrees a programme of work to support and monitor the on-going implementation of Universal Credit.

8 Background documents¹

- 8.1 The Cumulative Impact of Welfare Reform in Leeds, a report by Policy in Practice and the Welfare Reform Club.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix A

Table 1	Worse off under UC	No change in entitlement	Better off under UC
Number of households	13,400	25,046	15,773
Average Amount (per month)	£106.91	N/A	£103.61
Number of children	22,435	17, 214	10,805
By Household Type			
Single	13%	60%	56%
Lone parent	64%	28%	15%
Couple without children	5%	4%	6%
Couple with children	18%	9%	22%
By Housing Sector			
Private rent	34%	38%	31%
Social rent	60%	55%	60%
Owner-occupier	6%	7%	9%
By Employment			
In work	46%	1%	48%
Not in work	54%	99%	52%
By Disability			
Disabled	25%	28%	50%
Not disabled	75%	72%	50%

Appendix B: Calculating Universal Credit

Stage 1 - Maximum Universal Credit

The first stage is to work out what the maximum amount of Universal Credit is for the family.

Universal Credit has the following elements:

- Standard Allowance: everyone gets this with the amount being dependent on age and whether single or part of a couple
- Extra amounts are added if any of the following apply
 - Child element: an additional amount is added for each child
 - Disabled Child element: applies if any child has a disability
 - Childcare element: paid to help with up to 70% of relevant childcare costs
 - Disability elements: there are two rates:
 - a lower Limited Capability for Work Element; and
 - a higher Limited Capability for Work & Work-Related Activity Element
 - Carer Element: paid to support a person providing a significant amount of care to someone with a disability
 - Housing Element: paid to help cover relevant housing costs

Adding up all the elements that apply, gives the Maximum Universal Credit figure

For example, Mr and Mrs Jones are a couple both aged over 25 with 2 children renting privately. Mr Jones works full time on the national minimum wage. They would have the following Maximum Universal Credit

Element	Monthly amount
○ Standard Allowance	£498.89
○ Child element	
▪ 1 st child	£277.08
▪ 2 nd child	£231.67
○ Housing costs	£650.00
<i><u>Maximum Universal Credit</u></i>	<i><u>£1657.64</u></i>

Stage 2 – Working out the monthly income to be taken into account

Earned and unearned income is taken into account for Universal Credit purposes

- Earned income is converted into a monthly figure;
- Workers are entitled to a 'work allowance' which is deducted from the monthly earnings;
- The value of the work allowance depends on whether a claimant has housing costs, whether they are single, have children or have limited capacity for work;

- 65% of the earnings left after deducting the 'work allowance' is deducted from the Maximum Universal Credit

Unearned income includes work pensions, benefits such as contributions-based Jobseekers Allowance, contributions-based ESA, Carer's Allowance etc. Also, assumed income from capital between £6000 and £16000 is also taken into account.

The full amount of unearned income is deducted from the Maximum Universal Credit.

As Mr Jones works full time his Maximum Universal Credit would be reduced as follows:

Monthly earnings	£985.33
Less work allowance:	<u>£222.00</u>
Earned income	£763.33
Earned income for UC purposes	
£763.33	
X 65%	£496.16
Universal Credit award is:	
Maximum UC	£1657.64
Less earned income	<u>£ 496.16</u>
	<u>£1161.48</u>

Mr & Mrs Jones total income for the month is:

Earnings	£985.33
Universal Credit	£1161.48
Child Benefit	<u>£149.06</u>
	<u>£2295.87</u>

Appendix C

Alternative Payment Arrangements

The 'tier factors' which will mean that the claimant has a highly likely / probable need for Alternative Payment Arrangements, and 'tier two factors' which will mean that the claimant has a less likely / possible need for Alternative Payment Arrangements. These are:

Tier one factors:

- Drug / alcohol and / or other addiction problems e.g. gambling.
- Learning difficulties including problems with literacy and / or numeracy.
- Severe / multiple debt problems.
- In temporary and / or supported accommodation.
- Homeless.
- Domestic violence / abuse.
- Mental health condition.
- Currently in rent arrears / threat of eviction / repossession.
- Claimant is young - either a 16/17 year old and / or a Care Leaver.
- Families with multiple and complex needs.

Tier two factors:

- No bank account.
- Third party deductions in place (eg for fines, utility arrears etc).
- Claimant is a refugee.
- History of rent arrears.
- Previously homeless and / or in supported accommodation.
- Other disability (eg physical disability, sensory impairment etc).
- Claimant has just left prison.
- Claimant has just left hospital.
- Recently bereaved.
- Language skills (eg English not spoken as 'first language').
- Ex service personnel.
- NEETs - aged 18-24 and not in Education, Employment or Training

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 27th July 2015

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Board's work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting on 17th June. It will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 24th June 2015, for the Board's information.

Recommendation

3. Members are asked to consider the work schedule and make amendments as appropriate.

Background documents¹

4. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Area of review	Schedule of meetings/visits during 2015/16		
	June	July	August
Development of Community Hubs			Scoping terms of reference
Development of Community Committees			Scoping terms of reference
Universal Credit Preparations		Initial briefing and determining areas for further scrutiny SB 27/07/15 @ 10 am	Scoping terms of reference
Briefings	Scrutiny Board Terms of Reference and Sources of Work SB 17/06/15 @ 1.30 pm		
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 27/07/15 @ 10 am	

Scrutiny Board (Citizens and Communities) Work Schedule for 2015/2016 Municipal Year

Areas of review	Schedule of meetings/visits during 2015/16		
	September	October	November
Development of Community Hubs	Agreeing terms of reference SB 14/09/15 @ 10 am		
Development of Community Committees	Agreeing terms of reference SB 14/09/15 @ 10 am		
Universal Credit Preparations	Agreeing terms of reference SB 14/09/15 @ 10 am		
Briefings	Revised Gambling Act Licensing Policy SB 14/09/15 @ 10 am Delivering the centres of excellence model within the Corporate Contact Centre – update SB 14/09/15 @ 10 am Poverty Truth Challenge – update SB 14/09/15 @ 10 am		
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 12/10/15 @ 10 am	

Scrutiny Board (Citizens and Communities) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	December	January	February
Development of Community Hubs			
Development of Community Committees			
Universal Credit Preparations			
Briefings	Role and work of the Communities Board SB 07/12/15 @ 10 am		
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 10/01/16 @ 10 am	

Scrutiny Board (Citizens and Communities) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	March	April	May
Development of Community Hubs			
Development of Community Committees			
Universal Credit Preparations			
Briefings			
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 12/04/16 @ 10 am	

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Unscheduled

Migration
Welfare Reform
Approaches in tackling begging

EXECUTIVE BOARD

WEDNESDAY, 24TH JUNE, 2015

PRESENT: Councillor J Blake in the Chair

Councillors D Coupar, M Dobson, S Golton,
J Lewis, R Lewis, L Mulherin, M Rafique
and L Yeadon

SUBSTITUTE MEMBER: Councillor J Procter

APOLOGIES: Councillor A Carter

1 Chair's Opening Remarks

The Chair welcomed all in attendance to the first Executive Board meeting of the 2015/16 municipal year.

2 Substitute Member

Under the terms of Executive and Decision Making Procedure Rule 3.1.6, Councillor J Procter was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

3 Exempt Information - Possible Exclusion of the Press and Public

There were no matters which the Board designated as being exempt from publication under the provisions of the Council's Access to Information Procedure Rules.

4 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Financial Performance – Outturn Financial Year Ended 31st March 2015', Councillor Yeadon drew the Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management, whilst Councillor J Procter drew the Board's attention to his position as a member of the Leeds Grand Theatre and Opera House Board of Management. (Minute No. 11 refers).

5 Minutes

RESOLVED – That the minutes of the meeting held on 22nd April 2015 be approved as a correct record.

COMMUNITIES

6 Citizens@Leeds - Supporting Communities and Tackling Poverty

Further to Minute No. 48, 16th July 2014, the Assistant Chief Executive (Citizens and Communities) submitted a report providing details of the progress which had been made to date in supporting communities and tackling poverty, which was presented within the overall context of poverty in the city. In addition, the report also provided details of the actions to be taken

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th July, 2015

to help deliver those outcomes which were aimed to be achieved over the next 5 years.

Members welcomed the initiatives detailed within the submitted report and discussed the supporting statistics presented within it. Emphasis was placed upon the importance of using the outcomes achieved by the initiatives as a measure of their success.

In highlighting the positive work which had been undertaken, together with the results achieved to date in supporting communities and tackling poverty, Members emphasised the importance of involving local businesses in such matters. In addition, the Board discussed the ongoing work of local Ward Members, Area Support Teams and Community Committees in this field and the potential for the further development of their respective roles in the future.

RESOLVED –

- (a) That the key progress made to support communities and tackle poverty be noted;
- (b) That the proposed next steps to be taken over the course of the next year by the Assistant Chief Executive (Citizens and Communities), as detailed within section 4 of the appendix to the submitted report, be endorsed.

CHILDREN AND FAMILIES

7 The Children and Young People's Plan 2015-2019 and Ofsted Post Inspection Action Plan

Further to Minute Nos. 120, 19th November 2014 and 189, 22nd April 2015 respectively, the Director of Children's Services submitted a report outlining the background to the preparation of the Council's draft Children and Young People's Plan (CYPP) 2015-2019 and which sought approval to submit the document for final approval to the Council meeting of 8th July 2015. In addition, the report also followed up the next steps to the recent Children's Services Ofsted inspection, specifically regarding the production and with the Board's agreement, submission of a post Ofsted inspection action plan to the Secretary of State and Her Majesty's Chief Inspector (HMCI), as required.

Regarding the draft CYPP, Members welcomed the focus being placed upon the importance of social, emotional and mental health and wellbeing outcomes and the need to ensure that young people in the city gained a 'best start' in life.

In response to a specific enquiry regarding the Ofsted Post Inspection Action Plan, the Board received details of the collaborative approach being taken with agencies in the field of child protection, with specific reference being made to the agencies' attendance at initial child protection meetings.

Members highlighted the integral role played by the Child and Adolescent Mental Health Service (CAMHS) and the Targeted Mental Health in Schools

(TAMHS) service and discussed the pressures and challenges which were currently being faced in such areas. Furthermore, it was requested that the Board continued to be updated on such matters as and when appropriate.

RESOLVED –

- (a) That approval be given for the draft CYPP 2015-19, as appended, to be submitted for final approval to the meeting of Council on 8th July 2015;
- (b) That approval be given for the draft Ofsted Post Inspection Action Plan, as appended, to be submitted to the Secretary of State and the HMCI;
- (c) That it be noted that the officer responsible for such matters is the Chief Officer, Partnership, Development and Business Support.

(In accordance with the Council's Executive and Decision Making Procedure Rules, the matters referred to in resolution (a) above, were not eligible for Call In as the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules)

8 Raising Educational Standards in Leeds - Learning Improvement

The Director of Children's Services submitted a report summarising the achievement of learners in Leeds at all key stages in 2014, including Early Years Foundation Stage. In addition, the report also outlined the action which continued to be taken by the Council in order to fulfil its responsibilities to support, monitor, challenge and intervene as necessary.

The Board welcomed the improving situation in respect of learners' achievement in Leeds during the 2013-2014 academic year, as presented within the submitted report.

With regard to the provision of school places, the progress which was being made in this area was noted, however, emphasis was placed upon the need to ensure that such progress continued. In addition, responding to a specific enquiry, the Board received an update on the actions being taken to ensure that improved attainment at early years levels continued.

RESOLVED –

- (a) That the documented information as submitted, together with the information presented verbally to Executive Board at the meeting, be noted;
- (b) That the progress which has been made be endorsed and that the areas which need further improvement be supported;
- (c) That the future provision of monitoring, support, challenge and intervention in all Leeds schools be supported, in order to ensure that progress continues;

- (d) That the sector lead partnership working which looks to secure accelerated progress, be endorsed;
- (e) That the further development of programmes to build sustainable links between schools and local businesses to better prepare young people for the world of work and to meet the entry level skills needs of business be supported, in order to support sustainable economic growth;
- (f) That it be noted that the officer overseeing the resolutions above is the Head of Learning Improvement.

9 Annual Reports of the Fostering and Adoption Service & annual updates of the respective Statements of Purpose

The Director of Children's Services submitted a report which presented the respective annual reports of the Fostering and Adoption services for consideration, as required by the National Minimum Standards 2011. In addition, the report also sought approval of the revised Statements of Purpose for the Council's Fostering and Adoption Services.

Members welcomed the submitted report and noted that in moving forward, one priority area was to be the recruitment of foster carers for teenagers.

RESOLVED – That the respective Statements of Purpose for both the Fostering and Adoption services for Leeds City Council be approved, and that support continue to be provided for the work of the fostering and adoption services in ensuring the best possible support.

10 Outcome of consultation on proposals to increase secondary school places at Roundhay School

Further to Minute No. 137, 17th December 2014, the Director of Children's Services submitted a report providing details of the proposals brought forward to meet the local authority's duty to ensure sufficiency of school places. The report described the outcome of the consultation exercise undertaken and sought permission to publish a statutory notice in respect of Roundhay School.

The Board noted a correction which was reported to the meeting, in that paragraph 4.4.1 of the submitted report should refer to the project being at the 'Feasibility Stage' rather than 'RIBA Stage D', as referenced within the published report.

Responding to a specific enquiry, the Board received clarification both on the proposals detailed within the submitted report and also on how the proposals would affect the admission of pupils, at both primary and secondary levels.

Members noted the Council's aspiration for all children and young people to have access to good or outstanding education in every community throughout Leeds. In addition, the Board received further information on the range of issues which could potentially affect the cost of, or extent to which a school

could be expanded or developed in order to ensure a sufficiency of school places in the locality.

In conclusion, it was highlighted that the provision of sufficient school places across the city continued to be a key priority for the Council.

RESOLVED –

- (a) That approval be given for the publication of a Statutory Notice to expand Roundhay School from a capacity of 1,250 pupils to 1,500 pupils in years 7 – 11 with an increase in the cohort sizes from 250 to 300, with effect from September 2017;
- (b) That it be noted that legally the change would be to increase the year 7 admissions number in 2017 and 2018 to 300, then reduce it to 240 in 2019, as the primary children are already on the roll of the school and the admission number is the number of additional children from other primary schools that would be admitted;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Capacity Planning and Sufficiency Lead by September 2017.

RESOURCES AND STRATEGY

11 Financial Performance - Outturn Financial year ended 31st March 2015

The Deputy Chief Executive submitted a report providing the Council's financial outturn position for 2014/2015 for both revenue and capital, whilst also including details regarding Housing Revenue Account and spending on schools. In addition, the report also highlighted the position regarding other key financial health indicators including Council Tax and National Non-Domestic Rates (NNDR) collection statistics, sundry income, reserves and the prompt payment of creditors.

The Chief Executive and the Chair paid tribute to all Council employees for the integral role that they had played, under challenging circumstances, in achieving the final 2014/15 budget position. In addition, they also thanked the Council's partners together with those within the business community for their continued support and positive working relationships.

RESOLVED –

- (a) That the outturn position be noted, that the creation of earmarked reserves as detailed in paragraphs 3.9 and 5.1 of the submitted report be agreed, and that approval be given for their release to be delegated to the Deputy Chief Executive;
- (b) That the write-off of the outstanding balance owed by the Leeds Grand Theatre and Opera House Company in respect of the City Varieties Refurbishment Scheme, as detailed at paragraphs 6.2.3 and 6.2.4 of the submitted report, be approved;

- (c) That it be noted that the Chief Officer (Financial Services) will be the responsible officer for the implementation of such matters following the conclusion of the "Call In" period.

12 Financial Health Monitoring 2015/16 - Month 2 (May 2015)

The Deputy Chief Executive submitted a report which presented the Council's projected financial health position for 2015/2016 after two months of the financial year. In addition, the report also highlighted key issues impacting upon the overall achievement of the budget for the current year.

Responding to a specific enquiry, the Board received further information on particular aspects of the currently projected overspend within Children's Services.

Also, the Board considered the possibility of a reduction in the Council's Public Health 2015/16 budget, and the potential impact that such a reduction could have upon service provision.

RESOLVED – That the projected financial position of the authority for 2015/2016 be noted.

DATE OF PUBLICATION: Friday, 26th June 2015

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 p.m., Friday, 3rd July 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 6th July 2015)