



SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 9th November, 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>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>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.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 12 OCTOBER 2015</p> <p>To confirm as a correct record, the minutes of the meeting held on 12 October 2015.</p>	1 - 6
7			<p>THE DEVELOPMENT OF COMMUNITY HUBS - SCRUTINY INQUIRY</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting evidence in line with session 1 of the Board's inquiry.</p>	7 - 34
8			<p>PERFORMANCE REPORT (QTR 2)</p> <p>To receive a report from the Assistant Chief Executive (Citizens and Communities) presenting an update on performance in line with the Board's remit.</p>	35 - 56

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>LONG TERM STRATEGIC PARTNERSHIP WITH LEEDS CITY CREDIT UNION.</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting an update in relation to the long term strategic partnership with Leeds City Credit Union.</p>	57 - 84
10			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	85 - 108
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 18 January 2016 at 10.00 am (pre-meeting for all Board Members at 9.30 am)</p> <p>THIRD PARTY RECORDING</p> <p>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.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> 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. 	

Item No	Ward/Equal Opportunities	Item Not Open		Page No

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SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

MONDAY, 12TH OCTOBER, 2015

PRESENT: Councillor B Anderson in the Chair

Councillors A Blackburn, C Campbell,
C Dobson, R Grahame, G Hyde,
J Illingworth, J Jarosz, K Ritchie and
M Robinson

30 Late Items

There were no late items.

31 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

32 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors A Carter, M Harland, K Maqsood, K Wakefield and N Walshaw. Notification was received that Councillor C Dobson was substituting for M Harland; Councillor J Jarosz was substituting for Councillor K Wakefield; and Councillor K Ritchie was substituting for Councillor K Maqsood.

33 Minutes - 14 September 2015

RESOLVED – That the minutes of the meeting held on 14 September 2015 be approved as a correct record.

34 Migration and Refugee Update - Leeds Position

Last month, the Board requested information about the current position in Leeds in relation to migration generally, but to also have an informed discussion about the Leeds response to the current Middle East refugee crisis.

The report submitted by the Assistant Chief Executive (Citizens and Communities) provided background information on a range of issues relating to migration in Leeds and how services are addressing the issues and the implications arising. The report also explained the Leeds response to the current Middle East refugee crisis. Appended to the report was a copy of the Executive Board report dated 23rd September 2015 which also included the Council's response to the Home Office consultation 'Reforming support for failed asylum seekers and other illegal migrants'.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Board Member for Communities
- Shaid Mahmood, Acting Chief Officer Communities
- Lee Hemsworth, Chief Officer Customer Access
- Steve Carey, Chief Officer Welfare and Benefits
- Sue Rumbold, Chief Officer Partnership Development and Business Support, Children's Services
- Rob McCartney, Head of Housing Support, Housing Leeds
- Mick Ward, Head of Commissioning, Adult Social Care
- Pria Bhabra, Commissioning Officer (Migrant Access), Adult Social Care
- Inspector Nick Berry, West Yorkshire Police
- David Brown, Migration Yorkshire

Given the complexity of this issue, the Chair explained that he had also extended an invitation to other Scrutiny Board Chairs to attend, or nominate a Board representative to attend, and contribute to the discussion. The following Members were in attendance in this regard:

- Councillor Hayden – Strategy and Resources Scrutiny Board
- Councillor Ghulam Hussain – Adult Social Services, Public Health, NHS Scrutiny Board
- Councillor Catherine Dobson – Children and Families Scrutiny Board
- Councillor Ritchie – Environment and Housing Scrutiny Board

The key issues raised during the Board's discussion were as follows:

- Definition of terms used in relation to migration – a simplified definition of terms used had been appended to the report which Members welcomed. However, a suggestion was made to make clear within the definition of Asylum Seekers that once granted asylum, those individuals will also have the right to work as well as claiming benefits.
- Migrant Access Project – the Board welcomed the initiatives linked to this project, particularly in training community people who speak the same language of new arrivals to help inform and empower them to successfully settle and integrate. Particular importance was also placed on delivering more drop-in and outreach services.
- Syrian refugees – Members were pleased to learn that Leeds has offered to take an additional 200 Syrian refugees over the next two years, equating to approximately 20 families for each of the next two years.
- Housing for the Syrian refugees – it was highlighted that less than 10 council houses are expected to be used to house the Syrian refugees as the Council is also working closely with the private rented sector and housing associations.
- Addressing housing misconceptions – the Board discussed the number of applicants on the council housing waiting list (following the meeting, the directorate verified the figures to be approximately 25,000 applicants currently on the council housing waiting list, of which only approximately 6,000 have been awarded priority status (Band A or B) and that very few

are without any form of accommodation - approximately 15 rough sleepers). Acknowledging that refugees would be granted priority status under the same processes, the Board agreed that greater clarity was needed to help address particular misconceptions about refugees 'queue jumping' the housing waiting list.

- Local welfare scheme funding – the Board welcomed the allocation of £100k to support third sector organisations in providing assistance to refugees and asylum seekers. The principle of enabling numerous organisations to access this funding was also welcomed.
- Application of the asylum process – the Board sought further clarification of this process and concerns were raised about refused asylum seekers becoming destitute as they will have very little incentive to stay in touch with the authorities once support is withdrawn.
- Reforms to asylum support – the Board also shared the concerns expressed by the Council to the Home Office consultation on the proposed reforms to asylum support. Members were informed that local MPs had also been consulted in this regard.
- Unaccompanied asylum seeking children – the Board welcomed the positive response of Children Services in already assisting Kent County Council in accommodating 8 children as part of the Council's looked after children arrangements, with the possibility of taking more. It was also noted that additional assistance would be offered to those schools that offered placements for these children.
- Child friendly welcome pack for new children in the city – the Board praised the development of a new initiative with Migration Yorkshire aimed at helping children to express themselves by providing a welcome pack that will include a variety of art tools.
- Access to English language learning – the Board recognised the importance of providing assistance to those individuals needing to improve their written and spoken English to enable them to access further education and employment. The Board therefore welcomed the launch of the 'Learning English in Leeds' website which signposts individuals to where they can access lessons.
- City of Sanctuary – acknowledging that Leeds is part of the UK wide network of Cities of Sanctuary, the Board was informed that a progress report was due to be produced in 2016 and would be shared with Scrutiny.

In conclusion, the Chair thanked everyone for their positive contributions and explained that the Scrutiny Board will continue to monitor the broader issues surrounding migration in Leeds and will schedule a specific update on the Middle East refugee crisis in January/February 2016. In the meantime, the Chair requested that the comments and suggestions raised during the meeting are reflected as part of the ongoing work surrounding this matter.

RESOLVED –

- (a) That the Scrutiny Board notes the report
- (b) That the comments and suggestions arising from today's meeting are reflected as part of the ongoing work surrounding this matter.

- (c) That the Board will continue to monitor the broader issues surrounding migration in Leeds and will schedule a specific update on the Middle East refugee crisis in January/February 2016.

35 Poverty Truth Commission Leeds

The report of the Assistant Chief Executive (Citizens and Communities) presented information on the Poverty Truth Commission run by Together for Peace and supported by the Council.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Board Member for Communities
- Steve Carey, Chief Officer Welfare and Benefits
- Lee Hemsworth, Chief Officer Customer Access
- Andrew Grinnell, Together for Peace

A report on the activity and conclusions of the Commission, which was produced in the form of postcard packs, was also distributed to Board Members during the meeting for information. The innovative format of this report was praised by the Board.

The Chair invited Andrew Grinnell to summarise the key outcomes arising from the Commission. In doing so, it was also noted that Together for Peace, in conjunction with the Joseph Rowntree Foundation and the Scottish Poverty Truth Commission, were exploring opportunities to roll out the Poverty Truth Commission across the country as well as expanding it further in Leeds. This was welcomed by the Board.

RESOLVED – That the report be noted.

(Councillor C Campbell left the meeting at 11.40 am during consideration of this item).

36 Work Schedule

The report of the Head of Scrutiny and Member Development invited Members to consider the Board's work schedule for the municipal year. The Chair highlighted that the work schedule would be updated to reflect today's discussions and reminded the Board of forthcoming working group meetings linked to its inquiry on Universal Credit.

RESOLVED – That the work schedule be updated to reflect the Board's discussions today.

37 Date and Time of Next Meeting

Monday, 9 November 2015 at 10.00 am (pre-meeting for all Board Members at 9.30 am).

(The meeting concluded at 12.00 pm).

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 9 November 2015

Subject: The Development of Community Hubs – Scrutiny Inquiry

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 Citizens and Communities Scrutiny Board agreed to undertake an inquiry this year into the development of Community Hubs. The Board agreed the terms of reference for this inquiry at its September 2015 meeting and these are attached for information (see appendix 1).
2. The purpose of today's meeting is to consider evidence in line with session 1 of this inquiry which addresses the following areas:
 - The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
 - The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
3. The Assistant Chief Executive (Citizens and Communities) has provided a report in preparation for this first session (see appendix 2) and representatives from the directorate will also be attending today's meeting to contribute to the Board's discussion in relation to the above.

Recommendation

4. Members are asked to consider the attached information in line with session 1 of its inquiry into the development of Community Hubs.

Background documents¹

5. 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.

SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

THE DEVELOPEMNT OF COMMUNITY HUBS

TERMS OF REFERENCE

1.0 Introduction

- 1.1 Under the banner of Citizens@Leeds, the Citizens and Communities directorate continues to lead on delivering the community hub approach across the city. This is in line with the Council's ambition to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact.
- 1.2 Phase 1 of this approach involved the development of three pathfinder community hubs which have now been in operation since April 2014. Future phases will see the development of the Community Hub approach into 3 'types' of provision (Community Hub Extra; Community Hub Local; and Community Hub Mobile). Phase 2 involves proposals for a further 12 community hub sites during the next 12 months and proposals for Phase 3 will also be developed to extend the provision of community hubs across the whole city over the next 18-24 months.
- 1.3 The Citizens and Communities Scrutiny Board recognises that the Phase 1 work still continues to be central in providing a 'blueprint' for the future development of the hub network across the city. As such, the Scrutiny Board's inquiry will evaluate the strengths and weaknesses of the pathfinder community hubs from a buildings and infrastructure perspective. As part of this, the Board will consult with existing 'front of house' staff and service user representatives. The findings from this inquiry will then help inform the business case for Phase 2 in terms of identifying minimum requirements for proposed future provisions.
- 1.4 The Board will also be considering the flexibility of the model in engaging other partner services in the community hub approach, with a particular focus on health sector partners. By exploring existing good practice, the Board will engage with primary care commissioners and providers to help promote the vision of the model and the mutual benefits to be gained by closer integration of services.

2.0 Scope of the inquiry

2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

- The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
- The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
- Service user feedback in terms of the model delivering a more integrated service.
- Community hub building standards and any minimum requirements for future proposed sites.
- The flexibility of the community hub model in encouraging closer integration with partner services.
- Opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.

3.0 Desired Outcomes and Measures of Success

3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.

3.2 The main objective of this inquiry is to assist the Citizens and Communities directorate in evaluating the strengths and weaknesses of the three pathfinder community hubs as part of the ongoing development of the community hub network. In particular, the Scrutiny Board's findings will help to inform the business case for Phase 2 in terms of identifying minimum requirements for proposed future provisions.

4.0 Comments of the relevant Director and Executive Member

4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

5.0 Timetable for the inquiry

5.1 The Inquiry will take place over a number of sessions. These sessions will also involve working group meetings with stakeholders, which will provide flexibility for the Board to gather and consider evidence.

5.2 The length of the Inquiry is subject to change. However it is anticipated that a final report will be produced by February/March 2016.

6.0 Submission of evidence

6.1 Session one – November 2015

To consider evidence in relation to the following:

- The level of clarity surrounding the future approach for the community hub network based on the 3 ‘types’ of provision.
- The current infrastructure of the three pathfinder community hubs and the views of existing ‘front of house’ staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)

6.2 Session two – November/December 2015

Undertaking site visits to the three pathfinder community hubs and obtaining service user feedback in terms of the model delivering a more integrated service.

6.3 Session three – December 2015

To consider evidence in relation to the following:

- Community hub building standards and any minimum requirements for future proposed sites.
- The flexibility of the community hub model in encouraging closer integration with partner services.

6.4 Session four – January 2016

To explore opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.

6.5 Session five – February 2016

To consider the findings and potential recommendations arising from this inquiry.

7.0 Witnesses

7.1 The following have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Assistant Chief Executive (Citizens and Communities)
- Chief Officer Customer Access
- Head of Customer Contact
- Executive Board Member for Communities

- Staff representation from the pathfinder community hubs
- Service user representation
- Clinical Commissioning Groups and primary care provider representation.

8.0 Equality and Diversity / Cohesion and Integration

- 8.1 The Equality Improvement Priorities have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve its ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

9.0 Post inquiry report monitoring arrangements

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

Report of Assistant Chief Executive (Citizens and Communities)

Report to Citizens & Communities Scrutiny Board

Date: 9th November 2015

Subject: Community Hubs Scrutiny Inquiry – Session 1 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

1. A Scrutiny Inquiry by the Citizens and Communities Scrutiny Board on the development of Community Hubs has been established. This Inquiry will over 5 sessions, gather evidence, feedback and commentary from relevant stakeholders to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
 - The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
 - Service user feedback in terms of the model delivering a more integrated service.
 - Community hub building standards and any minimum requirements for future proposed sites.
 - The flexibility of the community hub model in encouraging closer integration with partner services.
 - Opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.
2. This report covers the background to the development of the Community Hubs within the city and provides information pertaining to the first bullet-point above. The information provided to Scrutiny Board is based on the report to Executive Board in July 2015 concerning the development and roll-out of the Hub network across the city.

Recommendations:

3. That the information supplied in this report is noted.

1 Purpose of this report

- 1.1 The purpose of this report is to provide Scrutiny Board with information pertaining to the development of the Community Hubs and the vision for the roll-out of the model across the city based on 3 'types' of provision.

2 Key messages

- 2.1 The following represent the key messages within this report:

- The Council are committed to the development and roll-out of the Community Hub model and integrated front of house workforce across the city.
- There is widespread support both within the Council and amongst partners and stakeholders that the Community Hub model represents a key capability for delivering more integrated and accessible services within the city.
- The roll-out of the Hub model within the city will be based on the provision of 3 'types' of Community hubs: Community hub Extra, Community hub Local and Community Hub Mobile.
- That good progress is being made on delivering Phase 2 of the programme, building on the 'blueprint' established through the 3 Pathfinder sites.

3 Background information

- 3.1 A key objective for our Citizens@Leeds work is to build further on the excellent work done through the development of the council's one stop centre network. Our ambition is to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact.
- 3.2 Executive Board agreed in November 2013 to the development of three community hub pathfinders to inform our thinking and identify the best form of provision for delivering truly integrated face-to-face services. The three pathfinder community hubs are at the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley, all of which have been operational community hubs since 1st April 2014. Attached at Appendix A is a table outlining the key differences between a traditional One Stop Centre and the new service delivery model proposed through the Community Hub network.
- 3.3 Based on the success of the pathfinder sites, Executive Board received a further report on Community Hubs in October 2014. That report set-out both the successes delivered by the Pathfinders and the challenges they faced in delivering truly integrated and accessible services and proposed a city-wide network of community Hubs to build on the success of the pathfinders.
- 3.4 The key recommendations agreed by Members of Executive Board for the establishment of a city-wide network of community hubs were as follows:

- Approve 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.
- Approve the proposal to bring together 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.
- Approve the proposal to create 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.
- Authorise the Assistant Chief Executive (Citizens and Communities) to progress the detailed design of the proposed city-wide community hub network and associated workforce arrangements as set out in section 5 of the report.

3.5 Work has been ongoing since October last year to deliver against these recommendations and the information that follows updates Scrutiny Board on the progress made and the plans being progressed to roll the Community hub model out across the city by adopting 3 different 'types' of provision.

4 Main issues – progress to-date

4.1 Before outlining the work being done to progress the recommendations from the October 2014 Executive Board, it is worth reflecting on the continued development of the Community Hub approach across the city through both the existing Pathfinders and through some early successes achieved since 1st April this year. This 'Phase 1' work continues to be central in providing a 'blueprint' for the future development of the Hub network across the city.

Meeting local need – Armley Community Hub

4.2 The Pathfinders now have a year under their belts in terms of working as a single team and therefore the focus for the next 12 months is on really developing the services to meet local need. Work is ongoing in Inner West area around the Armley Community Hub to develop this thinking and use as the basis for developing similar approaches for the two remaining Pathfinders and the proposed Phase 2 Community Hubs.

4.3 For Armley, the work being done on developing an understanding of local needs and priorities is two-fold; through the better use and application of intelligence and through enhanced partnership working with key local service providers, led by local ward members.

- With regard to the better use and application of intelligence, work has been done to build an Armley Hub intelligence profile (attached at Appendix B) which is being used to better understand the local community's needs.

Baseline footfall data to Armley hub has been used to define the boundary for data gathering and information included in the profile includes that pertaining to communities living in the area, their demographic profile, housing tenure, employment status, income and benefits, health issues, language needs, community safety etc.

Further to this, agreement has been reached to work more closely with the Leeds Institute for Data and Analytics (LIDA) and the University Of Leeds School Of Geography to look at a more systematic profiling of customer contact and local need across the city to ensure that Community Hub provision (both physical and pop-up) is located in the most suitable locations for people to access. This will be done in the first instance through an MSc student from the School of Geography working with the Council from January 2016 on developing an analytical and spatial model.

- With regard to enhanced partnership working, whilst continued work is ongoing with colleagues from the Police, Health and the Third Sector to provide more integrated services, work is also taking place to identify local key service providers and stakeholders with whom we can share our intelligence findings and jointly determine needs being met, any gaps and potential priorities. This will be done through a local networking event (led by ward members) planned for December this year, with the aim being to bring the community committee and community hub activity together whilst also helping to create improved relationships between the various frontline service providers and establish signposting arrangements locally.

4.4 The work being done in Armley (plus the work recently agreed with LIDA and the University Of Leeds School Of Geography) provides a framework for development and application across the city to deliver services in the right place, which meet local needs and priorities.

4.5 To this end the role of local ward members and community committees in providing local community leadership and engaging with key local service providers and partners is crucial to its success. To this end, early discussions with local wards members and community committees on the development of the pathfinders and the proposed Phase 2 developments started over the summer with the introduction of quarterly ward member meetings.

Early Successes

4.6 Alongside the continued successes being delivered by the pathfinders, and despite only being 'live' with true integration of services and staffing for 6 months, there have been a number of successes delivered across the city as a result of the new ways of working. Some of the key successes include:

- **Extended Library Opening.** Executive Board received a report in October 2014 on the Review of Library Opening Hours. Within that report the Community Hub development was identified as an opportunity "to ensure the council makes full use of all council resources to help mitigate the need for future service reductions." The opportunity identified in that report was around the Reginald Centre. However through the full integration of

Customer Services and Library teams, the Community Hub approach has led to additional efficiencies that have enabled the extension of library opening times at certain sites across the city with no increase in resource. These are:

- Reginald Centre, Chapeltown. It was agreed as part of the Review of Library Opening Hours in October 2014 to see if the Chapeltown Library at Reginald Centre could remain open and be staffed by Customer Services thereby allowing Libraries to still achieve their required savings. This change has happened to the effect that whereas the Library used to be open afternoons only and closed on a Thursday, it is now open every day, giving an extra 24 hours per week of Library provision on top of current provision.
- Yeadon Library, which was recently refurbished and reopened as a Community Hub 'Local' (see below) now provides an extra 8 hours per week of Library provision on top of current provision.
- Bramley Library. As part of the review of Library Opening Hours, Bramley Library was due to close on a Thursday to allow library staff from Bramley to work at other sites across the city (Headingley and Pudsey). Under the Hub approach there has not been the need to provide extra staffing at these sites on a Thursday due to the fact that staffing levels are now being managed city-wide rather than per area (as was the position previously). Therefore the Library has remained open on a Thursday which provides an extra 8 hours per week of Library provision on top of current provision.
- St George's Centre, Middleton. Again as part of the review of Library Opening Hours, the proposal was to reduce opening hours at St George's Centre Library to 22 Hours per week. Under the Hub approach, the Library is actually now open for 56 hours per week which therefore provides an extra 34 hours per week of library provision on top of the previously proposed provision.
- **Working with Leeds City Credit Union (LCCU).** Alongside the extensive work we already do with LCCU, a further Loan shop run by LCCU has opened at the Compton Centre in Harehills. Adopting the model from the LCCU Loan Shop on Roundhay Road, the new facility provides access to low cost loans for local citizens.
- **Extended Job Shop Provision.** Outside of the existing Job Shop provision across the city, we have through the Hub approach taken Job Shops to areas of the city where there was no such provision but knowledge existed that local people were requesting this service from the library. These 'pop-up' Job Shops have been delivered in areas including, Horsforth, Moor Allerton, Wetherby and Holt Park.
- **Working with the Third Sector.** A central part of the Community Hub approach is working with the Third Sector and we continue to make significant progress in this regard as the following examples demonstrate:
 - Rolling out Money Buddies in Community Hubs so that local trained volunteers can help other residents face up to debt problems. The

volunteers have usually been in debt themselves so can talk to others on this basis.

- Victim Support has co-located into the City Centre One Stop at 2 Great George Street. Previously they did not have a permanent Leeds base and having moved they see the benefits of having other services with them to help victims recover from crime.
- The Migration Partnership has agreed a lease to move its city-wide organisations into the City Centre One Stop at 2 Great George Street. This will help them coordinate their services and thereby reduce duplication that previously existed as a result of them working in different parts of the City.
- Working with BARCA and other partners on the Bramley Our Place initiative which is focused on improving people's lives on both the Broadlea and Fairfield estates through 'pop-up' provision.
- The YMCA is working with the Council in running a Job Shop at Osmondthopre One Stop Centre to help residents into work.
- **Working with West Yorkshire Police.** West Yorkshire Police's Local Neighbourhood Police Teams are now co-located in the three pathfinder sites with two further sites being organised (Dewsbury Road and Horsforth). This arrangement means the Police are in the local areas they serve and residents can access police services via the Councils customer services team. Work is now ongoing within Harehills through the Communities team to look at how local tasking arrangements can be developed to ensure that there is better co-ordination and greater service integration between partners around local service delivery. This work will act as the blueprint for delivery in other key parts of the city as part of the closer working with WYP.
- **Creating a more flexible, Community Hub Workforce.** A new role of Senior Customer Services Officer has been developed and piloted within the Community Hubs. These roles integrate the existing Customer Service role and the Job Shop role and have proved successful at helping people to get into work as often their barriers to work are related to other issues such as debt and money worries for example. Since its introduction this new role has enabled us to run more job shop provision across the city and is also being used to supplement the resource in place to ensure the delivery of the Council Tax Support Scheme.
- Linked to this, work has also been done to integrate the role of Registrar and Customer Service Officer at 2 Great George Street. Under this approach registrar enquiries can be dealt with by a CSO, allowing Registrars to focus on the more technical aspects of their role. If the pilot at 2 Great George Street is successful, this approach can be rolled out across the city thereby increasing Registrar provision.

5 Main Issues – Moving towards a city-wide Community Hub network

5.1 Alongside the above, positive progress has also been made in delivering against the recommendations set out in the October 2014 Executive Board report. What follows, outlines the progress made against the principle objectives of:

- Developing and delivering the city-wide Community Hub network; and
- Integrating and developing the Community Hub workforce.

Developing and delivering the Community Hub Network

5.2 In October 2014 Executive Board agreed to bring together One Stop Centres, Community Libraries and Housing Management Offices as the basis for the new Community Hub network.

5.3 As of 1st April, 32 Community Libraries and 7 Job Shops came under the leadership and management of the Citizens and Communities Directorate. Since that date positive work has been ongoing with Housing Leeds colleagues regarding the Housing Management Offices and work has started on delivering this further integration. Agreement has also been achieved on the transfer of the mobile library service to Citizens and Communities Directorate during January 2016.

5.4 The proposed approach for the Community Hub network is to base it on 3 'types' of provision: Community Hub 'Extra', Community Hub 'Local' and Community Hub 'Mobile'. Appendix C outlines in detail the level of service customers can expect from each of the three types of Hubs. However the following provides a brief outline for each:

- **Community Hub 'Extra'**. These sites will be the largest Community Hubs within the network and will strive to deliver the full range of Council and Partners services. The three pathfinder sites are typical examples of this type of provision. It is envisaged that there will be approximately 7 of these sites across the city.
- **Community Hub 'Local'**. These sites will be the smaller, more local Community Hubs. In terms of numbers, this category will form the bulk of community hubs across the city as we redesign One Stop Centres, Libraries and Housing Management Offices to become Community Hubs. Although they will not provide the full range of Council and Partner services that the Community Hub 'Extra' sites do, they will provide those services that are most required by local people. Also given they will not provide the full range of services, they will be linked to their nearest Community Hub 'Extra' site so that all customers can get the full range of service available irrespective of where they first access services.
- **Community Hub 'Mobile'**. The mobile provision will be based on 'pop-up' provision in local areas where physical Community Hubs are not present but there is currently un-met demand for access to Council and Partner services. Again although mobile provision will provide the most limited access of the three types of provision, the team delivering the mobile service will be based out of one or more of the Community Hub buildings (Extra and/or Local) and will therefore be able to maintain relationships with customers; building trust

and relationships with them so that in time people will access services at one or more of the physical Hub sites.

- 5.5 The aim is to have provision in each ward based on one or more of the Community Hubs outlined above and work is ongoing with Asset Management, Libraries and Housing Leeds colleagues to develop a baseline plan for discussion with local ward members and Community Committees so that firm proposals on the Community Hub network can be developed with delivery as part of Phase 3 in 2016. Further to this, engagement with local school clusters, neighbourhood networks and CCGs will also take place on the Hub network to ensure there is full integration at a local level and all local governance structures are working together to meet the full range of needs within local communities.
- 5.6 Whilst the whole city network is currently under development, there is existing provision of co-located services where action can be taken now to move to develop this provision into Community Hubs – this effectively covers those sites where there are already co-located services such as a One Stop Centre and a Library or a Library and a Job Shop. Therefore, we are specifically proposing to progress Phase 2 (Phase 1 being the 3 pathfinders) now.
- 5.7 The sites to be covered within Phase 2 are as follows:

Area	Community Hub Extra	Community Hub Local
City Centre	<ul style="list-style-type: none"> • 2 Great George Street 	n/a
Inner & Outer North West	<ul style="list-style-type: none"> • Horsforth 	<ul style="list-style-type: none"> • Otley • Yeadon <i>Others to be considered as part of Phase 3</i>
Inner & Outer West	<i>Armley Community Hub already in place</i>	<ul style="list-style-type: none"> • Pudsey • Bramley <i>Others to be considered as part of Phase 3</i>
Inner & Outer North East	<ul style="list-style-type: none"> • Reginald Centre 	<i>To be considered as part of Phase 3</i>
Inner & Outer East	<i>Compton Centre Community Hub already in place</i>	<ul style="list-style-type: none"> • Garforth <i>Others to be considered as part of Phase 3</i>
Inner & Outer South	<ul style="list-style-type: none"> • Dewsbury Road <i>St Georges Centre Community Hub already in place</i>	<ul style="list-style-type: none"> • Hunslet • Rothwell • Morley <i>Others to be considered as part of Phase 3</i>

- 5.8 The aim with the Phase 2 sites is to ensure they are up and running as Community Hubs as soon as possible. To this end, resources have been secured and have started work in October to work on the business case required to deliver the Phase 2 changes from a buildings and infrastructure perspective and this will be reported for approval to Executive Board before the end of March 2016.

- 5.9 Further to the above, conversations have also started through Voluntary Action Leeds (VAL) to identify where and how voluntary and community organisations across the city can become part of this approach. These conversations are still at an early stage but it is hoped that options can be developed that would see Third Sector organisations in the city becoming part of the Community Hub network either as Hubs in their own right or as 'accredited' places where specific / specialist services can be accessed by citizens and communities.

Developing the Community Hub Workforce

- 5.10 It was agreed at the October 2014 Executive Board to bring together face to face customer services staff, library assistants, job shop community engagement officers and relevant Housing Leeds colleagues to create a single, sustainable 'front of house' workforce for the community hub network.
- 5.11 As of 1st April 2015, circa 210 colleagues from Libraries and Employment and Skills moved across to Citizens and Communities Directorate and are now part of the Customer Services team. Library colleagues who moved across were also moved onto a B1 grade in July this year to keep them in line with Central Library colleagues and to ensure they are paid the Living Wage.
- 5.12 As per the assets, positive work is ongoing with Housing Leeds colleagues regarding the staff in-scope for the community hub workforce from a housing perspective. Given the recent reorganisation within Housing Leeds and the development of more generic housing assistant job roles, it is not as clear cut as it was for Library and Job Shop staff about who is in scope therefore there is work to be done to ensure that any changes and moves are appropriate and proportionate to the front-of-house housing role.
- 5.13 New temporary leadership and management arrangements have been put into place to ensure that all 210 new colleagues have access to management support and advice. Work is ongoing with corporate HR colleagues on the development of the Customers and Communities Career Family structure and appropriate role profiles and specifications are being developed so that a formal structure can be put in place across Customer Services by the end of March 2016.
- 5.14 As outlined in paragraph 5.6 above, work is ongoing to put together a phased development plan, with the Phase 2 Community Hubs identified. From a workforce perspective, the work on the Phase 2 sites is focussed on delivering the following in each site:
- The single Community Hub team;
 - Making sure all services are available if the Hub is open;
 - Providing an integrated front desk;
 - Delivering more integrated pathways for customers around:
 - Helping people into work;
 - Tackling financial hardship;
 - Tacking social isolation;
 - Ensuring there is sufficient self-serve capability, and;
 - Developing appropriate Partners services such as Leeds City Credit Union, West Yorkshire Police etc.

- 5.15 Using the Pathfinders as blueprints, all Hub colleagues working at the Phase 2 sites are working together on developing ideas and proposals to make their Community Hub a trusted place for local people where customers can access many services in an integrated and accessible way.
- 5.16 Obviously there are many Libraries that are not part of Phase 2. Therefore for these sites a Community Hub 'Lite' approach (the first step in becoming a Community Hub 'Local') is being adopted for delivery to coincide with the work being done on the Phase 2 sites. In the main the Community Hub 'Lite' approach will focus work in each Library on the following activities:
- Training library staff to provide help and support for the more straightforward customer enquiries such as universal job match etc. and thus becoming Community Hub staff.
 - Ensuring there is sufficient self-serve capability for customers to access the range of Council and Partner services via the telephone or on-line.
 - Extending the range of service that can be accessed from the building including provision of credit union services, access to step change debt charity, provision of jobs and employment boards and the promotion of apprenticeship opportunities.
- 5.17 To enable the staff that moved into the new service in April 2015 to be in the position to carry out the above functions, a skills and capabilities audit has been undertaken for each person so that a detailed training and development plan can be put into place to ensure that all staff are able to contribute in the best way to the delivery of integrated services within the Community Hub model.

6 Main Issues – Key Work Areas

- 6.1 The above section demonstrates the significant work that has been done since the October 2014 Executive Board report to deliver the recommendations agreed and outlines the plans in place for the next stage of development. Principally, the key work areas for the programme are as follows:
- Continue to engage local ward members and community committees to agree the network of Hubs in their area.
 - Continue to introduce new ways of working for the Phase 2 Community Hubs and deliver integrated teams within those sites.
 - Continue to engage local ward members and community committees on ensuring that the pathfinder sites and Phase 2 community hubs are reflective of local need and deliver services that meet the demands of local residents.
 - Continue to work with Housing Leeds to integrate the Housing Management offices and appropriate Housing Leeds staff into the Community Hub services.
 - Continue the development of the Careers Family approach for Customers and Communities to ensure that appropriate role profiles and specifications are developed, agreed and consulted on for implementation by the end of March 2016.
 - Develop the Business Case for Building / Infrastructure changes for Phase 2 Community Hubs and deliver to Executive Board by the end of March 2016.

7 Corporate Considerations

7.1 Consultation and Engagement

- 7.1.1 The development of the Citizens@Leeds agenda over the past 18 months has included a significant amount of consultation and engagement with all stakeholders involved including staff, services and directorates, elected members and other public and third sector organisations.
- 7.1.2 With specific reference to Community Hub developments, consultation has taken place with Trade Union colleagues through both the Citizens@Leeds Trade Union Engagement group and through their involvement in Staff Engagement sessions held in February / March 2015. It is clear from this engagement that they are supportive of the proposals and are keen to see them developed and put in place as soon as possible.
- 7.1.3 Likewise feedback from customers and staff continues to be predominantly positive on the move to the new arrangements and specifically work is ongoing with staff to ensure they play a key role in the design of the new service moving forward.
- 7.1.4 As set out in Section 4 and 5 above, work is ongoing to engage fully with Members, local school clusters, neighbourhood networks and CCGs etc. on the development of the Community Hub network and on ensuring that the Hub network is reflective of local needs and delivers services that meet local priorities.

7.2 Equality and Diversity / Cohesion and Integration

- 7.2.1 There are clear links between poverty and inequality of outcomes in relation to education, employment, health and life expectancy and the accessible and integrated services proposition is focussed on ensuring that citizens and communities can access services in the simplest way for them whilst ensuring that the council and its partners response to help citizens and communities is integrated and joined up so that access is as equal as possible

7.3 Council policies and Best Council Plan

- 7.3.1 Addressing poverty and deprivation, helping people into work and tackling social isolation are key priorities for the Council. The activities set out in this report support the Best Council Plan objectives of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth. The Citizens@Leeds agenda also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income through helping people into work, moving people and families out of poverty and providing facilities and services which help address social isolation.

7.4 Resources and value for money

- 7.4.1 Any additional funding which is required to deliver the proposals set out in Section 5 above will be subject to the development of robust business cases and separate

approval arrangements in accordance with the council's decision making processes. Work is ongoing on developing these business cases and they will be reported for approval to Executive Board when they are finalised. To-date any developments and improvements identified have been implemented from within existing budget provision.

7.5 Legal Implications, Access to Information and Call In

7.5.1 There are no legal implications arising from this report

7.6 Risk Management

7.6.1 There are no significant risk management issues arising from this report except the risk associated with the availability of suitable resource to deliver the programme of work. However as detailed in section 7.4, any additional resources required will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes.

8 Conclusions

8.1 Overall, progress on the recommendations set out in the October 2014 Executive Board report to deliver a network of community Hubs across the city has been good, with some significant developments made in a relatively short period of time, specifically around an integrated workforce.

8.2 And whilst there is still much to do, there is a high level of confidence that the direction of travel is correct and that Community Hubs will ensure that the council is able to meet the key principles of the integrated and accessible services proposition around simple and easy access to a range of council and partner services, which are locally influenced and designed to ensure that in the majority of cases the customer / citizen has their needs met at the first point of contact.

9 Recommendations

9.1 That the information supplied in this report is noted.

10 Background documents¹

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.

What is a One Stop Centre v's a Community Hub

One Stop Centre (OSC)	Community Hub
Service specific departmentally based management structure	One front-of-house team with a single management structure improved working relationships across the hub
Departmentally based and service specific standards	Cross centre service standards
Clearly defined staff roles and responsibilities	Cross-skilling of front-of-house staff provides better value for money as able to do more with same level of resource Teams cross-skilled across library, employments and skills, housing and customer service processes and procedures Cross-skilling of staff allows greater sign-posting and awareness of different services provided in the hub
Job shop only co-located in some of the bigger OSC's	Whole team cross skilled and focussed on helping customers with job searching
OSC promotes local / city wide job opportunities	Hub used by employers for recruitment open days, interview test centres and training centres
Credit Union branches only co-located in some of the bigger OSC's	Whole team cross-skilled and focussed on helping customers manage their finances Credit Union access through all hubs with the intention to also develop all as loan shops
Deals with specific service requests	Triage approach to assisting customers with enquiries which will provide an improved customer experience
Deals with transactional service requests	Ensure an holistic approach is taken to a customer's needs
OSC closed on an evening and weekend	Evening use of the centre encouraged for the local community cross-skilling of staff ensures that some basic functions of the jobshop, customer services and library can be completed whilst centre is open
OSC only open Monday to Friday with service specific opening hours	Hubs open standard hours with all services open when the building is open
OSC only operates within the building that its based in	Pop-up service provided by hub staff at other locations e.g. day centres, supermarkets, GP surgeries etc.
Work with specific space with the building	Able to maximise space within the building Can ensure that partner services within the building are focussed around providing a customer-focused integrated service delivery
	Drive to integrate more services into community hubs and work with other service areas to respond to needs and pressures e.g. example of children's centre and Compton Centre
	Drive to provide more community based use
	Co-location and service integration with key partners such as West Yorkshire Police
	Strong links with local ward members and community committees
	Focus on providing fun community events which draws customers in who then access other services
	Greater opportunity for job development for staff working in a community hub

Armley profile 2015

Introduction

This paper will form the basis for identifying key areas for discussion and help clarify, which partnerships need to be forged to help resolve some of the issues experienced by the people of Armley. This community profile can be described as a comprehensive description of the need of a population and start to identify the resources that exist with the community.

The following data is referenced from the 2011 census

Population

- Population is 25,550
- Number of households 11,468

Ethnicity and nationality

- 86.1% of the population in the ward were born in the UK (compared to a city average of 88.6%)
- The number of residents born outside of the UK has increased from 1,435 (5.7% of the population) in 2001 to 3,521 (13.7%) in 2011, with 1,603 people being born in the EU and 1,918 born elsewhere.
- Two-thirds of the 3,521 people born outside the UK arrived in the last 10 years (higher than the rate for Leeds as a whole which shows more than half arriving in the last 10 years)
- 71.8% of foreign born usual residents were between the ages of 16 and 44 when they arrived in the UK and 24.4% were aged 15 or younger
- 78.4% of the ward population are "White British" and 21.6% are from Black and Ethnic Minority (BME) communities, compared to a city BME rate of 18.9% proportionately, the BME population in the ward has more than doubled in the last decade, from 10.3% in 2001 to 21.6% in 2011. With 1,038 people (4.1% of the total population) the Pakistani community is the largest "single" BME community in the ward, but there are 1,582 people in the "other white" category (6.2% of the resident population)
- The population of Armley is 51% male and 49% female the city rate is 49% male and 51% female.

Population density

- There are 37.2 people per hectare (pph) in the ward, compared to a city population density of 13.6 pph

Accommodation type

- The ward has a higher proportion of households living in flats /maisonettes / apartments than is average for the city (26.6% compared to 21.8%)

Tenure

- 46.9% of occupied households in the ward are "owner occupied", compared to 58.6% for the city, and the rate for owner occupation has fallen from 53.6% in 2001 (overall the city has seen a decrease in owner occupation)
- 51.8% of occupied households in the ward are rented, compared to a city average of 39.9%. The proportion renting from a private landlord or letting agency has more than doubled from 9.4% in 2001 to 20.2% in 2011
- Overall the percentage of households living in rented accommodation has increased from 46.4% in 2001 to 51.8% in 2011 (across the city there has also been a slight increase)
- The proportion of households that are renting from the local authority (through an ALMO) has fallen from 26.9% in 2001 to 23.9% in 2011, while the proportions of households renting from a housing association or other RSL has stayed broadly the same (currently 6.5%)

Rooms and bedrooms

- 11.3% of households in the ward (1,291) are deemed to be overcrowded, compared to 9.1% the city (households with an occupancy rate of -1 or less for rooms)

Household composition

- 45.6% of adults are single (never married or never registered in a same sex civil partnership), higher than the city rate of 40.8%
- 14.6% of households consist of pensioners only (compared to 19.1% for the city), of the 1,677 pensioner only households in the ward 1,174 are occupied by a lone person (10.2% of all households in the ward)
- 1,469 households in the ward are headed by a lone parent (12.8%), higher than the city average of 10.9%

Economic Profile

- In the ward, 71.7% of people aged 16-74 are economically active, slightly higher than the city average of 69.5%, although the breakdown is different, with the ward having a higher proportion of employees and unemployed people and lower proportions of self-employed and full-time students
- In the ward 31.5% of the people aged 16-74 in employment work in managerial and professional / associate professional occupations, compared to a city rate of 41.1%

Lifelong learning profile

- 29.6% of adults in the ward have no qualifications, compared to 23.2% across the city
- 15.5% of adults have level 1 qualifications (1- 4 GCSEs or equivalent), compared to a city rate of 12.6%
- 6.6% of adults have other qualifications (including foreign qualifications), compared to a city rate of 4.7

Health and wellbeing profile

- 4,683 people in the ward (18.3% of the total population) feel that they have a limiting long-term illness, higher than the city average of 16.8%. Of these people, 2,208 (8.6% of the total population) feel that their day to-day activities are limited a lot and 2,475 (9.7% of the total population) feel their day-to-day activities are limited a little
- The life expectancy for Armley is 75.2 years for men and 75.8 years for women this compares to 80.7 for Leeds.
- Premature mortality is 526/100,000 in Armley and 378/100,000 for Leeds, this is significantly worse than Leeds overall
- Recorded Smoking levels for Armley by GPs is 31%, Leeds overall has a lower smoking prevalence of 21.4%
- 24% of the adult population in Armley were recorded as obese, overall Leeds has a lower obesity prevalence of 21.7%
- A recent suicides audit of Leeds found that nearly 80 per cent of those who took their own lives across the city were men, higher than the national proportion. Latest figures from the West Yorkshire coroner's office show that the number of suicide verdicts recorded among men went up by 15 percent in three years. The audit also found that Armley was the city's suicide hotspot, with 21 suicides in the LS12 postcode alone in a two-year period.

Unpaid care

- 2,140 people in the ward (8.4% of the total population) are providers of unpaid care, with 551 people providing care for 50 or more hours per week. The proportion of people in the ward providing unpaid care is below the city rate of 9.5%

Household deprivation

The following information is referenced from the 2010 indices of deprivation (the latest version will be released September/October 2015)

The dimensions of deprivation are indicators based on the four selected household characteristics:

- Employment (any member of a household not a full-time student is either unemployed or long-term sick)
- Education (no person in the household has at least level 2 education, and no person aged 16-18 is a full-time student)
- Health and disability (any person in the household has general health 'bad or very bad' or has a long term health problem), and
- Housing (Household's accommodation is either overcrowded, with an occupancy rating -1 or less, or is in a shared dwelling, or has no central heating)

A household is classified as being deprived in none, or one to four of these dimensions in any combination. The data shows that in Armley:

- 34% of households are not deprived in any dimension (compared to 41.7% for the city as a whole)
- 33.3% are deprived in respect of one of the above dimensions (compared to 32.2% for the city as a whole)

- 22.7% are deprived in respect of two of the above dimensions (compared to 19.5% for the city as a whole)
- 8.8% are deprived in respect of three of the above dimensions (compared to 5.9% for the city as a whole), **
- 1.2% are deprived in respect of all four of the above dimensions (compared to 0.7% for the city as a whole)

The ward continues to experience fairly high levels of deprivation with 10 of its 16 SOAs ranked in the most deprived 20% nationally in the Index of Multiple Deprivation (IMD)

- Across the ward as a whole it would appear to be a fairly static picture with an equal number of SOAs ranked in the most deprived 10% and 20% on the 2010 IMD as there were in 2007, however at the individual SOA level the picture is more mixed with over half the SOAs in the ward seeing their rankings improve in the Employment, Education Skills and Training, and Crime & Disorder domains
- The ward contains the City's most deprived SOAs in respect of the Living Environment (Armley Ridge Road / Edinburgh's) ranked 8 on the national scale, and the Health Deprivation and Disability (Hall Lane / Armley Grove Place / Abbot View) which is ranked 119 on the national scale
- While there has been some improvement in the most deprived areas crime, poor educational outcomes and a poor living environment would still appear to be the biggest issues with at least 10 SOAs in the most deprived 20% nationally in these domains
- Armley is in the most deprived 20% on the national scale for barriers to housing.

Crime

- Armley is the fourth highest crime area in the city. In terms of vehicle crime Armley is second highest in the city and for anti-social behaviour, criminal damage and arson and violence and sexual offences Armley ranks in the top 10.

Employment

Employment and skills Autumn 2014 Armley paper

16-24 JSA Claimants

16-24 Age Group JSA Claimants				Annual Change	
Source: Nomis	Aug 14	Aug 13	Aug 12	Count	% or pp
Ward Count	240	310	415	-70	-22.58%
Leeds Count	4,205	6,170	7,370	-1,965	-31.85%
Ward % of WAP	1.32%	1.70%	8.00%		-0.38
Leeds % of WAP	0.87%	1.27%	1.52%		-0.40
Ward Male	140	195	265	-55	-28.21%
Ward Female	65	95	130	-30	-31.58%
Claiming 6mths +	100	170	175	-70	-41.18%
Claiming 12mths +	45	105	80	-60	-57.14%

16-64 JSA Claimants

16-24 Age Group JSA Claimants				Annual Change	
Source: Nomis	Aug-14	Aug-13	Aug-12	Count	% or pp
Ward Count	1094	1472	1573	-378	-25.68%
% of Ward WAP	6.00%	8.08%	8.63%	-2.07	
Leeds Count	16490	22577	25024	-6087.00	-26.96%
% of Leeds WAP	3.07%	4.20%	4.65%	-1.13	
Male	710	988	1114	-278	-28.14%
Female	384	484	459	-100	-20.66%
18-24	240	310	415	-70	-22.58%
25-49	575	810	800	-235	-29.01%
50+	145	165	175	-20	-12.12%
1-13 Weeks	320	360	455	-40	-11.11%
13 Weeks+	610	950	1020	-340	-35.79%
52 Weeks +	285	485	440	-200	-41.24%

Job Seekers Allowance for 16 – 64 year olds is less than the city average however when you break this down 16 – 24 year olds the number JSA claimants his higher.

ESA stands for employment and support allowance, the benefit which has replaced incapacity benefit. ESA is a much harder benefit to claim than incapacity benefit, primarily because the medical test. ESA has seen approximately an 8% rise in claimants in Armley.

Lower wages, high levels of unemployment and disability result in high levels of poverty. The rise of in-work poverty is an issue nationally as well as for Armley. For many people work is no longer the route out of poverty.

Food banks

The food banks opened in Farsley in January 2015 and Bramley in April 2015, in a five month period they were presented with 202 vouchers were presented, feeding a total of 562 people including the following:

- Armley ward 38 vouchers - 123 people
- Bramley/Stanningley ward - 58 vouchers - 183 people
- Pudsey ward - 27 vouchers - 74 people
- Farnley/Wortley ward - 22 vouchers - 55 people

Not in education employment or training (NEET)

In Armley 22% of 16- 18 years olds are NEET. This compares to a city average of 5.4%.

Summary of key issues:

- Poor educational attainment -30% having no qualifications
- High levels of NEET
- 16 - 24 unemployment
- Low paid jobs which then lead to in work poverty issues – knock on effects to child poverty

- Rise in the number of Employment Support Allowance claimants – lower levels of carers than the city average
- High levels of suicides
- Are the needs of new communities being met?
- High crime levels
- An increasing private rented sector (poor quality housing)

Some of the current work or initiatives taking place in Armley

Employment and skills

There are a range of initiatives to support people into work of the 137 Armley residents supported into work 79 live with the 20% most deprived SOAs on the index of multiple deprivation. Over 594 residents of the Armley Ward accessed support services. Employment Leeds is a business facing team who work with local businesses to support the recruitment of local people.

Environment and Housing - Housing Clydes and Wortleys

The pilot project includes 4 blocks covering a total of 395 flats in total. A project plan has been developed covering three themes to take the work forward; physical investment, housing management actions and multi-agency actions. The multi-agency actions centre on a PEP worker and increased PCSO presence. It would be useful to look at what other services can complement/enhance this project.

IT learning session provided by the Armley Hub for an Eastern European women's group run by get it together Leeds. The worked is aimed at tackling digital exclusion.

Further work taking place across the city

More jobs, better jobs partnership

The **Joseph Rowntree Foundation** 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. A base line study mapping attitudes, strategies and initiatives around linking growth and poverty agendas. The partnership has developed a programme of work involving institutions that can offer external expertise:

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 jobs. This work will be completed in 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.

	Community Hub ‘Extra’	Community Hub ‘Local’	Community Hub ‘Mobile’
Opening Hours	<ul style="list-style-type: none"> • Open full-time (including weekends). • All services provided when the building is open 	<ul style="list-style-type: none"> • Open full or part-time (including weekends) • All services provided when the building is open 	<ul style="list-style-type: none"> • Varied hours dependent on location. • Services provided based on demand.
Workforce	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk ○ Specialist support 	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Part-triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk • Specialist support provided on a surgery basis. 	<ul style="list-style-type: none"> • Specialist support dependent on nature of demand.
Services Offered	<ul style="list-style-type: none"> • Full range of Council and Partner services. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. ○ Partner Services 	<ul style="list-style-type: none"> • An extensive range of Council and Partner services dependent on local demand, space and availability. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. • Specialist Services provided via signposting and/or surgeries. 	<ul style="list-style-type: none"> • Relevant Council Services provided depended on demand. • Specialist Services provided via signposting to appropriate Community Hub ‘Extra’ or ‘Local’.
Partners	<ul style="list-style-type: none"> • Co-location within the building with key partners. For example: <ul style="list-style-type: none"> ○ West Yorkshire Police ○ NHS ○ Leeds City Credit Union. ○ Third Sector <p>Note <i>Partner co-location dependent on agreement and demand.</i></p>	<ul style="list-style-type: none"> • Partner pop-up / surgeries 	<ul style="list-style-type: none"> • Multi-agency approach where appropriate dependent on location and demand.
Self-Serve Options	<ul style="list-style-type: none"> • Self-service PC’s • free-phones • Public Wifi • BSL Video phones. 	<ul style="list-style-type: none"> • Self-service PC’s • free-phones • Public Wifi 	<ul style="list-style-type: none"> • Signpost to availability at Community Hub ‘Extra’ and ‘Local’ sites.
Community Use	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Not Applicable



Report author: Bev Benjamin

Tel: 43105

Report of Assistant Chief Executive (Citizens and Communities)

Report to Citizens and Communities Scrutiny Board

Date: 9th November 2015

Subject: Quarterly Performance Report (Q2)

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

The report provides an update on performance against elements of the Best Council Plan 2015-20 that are under the Board's remit alongside information on performance of other key areas within the Citizens and Communities directorate. It allows the Assistant Chief Executive (Citizens and Communities) an opportunity to highlight good performance as well as identify any emerging areas of concern or risk across the directorate.

Recommendations

Members are invited to consider the quarterly report of the Assistant Chief Executive (Citizens and Communities) providing an update on performance against elements of the Best Council Plan 2015-20 that are under the Board's remit alongside information on performance of other key areas within the Citizens and Communities directorate.

1 Purpose of this report

- 1.1 The purpose of the report is to provide the Board with an update from the Assistant Chief Executive (Citizens and Communities), highlighting areas of good performance as well as challenges, and emerging areas of concern or risks relating to elements of the Best Council Plan 2015-20 that are under the Board's remit alongside information on performance of other key areas within the Citizens and Communities directorate.

2 Background information

- 2.1 Performance issues relating to the Citizens and Communities directorate were, for the first time, reported to the new Citizens and Communities Scrutiny Board on the 27th July 2015. Members were asked to indicate the nature and detail of performance information that they would like to receive in future reports (in addition to the data presented). Three additional areas were identified, all of which have been included in this report:

- The impact of Individual Electoral Registration - particularly in relation to the student population
- Discretionary Housing Payments made by Ward and;
- Leeds City Credit Union membership numbers and loan book value.

3 Main issues

- 3.1 The following performance information is available for Members consideration:

Cross-Directorate Performance Information - Appendix 1 details the Best Council Plan performance indicators that are within the scope of the Citizens and Communities directorate.

Customer Services - Appendix 2 details the Customer Services performance data including call answer rates, customer satisfaction, web visits, number of face-to-face visits, emails etc.

Elections, Licensing & Registration - Appendix 3 details performance information relating to Elections and Registration and includes: local authority searches, availability of appointments to register a death, registration of deaths within 5 days and; the number of people on the electoral register. Performance data relating to Licensing has been excluded from this report (at the request of Scrutiny) as licensing data is currently presented at the Licensing Committee.

Welfare and Benefits - Appendix 4 details performance data which includes: claims affected by under-occupancy, impact of the benefit cap, discretionary housing payments, local welfare scheme statistics and; local council tax support scheme statistics.

3.2 The main areas to highlight to the Board are:

3.2.1 Customer Services - continue to see improvements across a number of performance areas, specifically in relation to:

- Improvements in Customer satisfaction (face to face) scores – plans are in place to roll out a similar approach across other channels
- Web visits – the number of 'unique page views' has increased from a monthly average of 1.26m (2014/15) to a currently monthly average of 1.43m
- Visit waiting times - 95% of customers waiting less than 15 minutes (quarter 2) against our target of 90%

Areas to focus on for quarter 3 include:

- Email response times – the percentage of emails responded to in 2 day as reduced to 59% (quarter 2) against our target of 70%
- Calls answered – which has seen a decrease in the average (monthly) number of calls answered by CSO's and an increase in the average number (monthly) number of calls answered by IVR (compared to 2014/15)
- Call wait (average time to answer) – which is currently at 6m27s (quarter2), an increase from our 2014/15 year end figure of 3m00s
- Web chats – we have seen a reduction in the number of chats answered during August and September 2015

The skills and knowledge of our officers is attractive to other services and we continue to lose officers who wish to pursue their careers. To address this we have a rolling programme of recruitment in place.

3.2.2 Elections, Licensing and Registration - performance continues to improve across the following areas:

- Local Land Changes – achieving 97% for both indicators (relating to the completion of searches within 3 working days) at the end of quarter 2 despite problems with the search service system and higher than usual staff absence
- Availability of appointments to register deaths within 2 working days of customer contact – the service is currently performing at 98% (against a target of 95%)

Areas to focus on for quarter 3 include:

- Registration of deaths within 5 days of death - performance is currently at 84%, below the target of 90%. Although appointments are generally available within timescale, it is not always possible to register death within 5 days of death because customers choose to wait for an appointment closer to home rather than travelling into the city centre. We are reviewing our attendance at

one stop centres to improve efficiency and increase the number of locally available appointments.

- Elections are currently half way through the annual canvass exercise. All households have received a Household Enquiry Form to identify who should be registered to vote. If new potential electors are notified to us, Invitation to register forms are then sent to these individuals.
- Universities are providing us with details of all their incoming students later this month. We will use this data to send Invitations to register to each student. This will be backed up with visits from representatives of the Electoral Registration Officer where no response to the form is received. Students can respond online which should encourage them to engage. We are also working with the universities to make voter registration part of student enrolment. At present this is most likely to be in the form of an email with a link to the government registration website. For the time being we continue to work with the universities to make use of student data they supply. We will send all students living in halls of residence or other university administered accommodation an invitation to register personalised to them. Students who do not respond will be visited by a doorstep canvasser in November 2015. We are also supporting a registration campaign run by Leeds Beckett University using Cabinet Office funding for Individual Electoral Registration. We have experienced canvassers in areas with high numbers of students and provide contact details for wardens and supervisors of student accommodation and gated communities to allow them to arrange access. Canvassing will also take place at non-responding households throughout the entire City. The next update to the electorate will be 1 December 2015.

3.2.3 Welfare & Benefits continue to work with partners to develop initiatives to tackle financial hardship and respond to welfare reforms.

- Leeds Credit Union:

Since 2005, Leeds City Credit Union (LCCU) membership has increased from 11,000 members to 31,518 Leeds members today. Most of this growth has been new members on low incomes or benefits. Total membership however stands at 36,384 (as at September 2015). The total loan book value at the end of quarter two is £8.2m. The total value of new lending for quarter ended September 2015 stands at over £2m – of which £1.6m are loans to financially excluded groups, these are lower value loans between £500-£1,000 and are paid back over 6-12 months.

Since 2009, the total loan book for loans to financially excluded members has increased from £2.3m in 2009 to £5m currently. On this basis the current value of increased disposable income to Leeds families can be estimated to be in the region of £6.5m. Cash activity within branches continues to rise with approximately 15-16,000 separate transactions per month, with an average withdrawal of £136. Overall the credit union has an ambition to build its loan book to £20m (currently £8.2m and £10m including White Rose) to make a material impact on the estimated £90m high cost lending market in Leeds. The growth phase of this plan will require investments in staff, technology

and marketing. In addition to reducing the market share of the high cost lenders, the plan would also see a considerable additional saving for households and the local economy and further build the capacity of the credit union. LCCU performance information will be reported on annual basis, the next point of reporting will be at quarter 4.

The last quarter has seen the launch of 3 significant (LCCU) initiatives aimed at helping to address financial hardship. LCCU has launched an online PayDay loan product that provides a cheaper alternative to the PayDay loan offers on the high street. Alongside this, a new initiative has been launched that provides an alternative to the rent-to-buy market. This initiative, called Your Homeware, is supported by Argos, Debenhams and Currys and allows household and electronic goods to be purchased and paid for weekly. The key differences are that the product becomes the property of the purchaser at the point of sale rather than when the final payment is made, the cost of credit is cheaper than high street rent-to-buy retailers and the goods come with a small discount. Finally, LCCU has extended the Your Loanshop concept into the Compton Centre to increase accessibility and reach.

- **Discretionary Housing Payments:**
The service is closely monitoring the application of the Discretionary Housing Payment policy to help ensure that the full budget is spent on helping the most vulnerable tenants. As a result of this, many awards which were due to end after 6 months will be extended beyond this time. This is in response to feedback from tenants and analysis of member enquiries which show that many tenants remain unable to pay their full rent once the initial 6 month award has finished. The policy will continue to be monitored
- **Universal Credit:**
Preparations are underway for both the launch of Universal Credit in Leeds in February 2016 and the implementation of the Government's reforms announced in the Summer Budget.
- **Single Persons Discount:**
Of the 316,000 registered Council Tax charge-payers, there are approximately 140,000 Single Person Discounts in Leeds at any one time. In May 2015, the Council Tax Service commissioned an exercise to check entitlements to Single Person Discount. The exercise, based on past experience, was to identify over £500,000 of additional Council Tax revenue for the Council in respect of incorrectly awarded Single Person Discount. As of the 21st October 2015 the exercise has achieved an estimated £268k in cancelled single person discounts. For those who do not respond to the reminder, the single person discount will be cancelled, and the forecasted estimate of cancelled single person discount is expected to exceed original target of £500k.
- **New Homes Bonus:**
The local authority receives funding from central government in the form of New Homes Bonus funding which was introduced by the Government in 2011/12 to facilitate housing growth. The grant is paid by the Government to

reward local authorities for increasing the number of new homes built and long term empty properties being brought back into use. New Homes Bonus is calculated from the Council Tax Base (CTB) Government Return dated 5 October 2015. The Council Tax Unit, along with the Empty Homes Team, have concentrated on this area of work so to maximise New Homes Bonus Funding for the Council, and the figures on the CTB Return indicate estimated funding of £3.35m.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 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

- 4.2.1 This is not a decision-making report and as such there is no need for an EIA screening document to be completed.

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.

4.3 Council policies and City Priorities

- 4.3.1 The performance information received by the Board allows it to assess and challenge performance in relation to the delivery of specific priorities within the Best Council Business Plan 2015-20.

4.4 Resources and value for money

- 4.4.1 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

- 4.5.1 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

- 4.6.1 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 Best Council Business Plan Priorities. Care is being taken to make use of existing data rather than create an additional reporting burden.

5 Recommendations

Members are invited to consider the quarterly report of the Assistant Chief Executive (Citizens and Communities) providing an update on performance against elements of the Best Council Plan 2015-20 that are under the Board's remit alongside information on performance of other key areas within the Citizens and Communities directorate.

6 Background documents¹

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: Cross-Directorate Performance Information (Best Council Plan Performance Indicators - Citizens and Communities)

Performance Indicator	2014/15	Target	July 2015	Oct 2015
Increase number of people supported into jobs - cumulative	796 (Q4) 4,630 (2014/15)	4,500 – annual 375 - monthly	1,264	975 (Q2) 2,239 YTD
Increased provision of free welfare and debt advice through the Advice Leeds Consortium	N/A - New measure	30,575 (unique clients)	6284 (Q1)	4,636 (Jul-Aug) 10,920 YTD
Reduce number of complaints received about council services	4,433 (2014/15)	N/A - Targets not set	1,149 (Apr-June 2015/16)	772 (Jul-Aug 2015/16) 1,921 (YTD)
Increase number of compliments received about Council services	1,155 (2014/15)	N/A - Targets not set	422 (Apr-June 2015/16)	269 (Jul-Aug 2015/16) 691 (YTD)
Increase percentage of customer contact received via self-service digital channels	17.05% (2014/15)	N/A - Baseline year	36.77% (Quarter 1)	36.46% Q2 36.5% YTD
Reduce number of people working in Leeds who are earning below the living wage (annual reporting)	76,015 (20.8%)	N/A - Targets not set	N/A	Annual indicator - Next point of reporting – Nov 2015

Appendix 2: Customer Services

Theme	Title	Target	Q2	YTD	Comments and action
Customer	Customer satisfaction score - overall	95%	98%	99%	Face to Face only. Also 95% excellent to good rating on webchat.
Value for money	email	N/A	33,000	62,000	Around 10,000 emails per month. (2014-15 monthly avg - 10,500). We are looking for ways to better manage email contact including faster turnaround time
	face to face visits (enquiries) to one stops and hubs	N/A	130,000	265,000	Around 44,000 visits per month. (2014-15 monthly avg - 44,000)
	phone calls answered (CSO & IVR)	N/A	301,000	627,000	Around 71,000 calls answered by CSO per month with a further 33,000 calls answered each month by IVR. (2014-15 monthly avg - 74,000 calls & 28,000 IVR)
	touch screen and public access PCs	N/A	2,900	5,600	Currently base lining as insufficient data from previous year to show trend
	web visits	N/A	4,146,000	8,605,000	The number of 'unique page views' continues to rise, the monthly average YTD was 1.43m (2014-15 monthly avg - 1.26m)
Process	Call answer rate	90%	82%	82%	The challenges in the second half of last year and Quarter 1 this year have continued into Quarter 2, particularly on Council Tax & Benefits, where it takes several weeks to recruit, train and embed new staff. We are developing joint contingency plans with Council Tax & Benefits and other services.
	Call wait (average time to answer)	3m 00s	6m 27s	6m 06s	
	Complaint response time (% complaints responded in 10	95%	90%	90%	Customer Access only – 10 working days is our aspirational target; for the

	days)				council as a whole, the corporate response target is 15 working days
	Email response time (% emails responded in 2 days)	70%	59%	53%	Emails are handled by the same staff who take calls in the Contact Centre and the ability to respond to emails within two working days is affected by the same issues which affect call responsiveness
	Visit wait time (% customers waiting less than 15 mins)	90%	95%	96%	Based on data from face to face sites which operate a queue management system

Appendix 3: Elections, Licensing and Registration

Performance Indicator	2014/15	Target	Q1	July	Aug	Sept	Q2
Local Land Charges - % of STANDARD local authority searches completed within 3 working days –	100%	90%	100%	100%	90%	100%	97%
Local Land Charges - % of ALL local authority searches completed within 3 working days –	100%	85%	100%	100%	91%	100%	97%
Availability of appointments to register a death within 2 working days of customer contact	97%	95%	96%	97%	99%	98%	98%
Registration of deaths within 5 days of death	84%	90%	81%	86%	84%	83%	84%
Electorate (registrations)	533,715 (1/12/14)	N/A - Targets not set	560,06 3				557,215 Next report due 1/12/15

Appendix 4: Welfare and Benefits

Discretionary Housing Payments by Ward (year to 30/09/2015)

WARD NAME	NUMBER OF DHP AWARDS	VALUE OF DHP AWARDS
Adel and Wharfedale	16	£5,014.93
Alwoodley	81	£20,579.27
Ardsley and Robin Hood	44	£16,538.32
Armley	225	£57,192.47
Beeston and Holbeck	120	£29,103.08
Bramley and Stanningley	136	£44,042.92
Burmantofts and Richmond Hill	284	£83,139.47
Calverley and Farsley	32	£9,818.16
Chapel Allerton	136	£33,408.45
City and Hunslet	155	£58,235.48
Cross Gates and Whinmoor	103	£30,892.72
Farnley and Wortley	108	£31,191.27
Garforth and Swillington	27	£9,175.43
Gipton and Harehills	230	£75,131.00
Guiselley and Rawdon	24	£6,462.10
Harewood	12	£3,161.26
Headingley	43	£12,034.98
Horsforth	36	£10,124.41
Hyde Park and Woodhouse	163	£37,323.86
Killingbeck and Seacroft	215	£53,715.75
Kippax and Methley	40	£12,113.59
Kirkstall	118	£32,901.34
Middleton Park	164	£44,216.69
Moortown	67	£16,986.35
Morley North	40	£11,320.36
Morley South	75	£24,043.31
Otley and Yeadon	57	£13,107.97
Pudsey	76	£21,642.23
Rothwell	81	£26,689.98
Roundhay	64	£21,298.81
Temple Newsam	92	£22,100.01
Weetwood	61	£16,267.57
Wetherby	25	£7,877.91
Grand Total	3150	£896,851.45

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	138	141	145	144						
HSG LEEDS	5092	5040	4974	4987	4935	4915						
TOTAL HSG LEEDS & BITMO	5235	5186	5112	5128	5080	5059	0	0	0	0	0	0
HA/RSL	1309	1288	1292	1274	1249	1255						
CITY TOTAL	6544	6474	6404	6402	6329	6314	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	£ 1,779.07	£ 1,754.39	£ 1,803.87	£ 1,805.14						
HSG LEEDS	£ 63,707.91	£ 63,253.40	£ 62,094.21	£ 62,020.42	£ 61,396.81	£ 61,495.52						
TOTAL	£ 65,539.16	£ 65,115.79	£ 63,873.28	£ 63,774.81	£ 63,200.68	£ 63,300.66	£ -	£ -	£ -	£ -	£ -	£ -
HA/RSL	£ 20,438.06	£ 20,249.45	£ 20,341.01	£ 20,059.38	£ 19,649.59	£ 19,848.91						
CITY TOTAL	£ 85,977.22	£ 85,365.24	£ 84,214.29	£ 83,834.19	£ 82,850.27	£ 83,149.57	£ -	£ -	£ -	£ -	£ -	£ -

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	£ 21,649.01	£ 24,242.24	£ 25,953.20	£ 25,534.62						
HSG LEEDS	£ 813,293.76	£ 824,453.35	£ 818,054.49	£ 850,377.22	£ 874,037.09	£ 836,860.53						
TOTAL	£ 833,027.38	£ 846,355.64	£ 839,703.50	£ 874,619.46	£ 899,990.29	£ 862,395.15	-	£ -	£ -	£ -	£ -	£ -

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	84	85	90	87						
HSG LEEDS	2755	2790	2700	2771	2741	2638						
TOTAL	2835	2874	2784	2856	2831	2725	-	0	0	0	0	0

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

	Sep-15								
	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	32	£ 449.84	15	£ 185.68	Horsforth	83	£ 1,102.93	5	£ 75.02
Alwoodley	111	£ 1,274.21	29	£ 496.15	Hyde Park and Woodhouse	222	£ 2,683.03	97	£ 1,636.84
Ardsley and Robin Hood	68	£ 929.62	29	£ 400.17	Killingbeck and Seacroft	480	£ 6,181.42	64	£ 953.53
Armley	311	£ 3,555.35	81	£ 1,312.24	Kippax and Methley	67	£ 983.01	10	£ 157.46
Beeston and Holbeck	227	£ 2,621.65	27	£ 398.44	Kirkstall	254	£ 3,240.78	17	£ 252.56
Bramley and Stanningley	258	£ 3,420.05	31	£ 493.08	Middleton Park	350	£ 4,354.59	75	£ 1,145.63
Burmantofts and Richmond Hill	440	£ 5,090.26	102	£ 1,519.37	Moortown	44	£ 534.69	61	£ 960.44
Calverley and Farsley	46	£ 610.44	6	£ 117.16	Morley North	63	£ 776.74	18	£ 292.36
Chapel Allerton	225	£ 2,847.19	117	£ 1,985.41	Morley South	109	£ 1,229.13	17	£ 245.57
City and Hunslet	154	£ 1,909.22	89	£ 1,501.69	Otley and Yeadon	80	£ 943.11	10	£ 155.21
Cross Gates and Whinmoor	132	£ 1,776.30	27	£ 414.96	Pudsey	112	£ 1,538.35	25	£ 402.24
Farnley and Wortley	248	£ 3,050.97	16	£ 250.20	Rothwell	138	£ 1,855.00	38	£ 559.57
Garforth and Swillington	49	£ 631.77	3	£ 63.47	Roundhay	56	£ 704.06	32	£ 536.30
Gipton and Harehills	280	£ 3,535.14	122	£ 1,862.15	Temple Newsam	185	£ 2,451.93	35	£ 564.05
Guisley and Rawdon	36	£ 465.89	7	£ 103.66	Weetwood	120	£ 1,425.56	14	£ 233.19
Harewood	18	£ 288.54	1	£ 13.97	Wetherby	46	£ 640.72	10	£ 176.04
Headingley	15	£ 199.17	25	£ 385.10					

Benefit Cap

Details Of The Number Of Cases and The Financial Affect Of The Benefit Cap

Number Of Claims Affected By The Benefit Cap												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Claims Affected By Benefit Cap At Date Of Extract	286	283	279	309	317	277						
Number Of Claims Affected By Benefit Cap : By Tenure Type												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Cten	83	82	86	96	97	88						
Lha	175	174	168	185	188	169						
Rsl	28	27	25	27	31	19						
Hostel	0	0	0	1	1	1						
Number Of Benefit Cap Claims With Minimum HB Award (£0.50 / Week)												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Claims With Minimum HB Award At Time Of Extract	29	28	28	28	31	29						
Total Weekly Reduction For Claims Affected By The Benefit Cap												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Claims Affected By Benefit Cap At Date Of Extract	£ 14,553.52	£ 14,625.55	£ 13,865.50	£ 15,102.97	£ 15,390.07	£ 13,195.56						

Total Weekly Reduction In HB Of Claims Affected By Benefit Cap : By Tenure Type												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Cten	£ 3,362.12	£ 3,526.01	£ 3,664.89	£ 3,881.35	£ 3,799.80	£ 3,530.44						
Lha	£ 9,776.46	£ 9,796.53	£ 8,953.49	£ 9,790.87	£ 10,142.94	£ 8,828.29						
Rsl	£ 1,414.94	£ 1,303.01	£ 1,247.12	£ 1,299.72	£ 1,316.30	£ 705.80						
Hostel				£ 131.03	£ 131.03	£ 131.03						
Average Weekly Reduction In HB For Claims Affected By Benefit Cap : By Tenure Type												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Cten	£ 40.51	£ 43.00	£ 42.62	£ 40.43	£ 39.17	£ 40.12						
Lha	£ 55.87	£ 56.30	£ 53.29	£ 52.92	£ 53.95	£ 52.24						
Rsl	£ 50.53	£ 48.26	£ 49.88	£ 48.14	£ 42.46	£ 37.15						
Hostel				£ 131.03	£ 131.03	£ 131.03						

Number Of Benefit Cap Claims With Children												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Benefit Cap Claims With Children At Date Of Extract	286	283	279	309	317	277						

Number Of Children On Benefit Cap Cases												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Children On Benefit Cap Claims	1356	1339	1316	1448	1493	1303						

Weekly HB Reduction : Number Of Claims By Month												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
£0.01 to £25.00	121	114	119	135	143	129						
£25.01 to £50.00	47	46	45	51	46	39						
£50.01 to £75.00	45	50	45	43	44	33						
£75.01 to £100.00	31	35	31	38	40	37						
£100.01 to £125.00	15	14	16	16	16	16						
£125.01 to £150.00	9	9	9	13	14	12						
£150.01 to £175.00	7	5	5	4	7	6						
£175.01 to £200.00	11	10	9	9	7	5						

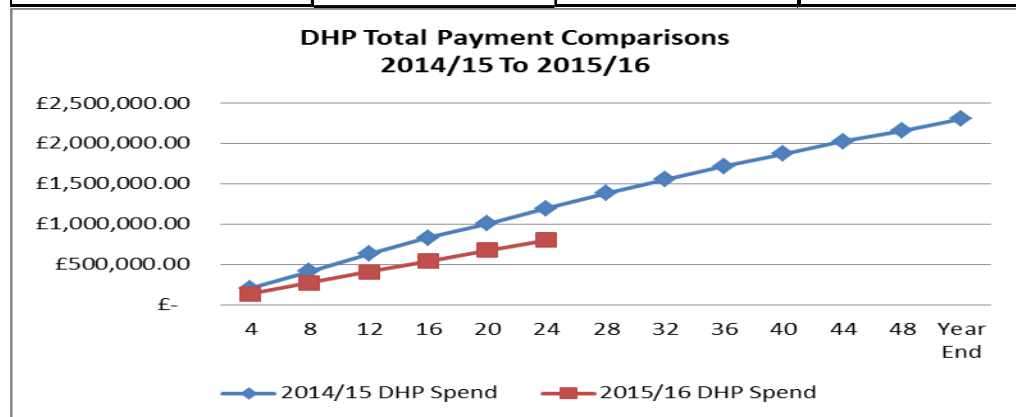
Weekly HB Reduction : Total Value												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
£0.01 to £25.00	£ 1,040.96	£ 1,065.46	£ 1,108.08	£ 1,299.12	£ 1,367.40	£ 1,224.62						
£25.01 to £50.00	£ 1,829.09	£ 1,754.82	£ 1,667.47	£ 1,920.05	£ 1,683.87	£ 1,437.98						
£50.01 to £75.00	£ 2,825.67	£ 3,161.30	£ 2,870.46	£ 2,694.66	£ 2,759.94	£ 2,072.10						
£75.01 to £100.00	£ 2,709.53	£ 3,100.35	£ 2,695.00	£ 3,217.41	£ 3,350.57	£ 3,049.36						
£100.01 to £125.00	£ 1,701.38	£ 1,613.52	£ 1,804.41	£ 1,833.78	£ 1,820.25	£ 1,838.39						
£125.01 to £150.00	£ 1,236.15	£ 1,235.78	£ 1,243.57	£ 1,802.11	£ 1,925.44	£ 1,650.50						
£150.01 to £175.00	£ 1,103.47	£ 782.70	£ 794.89	£ 643.06	£ 1,140.65	£ 965.54						
£175.01 to £200.00	£ 2,107.27	£ 1,911.62	£ 1,681.62	£ 1,692.78	£ 1,341.95	£ 957.07						

Ben Cap Claims With DHP												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Claims Affected By The Benefit Cap That Are In Receipt Of Discretionary Housing Payments	60	63	58	53	55	55						

Number Of Claims Affected By Benefit Cap : By Ward												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
Adel and Wharfedale	0	0	1	1	1	1						
Alwoodley	3	4	3	3	3	3						
Ardley and Robin Hood	2	2	2	3	5	5						
Armley	17	19	20	26	27	23						
Beeston and Holbeck	16	15	12	14	15	13						
Bramley and Stanningley	13	14	15	15	15	16						
Burmantofts and Richmond Hill	36	36	35	37	40	40						
Calverley and Farsley	1	1	1	1	1	1						
Chapel Allerton	10	10	9	9	9	9						
City and Hunslet	30	29	26	24	24	18						
Cross Gates and Whinmoor	5	5	6	10	8	8						
Farnley and Wortley	9	9	8	8	10	9						
Garforth and Swillington	1	1	1	1	1	1						
Gipton and Harehills	42	44	39	39	39	29						
Guiseley and Rawdon	2	2	2	2	2	2						
Harewood	0	0	0	0	0	0						
Headingley	2	1	1	3	3	3						
Horsforth	1	1	1	1	1	1						
Hyde Park and Woodhouse	8	9	11	12	12	7						
Killingbeck and Seacroft	15	13	15	15	15	13						
Kippax and Methley	0	0	0	0	0	0						
Kirkstall	5	5	5	6	8	6						
Middleton Park	27	24	25	32	33	26						
Moortown	1	1	2	2	2	1						
Morley North	3	3	3	3	2	2						
Morley South	4	3	3	3	4	4						
Otley and Yeadon	4	3	3	3	2	2						
Pudsey	1	1	2	3	2	2						
Rothwell	4	4	3	5	5	6						
Roundhay	7	8	10	11	11	10						
Temple Newsam	14	13	13	13	13	12						
Weetwood	3	3	2	3	3	3						
Wetherby	0	0	0	1	1	1						

Discretionary Housing Payments as at 30/09/2015

Sep-15							
Priority Group	Total requests	Awards	% of awards	No award	% where no award	Ave Weekly award	Total cost of awards made
Sig adapted	82	52	63%	30	37%	£ 16.20	£ 35,427.00
Child access	234	188	80%	46	20%	£ 14.92	£ 109,296.00
Approach PC age	5	5	100%	0	0%	£ 15.80	£ 1,416.00
Housing & birth	73	69	95%	4	5%	£ 23.86	£ 24,774.00
Exceptional circs	1402	783	56%	619	44%	£ 15.10	£ 184,393.00
Foster Carers	9	9	100%	0	0%	£ 15.62	£ 4,374.00
Number of UO cases	1805	1106	61%	699	39%		£ 359,680.00
LHA cases affected by welfare changes	92	55	60%	37	40%	£ 26.54	£ 31,768.00
Bond Payments	184	17	9%	167	91%		£ 6,943.00
Benefit Cap cases	52	42	81%	10	19%	£ 60.48	£ 61,043.00
Cases not in above categories	678	326	48%	352	52%	£ 33.29	£ 159,463.00
Total of DHP claims	2,811	1,546	55%	1,265	45%		£ 618,897.00
2014/15 Renewals		0					£ 759,821.00
Total committed spend to date							£ 1,378,718.00
Payments To Date (Week 27)							£ 934,784.18
DHP Government contribution							£ 1,531,192.00



Local Welfare Scheme statistics as at 30/09/2015

Sep-15

Call Stats					
Date	Offered	Abandoned	To CSO's	Eligible Applications	Awards
Apr-15	1612	328	1284	367	304
May-15	1539	303	1236	316	251
Jun-15	1724	330	1394	337	255
Jul-15	1764	353	1411	390	326
Aug-15	1739	316	1423	362	280
Sep-15	1866	364	1502	401	299
Oct-15					
Nov-15					
Dec-15					
Jan-16					
Feb-16					
Mar-16					
Total	10,244	1,994	8,250	2,173	1,715

Volumes per total no. of claims		
Award	Value	Number
Store Cards	£15,460.00	443
ASDA baskets	£2,347.69	40
Fuel (cash)	£15,192.00	743
White goods	£112,227.40	499
Brown goods	£22,456.00	153
Re-use goods	£49,440.50	372
Flooring	£73,805.00	189
Travel	£24.60	7
Removal	£10,040.00	25
Fareshare Referrals	N/A	622
Total	£300,993.19	3,093

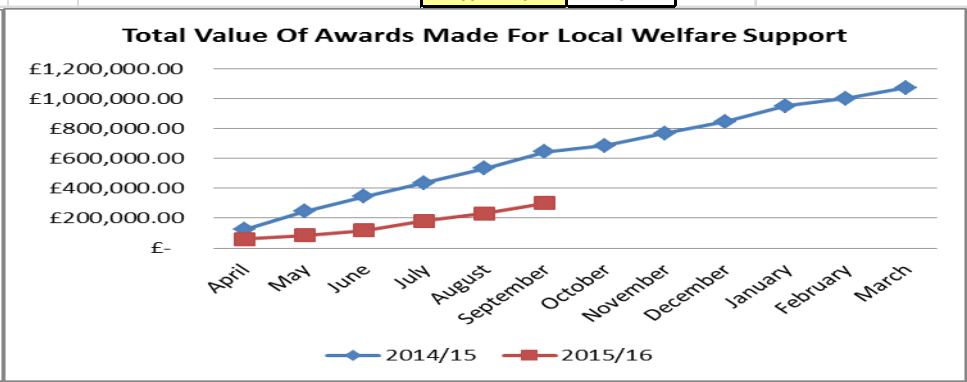
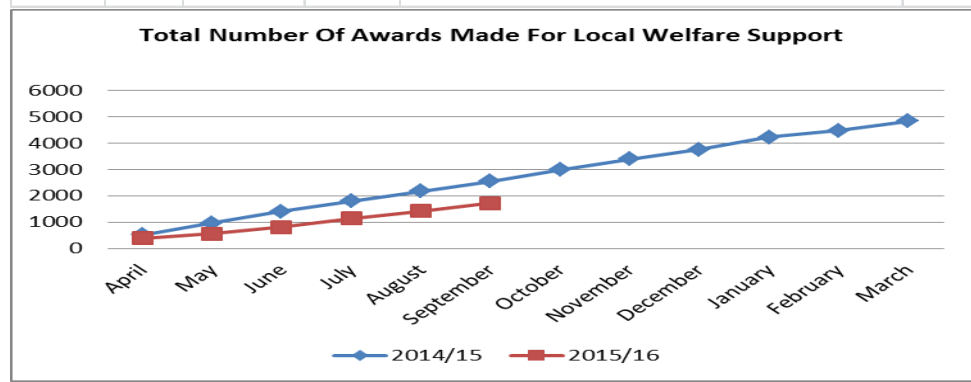
Breakdown of decisions		
Outcome	Totals	%
awarded	1720	79%
not awarded	453	21%
Total	2173	

Reasons for no award	
Reason	Totals
Single – not met emergency criteria	118
Family – not met emergency criteria	87
No response to our phone call	138
Cancelled/ Withdrawn	10
previous claims	82
HRT/ GPOW (See description below)	18
Total	453

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

NEW GOODS	TOTAL	REFURBISHED GOODS	TOTAL
G/COOKER	115	E/COOKER	124
E/COOKER	155	F/FREEZER	136
F/FREEZER	118	U/FRIDGE	33
U/FRIDGE	37	WASHER	50
WASHER	68	DRYER	0
DRYER	4	SINGLE BED	16
M/WAVE	2	DOUBLE BED	2
BED	113	SOFA	9
COT	13	ARM CHAIR	2
SOFA	14	3/SUITE	0
ARMCHAIR	2		
CURTAINS	8		

Page 54



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	26372	25715	25594	25445						
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	£ 87,794.75	£ 85,238.01	£ 85,144.50	£ 84,191.53						

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

Ward	Sep-15		
	Number Of Claims	Ward	Number Of Claims
Adel and Wharfedale	277	Horsforth	235
Alwoodley	545	Hyde Park and Woodhouse	1213
Ardley and Robin Hood	387	Killingbeck and Seacroft	1344
Armley	1577	Kippax and Methley	317
Beeston and Holbeck	1422	Kirkstall	916
Bramley and Stanningley	899	Middleton Park	1372
Burmantofts and Richmond Hill	2330	Moortown	423
Calverley and Farsley	339	Morley North	417
Chapel Allerton	1264	Morley South	539
City and Hunslet	1562	Otley and Yeadon	394
Cross Gates and Whinmoor	588	Pudsey	546
Farnley and Wortley	872	Rothwell	387
Garforth and Swillington	223	Roundhay	510
Gipton and Harehills	2473	Temple Newsam	705
Guiseley and Rawdon	256	Weetwood	534
Harewood	95	Wetherby	159
Headingley	325		

Local Council Tax Support: Breakdown By Group Type

Sep-15		
COUNCIL TAX GROUP	NUMBER OF CLAIMS	COMMENTS
Elderly	26980	National Prescribed Scheme ; No Change to Entitlement
War Pensioners	33	Protected: no change to entitlement
Severe Disability	3980	Protected: no change to entitlement
Enhanced Disability	8410	Protected: no change to entitlement
Carer	2100	Protected: no change to entitlement
Lone Parent Child Under 5	6201	Protected: no change to entitlement
Other	25445	No Protection : Entitlement Reduced By 25%
Total	73149	

Affect Of Council Tax Support On Council Tax Collection Rate

Council Tax Liability Of Claims Previously In Receipt Of 100% Council Tax Benefit												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
	£ 4,187,762.00	£ 4,148,764.00	£ 4,072,366.00	£ 4,003,472.00	£ 3,966,462.00	£ 4,021,131.00						
Council Tax Liability Of Claims Previously In Receipt Of Partial Council Tax Benefit												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
	£ 3,500,275.00	£ 3,480,590.00	£ 3,511,497.00	£ 3,482,770.00	£ 3,477,075.00	£ 3,540,998.00						
Council Tax Liability Of All CTS Claims Affected By The 25% Reduction In Benefit												
2015/16	April	May	June	July	August	September	October	November	December	January	February	March
	£ 7,688,037.00	£ 7,629,354.00	£ 7,583,863.00	£ 7,486,242.00	£ 7,443,537.00	£ 7,562,129.00						
Comparison Of Overall Council Tax Collection Rate (Both CTS and Non CTS Cases)												
	April	May	June	July	August	September	October	November	December	January	February	March
VARIANCE 2014/15 to 2015/16	0.10%	0.00%	0.10%	0.20%	0.10%	0.0%						
Council Tax Collection Rate For CTS and Non CTS Claims												
Collection Rate	April	May	June	July	August	September	October	November	December	January	February	March
Overall	10.2%	19.3%	28.4%	37.3%	46.0%	54.8%						
CTS Claims (Prev On 100% Benefit)	8.5%	14.3%	20.0%	26.0%	31.5%	36.9%						
All CTS Claims	8.9%	15.1%	21.5%	27.8%	33.8%	39.8%						



Report author: Angela Brogden
Tel: 247 4553

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 9 November 2015

Subject: Long term Strategic Partnership with Leeds City Credit Union.

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 the request of the Chair, the Assistant Chief Executive (Citizens and Communities) has been asked to update the Scrutiny Board on the Council's joint work with Leeds City Credit Union (LCCU) to tackle poverty in Leeds, as well as details of the long-term strategy for ongoing partnership working.
2. At its meeting on 21st October 2015, the Executive Board received a report on the long term strategic partnership with Leeds City Credit Union. This report has therefore been attached to assist in providing an update to the Scrutiny Board.

Recommendation

3. Members are asked to note the attached report and to make any further comment 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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Report of: Assistant Chief Executive (Citizens and Communities)

Report to: Executive Board

Date: 21 October 2015

Subject: Long term Strategic Partnership with Leeds City Credit Union.

Are specific electoral wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity or 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 'yes', access to information procedure rule number:		
Appendix number:		

Summary of main issues

This report updates members of Executive Board on the innovative joint work being undertaken between Leeds City Council and Leeds City Credit Union to tackle poverty in Leeds, and increase access to affordable financial services. The report also sets out the long-term strategy for ongoing partnership working.

Since the launch of the Council's Financial Inclusion Strategy in 2005, Leeds City Credit Union has seen year on year increases in both membership and lending, there are now 31,000 Leeds members up from 11,000 in 2005.

Using the Council's community hubs, one stop centres, housing offices and schools network the focus of the partnership working has been to provide locally based affordable financial services, in order to tackle high cost lending and mitigate the impacts of welfare reforms.

The credit union has an ambition to build its loan book to £20m (currently £8m) in order to make a material impact on the estimated £90m high cost lending market in Leeds. Key ambitions for the future include;

- Developing partnerships with social housing providers, to provide products specific to this sector.
- Supporting a strong social economy and promoting civic enterprise, through designing products and services for businesses, and start-ups.

- Widening the demographic of the membership base.

The report also provides commentary on the Council's decision in 2009 to provide a loan to the Credit Union to assist with the stabilisation of the Credit Union's financial position. The loan is due for repayment in 2019 and options are described for continuing support to be made available. Of the available options, the report recommends the rescheduling of the loan as part of a longer term strategic view of the partnership working between the Credit Union and the Council.

Recommendations

That Executive Board;

1. Notes and welcomes the significant progress made and projects developed through the partnership between the Council and Leeds City Credit Union which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation and further welcomes the ongoing strategic approach to the partnership work.
2. Authorises the Council entering into an agreement with the Credit Union in connection with the continuing support from the Council to the Credit Union, the approval of the terms of such agreement to be delegated to the Assistant Chief Executive (Citizens and Communities).
3. Agrees to the re-scheduling of the loan to the Credit Union as set out in paragraph 3.38 of this report with the detailed arrangements being subject to determination by the Assistant Chief Executive (Citizens and Communities).

Purpose of this report

- 1.1 This report updates members of the Executive Board on the Council's joint work with Leeds City Credit Union (LCCU) to tackle poverty in Leeds. The report also sets out the long-term strategy for ongoing partnership working.

2 Background information

- 2.1 LCCU is one of many partners in the city who work alongside the Council to help combat the problems brought about by financial exclusion. Residents and households who are deemed to be financially excluded do not have easy access to affordable banking services and in many cases unable to access cheaper goods and services. In the more deprived areas of the city this can result in debt issues for families and getting into arrears with rent and other priority payments.
- 2.2 Many residents use high cost lenders, including the relatively recent entrants to the financial services market, the Payday Lenders. Up to this year, the market leaders in this business charged interest rates of over 5,000% APR on their loans. However, following a vigorous national campaign the Government asked the Financial Conduct Authority (FCA) to look into the possibility of capping the cost of credit. After a consultation process the FCA introduced a cap from January 2015 (along with other control mechanisms). The Council's view at the time was that the cap did not go far enough and some Payday lenders still charge rates of over 1,300% APR (this is within the new cap limits). It is with this in mind that the Council believes that it is necessary to continue engagement with our many partners such as the advice sector, social housing providers and particularly LCCU.
- 2.3 LCCU has its origins as a City Council credit union, open to membership for all City Council employees and their families in 1987. Since that time, through changes to the common bond (the areas under which individuals are eligible for membership) and mergers with other community based credit unions, LCCU has grown to become one of the largest "live and work" city based credit union in the UK. Membership is open to anyone who lives or works in the Leeds Metropolitan District and their families.
- 2.4 Recently LCCU widened its common bond when White Rose Credit Union (Wakefield) merged with LCCU and the area of Craven District and Harrogate became part of the reach of LCCU. This has provided greater capacity for LCCU but for the purposes of this report it is solely the Leeds area and Leeds credit union membership that is the subject of discussion.
- 2.5 Following the launch of the City Council's Financial Inclusion Strategy in 2005 a programme of branch expansion was initiated with the aim of providing credit union facilities in Council One Stop Centres and Housing Offices. This increased the number of branches from two in 2005 to six full service branches and five information points by 2015.
- 2.6 Since 2005, LCCU membership has increased significantly from 11,000 members to almost 31,000 Leeds members today. Much of this growth has been new members on low incomes or benefits. Total membership, including members of the former White Rose Credit Union now stands at 36,000.

3 Main issues

3.1 Social and economic impact of Leeds City Credit Union

- 3.2 The close partnership working and the pursuit of initiatives to reach those most in need of affordable financial services has resulted in year on year increases both in terms of membership and lending. Between June 2014 and 2015, membership increased by 11% from approximately 28,000 to over 31,000, whilst lending increased by 53%.
- 3.3 There is a considerable base of evidence to show that there is a significant return to the city on the investment and support provided to LCCU. LCCU has worked closely with the Council and partners to develop support and expand delivery of affordable financial services for residents who do not have access to affordable banking services.
- 3.4 In practice this has meant developing the best products and services in the best locations for Leeds citizens. Evidence from the New Economics Foundation (2014) has found that credit unions deliver greater financial inclusion than mainstream providers by successfully lending to low-income households and those with impaired credit access. In Leeds this situation has been enhanced by the sustaining of cash branches in areas not well served by the mainstream banks.
- 3.5 Research undertaken for Leeds City Council in 2009 found that credit union services generated approximately £3 million in increased disposable income for Leeds residents. The study also found that for every £1 invested in these services, £9 is generated for the economy. Analysis of the recent credit union lending figures demonstrates that the total value of loans to people on low incomes in the quarter ending September 2015 is approximately £1.6 million. If these loans had been taken out with a high cost lender instead of LCCU an extra £1,025,000 would have been paid in interest payments.
- 3.6 Since 2009, the total loan book for loans to financially excluded members has increased from £2.3m in 2009 to about £5m currently. On this basis the likely current value of increased disposable income to Leeds families will be in the region of £6.5m. It is also the case that this value is likely to be an underestimate. The calculations in 2009 were based on the comparison with doorstep lenders charging interest at around 300% APR. Since that time there has been a massive increase in numbers of high cost lenders, including payday lenders, charging significantly higher rates of interest (see background information above). If this was taken into account the actual current increased savings for families would be significantly greater. During the most recent quarter ending September 2015, low value short term lending was approximately £1.6 million and much of this lending would have been to low income families. If these loans had been taken out with a high cost lender instead of LCCU, the extra cost to these families would have been over £1m in higher interest payments.

- 3.7 The 2009 research also included a survey of LCCU members, to assess the impact of the services they received on their financial circumstances and more generally their quality of life. The survey found:
- 52% felt they were financially better off, and were now able to save, buy food, things for their children and pay bills.
 - 64% believed their money management skills had improved.
 - 52% their quality of life had improved.
 - 45% stress levels about financial matters had reduced.
 - 25% could now buy the food the family needed.
- 3.8 These findings support research undertaken in 2014 by the Mental Health Foundation which asked people to identify the causes of their anxiety, almost half of those surveyed (45%) said that financial issues caused them to feel anxious (Living with Anxiety, 2014).

3.9 Key partnership initiatives

- 3.10 LCCU is a key partner in helping to tackle financial hardship in the city and this partnership has been instrumental in addressing high cost lending and mitigating some of the impacts of welfare reforms. Key projects that have been developed are set out below, but there are also a number of other initiatives where the Council and LCCU have and continue to work together.
- 3.11 Using the **Community Hub and One Stop Centre network** across the city, LCCU is providing locally based financial services to those most in need. LCCU has full branch services at five Community Hubs and One Stop Centres across the city and information points at five others. Work continues to ensure that these facilities are well promoted and used.
- 3.12 “**Your Loan Shop**” was launched in August 2014, to compete directly on the high street with the high cost cash shops. The loan shop is located at former council premises on Roundhay Road, and is supported by a website. There is also a customer service area where online applications are available along with all other LCCU products and services.
- 3.13 In response to the growing need to provide affordable loans to a wider client base, LCCU established a Community Development Finance Institution (CDFI) **Headrow Money Line (HML)**. HML was set up as an independent charity but operates as a ‘sister’ organisation to LCCU. As a CDFI it is able to offer loans which are marginally higher risk than can be offered by the credit union as they are able to charge higher rates of interest. If people are declined a credit union loan, they are asked if they would like to be referred to the Headrow Moneyline. This enables people to re-build a credit history so that if they need to borrow again, they can access cheaper credit options, including the credit union.
- 3.14 Credit union **schools saving clubs** are running in about 20 primary schools and funding has now been obtained to produce an automated IT based accounting system for schools savings club work. This will assist in enabling schools savings clubs to be delivered with less need for detailed involvement from school staff therefore making the project more attractive to schools. Presentations have been

delivered to Cluster Managers and Governor Forums to promote work with schools.

- 3.15 Housing Leeds fund LCCU to deliver a citywide **Money Management and Budgeting Service**. The service is primarily focused at Housing tenants who are in arrears and struggling to pay their rent due to low incomes or poor money management. The support service is delivered by three LCCU staff members and aims to provide timely intervention to avoid court proceedings. 14 surgeries are held across the city on a weekly basis, residents are signposted to specialist partners if required, and also conduct income and expenditure reviews as well as setting up payments through the bill paying and budget accounts. This service will be of even greater value when Universal Credit is rolled out in Leeds in early 2016.
- 3.16 In 2014, LCCU launched a **new website** which enables speedier membership and loan applications. They were also involved with the Council **Take a Stand** and Leeds **Money Information Centre (MIC)** marketing promotion campaigns. With the support of the Council, major pre-Christmas marketing campaigns have run for the past two years, which is traditionally the biggest lending period in the year for all financial institutions. This has included; advertising at Leeds railway station, bus and bus shelter adverts, door drop to 51,000 households, Leeds City Council payslip adverts and social media – Facebook and Twitter. In the quarter before Christmas trading period, LCCU lending increased by 27% between 2012 and 2013, and 21% between 2013 and 2014.
- 3.17 LCCU was one of only two credit unions in the country to be selected to help new entrepreneurs to set up in business under the Governments **Start-up loans scheme**. To complement this scheme, LCCU has commenced enterprise lending from its own lending funds and intends to grow this area of the business to assist with the City's regeneration and employment ambitions.
- 3.18 LCCU is also currently assisting with the administration of loans in connection with the Council's **Empty Property Initiative**. This is a new scheme aimed at providing loans to owners of empty homes to help bring them into use. This scheme has only just been launched but it is hoped that it will assist in bringing back into use thousands of houses which are currently not available for occupation.

3.19 **New initiatives**

- 3.20 At a major launch event held at Compton Road Community Hub on Friday 11 September, **three new initiatives** were announced which it is hoped will help to build further on the success of LCCU and make a significant difference in trying to help people out of the hands of the high cost lenders. The initiatives are:
- A web based Pay Day loan product charging credit union rates.
 - A deal, involving a gift card scheme, with a number of high street retailers to provide domestic appliances, furniture and electronic goods at prices up to 50% cheaper than high street rent to buy stores.
 - An expansion of the credit unions successful "Your Loan Shop" which started trading last year and is now being set up and supported in the Councils Community Hub at the Compton Centre in Harehills.

- 3.21 The latter two initiatives are believed to be unique to Leeds, being the first to be established anywhere in the country.
- 3.22 **Future strategy and ambition**
- 3.23 Looking ahead the credit union has an ambition to build its loan book to £20m (currently £8m up from £7m in 2013) in order to make a material impact on the estimated £90m high cost lending market in Leeds. It is felt that this level of affordable borrowing would start to disrupt the high cost lending market. The growth phase of this plan will require investments in staff, technology and marketing. In addition to reducing the market share of the high cost lenders, the plan would also see a considerable additional saving for households and the local economy and further build the capacity of the credit union. The following section outlines the future focus of action for the credit union.
- 3.24 LCCU is leading the way with its partnerships with the city's social housing providers including housing associations. The main focus of the current work is working with tenants and housing staff around budgeting and financial education. Ambitions in this area include;
- Developing a product around saving for a deposit on a home.
 - Working with Community Housing Trusts to purchase land and build affordable homes at scale.
 - Providing mortgages in partnership with the Council.
 - Expanding on the success of the "Green Deal" initiative in which loans were assessed and underwritten by LCCU to encourage residents to make energy efficient improvements to their properties. This scheme has now ended but the credit union is keen to develop a scheme which could include lending to residents or social enterprises looking to retro-fit properties.
- 3.25 Leeds as a city is one of the leaders of "Civic Enterprise". LCCU are keen to support a strong social economy and are investigating;
- Offering loans to corporate members looking to start up service based mutuals and spin-outs (particularly in social care).
 - Supporting the delivery of asset transfer by offering community loans.
 - Through Headrow Moneyline, offer loans to riskier ventures, such as new business start-ups and university spin-outs, that support the City's ambitions around resource efficiency and "Smart Cities".
- 3.26 LCCU is proud to be seen as a financial institution for the unbanked and the most vulnerable in our society. However, there is much to be learned from international credit unions, which as a matter of course serve a much wider demographic. In order to do this the credit union is considering;
- Targeting companies more aggressively to sign up to pay-roll deductions.

- Building on the successful marketing campaigns referred to above and continuing to pursue more imaginative marketing strategies and mediums.
- Expanding their high street presence by developing the “Your Loan Shop” model.
- Setting up a distinctive product to help savers looking to purchase a season ticket for any of the local sports teams.
- Taking advantage of the pride Leeds residents and businesses have in the Leeds “brand” by starting a campaign for local banking - encouraging investors to take out deferred shares in LCCU, knowing that the investment would return to the city and its people.
- Investigating new administration and banking platforms to develop better products and services for members. Recognising the need to respond to the increasing use of smart phones and new mobile devices to access loans and savings services.

3.27 Universal Credit

3.28 The radical transformation of the national benefits system with the introduction of Universal Credit (UC) will prove to be a challenging time for both the council and many Leeds residents. The Council is currently making preparations for the introduction of UC in Leeds in February 2016 and the Citizens and Communities Scrutiny Board are conducting an investigation looking at the plans which are being progressed.

3.29 One of the important aspects of UC introduction is ensuring that partners are well briefed and that there is good coordination between partners.

3.30 LCCU will be one of the Council’s key partners in this work to support citizens affected by Universal Credit and ensuring that mechanisms and facilities are put in place to maximise help available. Some of these important work areas include;

- Designing and refining budgeting style accounts to help UC claimants to manage their household budgets more effectively.
- Working directly and through partners to ensure that all residents have accounts which are suited to receive UC payments and manage household expenditure.
- Continue to work with social landlords to provide assistance to tenants finding difficulty with managing their rent payments.

3.31 In terms of continued collaboration with the Council, there is an intention to continue the quarterly Development Working Group. This is the practical way in which the Council and LCCU manage joint working and develop new activity. The working party has representatives from LCCU and all council directorates. For example, the credit union is currently investigating with Adult Social Care how to reach out to the many care workers in the city who may benefit from payroll savings or access to affordable credit.

3.32 Consolidation of LCCU Financial Base

- 3.33 In 2009, as part of a set of proposals to stabilise the financial position of LCCU, a subordinated loan was provided to LCCU on a commercial basis. This served to stabilise the reserves position of the credit union and satisfy regulators. The loan was subsequently rescheduled and is currently due for full repayment in April 2019. The current value of the outstanding loan is £1.19m. Interest of £54,000 per year is payable until that date. Officers have been exploring with LCCU how the value of this loan can continue to be utilised in a way which would continue to support LCCU's ambitions but would also safeguard the council's investment.
- 3.34 One of the reasons for providing the subordinated loan in 2009 was to ensure that LCCU could meet its regulatory requirements relating to maintaining a capital to total assets ratio which at the time was set at 8%. At the time, LCCU faced some significant financial challenges and their annual accounts showed an operating loss for a number of years. Following a change of management and a much more robust system of financial management being put in place the finances of LCCU were stabilised as part of a longer term business plan (of which the subordinated loan formed part of the process). By 2011 LCCU returned a modest operating surplus and in 2013 the Financial Services Authority (FSA) declared that LCCU was meeting all of its regulatory requirements from that point, particularly in respect of the capital ratio. The turnaround of the financial fortunes of LCCU are a testament to the diligent work of LCCU management and staff alongside the support of the council as an important strategic partner. LCCU and its management are committed to continue the strengthening of the credit union still further. The availability of the subordinated loan will be very helpful in this respect, especially if potential changes to capital ratios described below come into force.
- 3.35 The FSA has subsequently been succeeded by the Prudential Regulation Authority (PRA) in respect of capital ratio requirements. As indicated above, the PRA require credit unions to hold a capital to total asset ratio of 8%. However, subsequent to the recent discussions with LCCU about options for the Council's investment, there have been further developments by the regulators. The Prudential Regulation Authority (PRA) has issued a proposal for consultation on requirements for credit unions to hold a higher level of capital ratio than is currently the case. The PRA are proposing in their consultation that this should be increased to 10%. Currently, LCCU's accounts show that their capital ratio stand at 11% and is well within the regulatory provisions. However, if LCCU repays the subordinated loan, its reserves will reduce to 9%. This is still within the current regulatory requirement but if the outcome of the PRA consultation is to increase capital ratios to 10%, LCCU would not be able to meet this requirement without some form of capital injection. This is not just a challenge for LCCU but many other credit unions around the country might find these new requirements to be onerous.
- 3.36 Although the discussions about options for the current loan have been ongoing prior to the PRA issuing its consultation it would now seem that these proposals may be very timely in order to ensure the financial stability of LCCU under a

potentially tighter regulatory situation. The PRA will announce its intentions in new regulations to be published in December 2015.

3.37 Three options for the council's future investment have been considered as follows:

3.38 Rescheduling the subordinated loan

3.39 In 2009 the Council provided LCCU with a loan (current value is £1.19m) at an interest rate of 4.5%. The original loan was rescheduled with effect from April 2010 and is currently due to be repaid in April 2019. Therefore, the loan has 3 ½ years to run and it is proposed to reschedule the loan into a 10 year loan. This will assist LCCU with the anticipated change in regulations (as referred to in paragraph 3.34). LCCU would continue to pay interest payments but these would be in line with current interest rates which are now considerably lower than rates in force on the existing loan. The current loan interest payments are set at 4.54%, which is in line with interest rates when the loan was last rescheduled in 2010. Since then the market interest rates have fallen.

3.40 Investment in a deferred share

3.41 As a result of changes in legislation for credit unions it is now possible for corporate bodies to invest in credit unions and become a shareholder in the same way as an individual member. This offers the opportunity for the council to convert the subordinated loan to an investment or 'share'. In order for this to be effective in terms of consolidating the credit unions capital reserve the investment would have to be made by way of a 'deferred share'. This means that the council would not have the automatic right to withdraw the money except under the terms of a specific agreement laid down between the council and the credit union, subject to PRA approval. Because of this, from an accountancy point of view, the investment would very likely have to be treated as an immediate revenue cost. It should also be noted that this would not be like buying a share in a company, in that the Council would not become an owner of LCCU – it would simply be depositing a sum of money with LCCU which the latter would then hold in accordance with its rules.

3.42 Writing off the loan

3.43 The further option would be to write off the loan. As this is a revenue based loan, this would mean an immediate revenue short fall on the council budget, which is not deemed to be desirable.

3.44 Status quo (do nothing)

3.45 A potential option is to leave the situation as it is and the subordinated loan would be paid back in 2019 in line with the current agreement. However, this would have consequences for the PRA's regulatory requirements. Although the loan is not due for repayment until 2019 the PRA would require that the value of the loan be reduced in value, from the point of view of the capital to total asset ratio, by 20% per year, starting from April 2015. By 2019, even before the loan is repaid, its value will have reduced to zero. Although LCCU would still meet the current regulatory requirement (8%) after repaying the loan – notwithstanding a potential increase in the requirement to 10% as described in para 3.35 above – there would

be little buffer in place in the event of any potentially unforeseen shocks within the UK financial system. Therefore, the do nothing option is not considered to be a realistic or robust proposal to consider.

4 Corporate considerations

4.1 Consultation and engagement

4.1.1 This report has been prepared in consultation with LCCU, and the relevant officers from across the council including in finance, legal and housing.

4.2 Equality and diversity, cohesion and integration

4.2.1 A key focus of the partnership work between LCCU and Leeds City Council has been to support people suffering hardship, poverty and inequality, and therefore issues of equality, diversity, cohesion and integration are key aspects of this work. The projects and initiatives outlined in the report are central to the council's financial inclusion strategy, which has been subject to a detailed Equality Impact Assessment which is attached as an appendix to this report.

4.3 Council policies and the best council plan

4.3.1 'Supporting communities and tackling poverty' is one of the Council's six Best Council Plan objectives. The activities set out in this report support the 'helping people out of financial hardship' priority in the Best Council Plan and proposition under the Citizens@leeds approach to tackling poverty. It also supports objectives in the Safer Leeds Strategy, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income and moving people and families out of poverty.

4.4 Resources and value for money

4.4.1 The rescheduling of the subordinated loan will result in lower interest charges being made and this will result in a reduced income to the Council of approximately £22,000 per year until April 2019 (the current repayment date). However, income from the loan over previous years has been generally above market rates and it is considered that overall the Council has received good value from the loan whilst at the same time providing valuable assistance to an important strategic partner.

4.5 Legal implications, access to information and call-in

4.5.1 Section 1 of the Localism Act 2011 empowers the Council to do anything that individuals generally may do, subject to any restrictions as to the use of its powers to which the Council was subject when that Act came into force or which have subsequently been imposed.

4.5.2 As regards the provision to LCCU of the assistance referred to in this report, in so far as the Council is subject to statutory restrictions (such as its fiduciary duties to council tax payers) it is believed that the Council is complying with these. It should be noted though that the activities of the Council are also subject to the European Commission's rules as to the provision of State aid.

4.5.3 State aid occurs when public resources are used in a way which gives an organisation an advantage over its competitors in a way which distorts or is likely to distort competition between European member states. A number of cases have

made it clear that the provision of assistance to credit unions is subject to the State aid rules and the Council will therefore have to comply with those rules in connection with the arrangements referred to in this report.

- 4.5.4 As regards the rescheduling of LCCU's existing loan, the revised interest rate will need to be at a rate which, having regard to the credit rating of LCCU and the value of any security provided for the loan, is at least equivalent to the minimum rate of interest prescribed by the European Commission for loans to be considered to be State aid compliant.
- 4.5.5 As regards the other assistance provided and to be provided by the Council to LCCU, and in so far as such assistance is not already exempt from or allowed under the State aid rules, it is proposed to enter into an agreement with LCCU under which LCCU will undertake to provide certain services for the benefit of the inhabitants of Leeds, the terms of such agreement to be approved by the Assistant Chief Executive (Citizens and Communities). In this way, it is believed that such arrangements will then satisfy the provisions of the State aid rules as regards what are known as "Services of General Economic Interest".

4.6 Risk management

- 4.6.1 In accordance with Prudential Regulation Authority (PRA) regulations, the Council's loan to the Credit Union must be by way of a subordinated loan. This means that any loan is effectively last in the queue in the event of the winding up of the Credit Union; members of the Credit Union taking precedence before repayment of any loan made by the Council. For the loan to be included in the calculation of the Credit Union's capital and therefore satisfy the PRA's 8% capital ratio requirement, the loan must meet the following conditions:
 - 4.6.1..1 The maturity of the loan must be more than five years from the date on which the loan is made;
 - 4.6.1..2 The subordination provisions provide that the claims of the subordinated creditors rank behind those of all unsubordinated creditors, including the credit union's shareholders;
 - 4.6.1..3 To the fullest extent possible, creditors waive their rights to set off amounts they owe the credit union against subordinated amounts owed by the credit union;
 - 4.6.1..4 The only events of default are non-payment of any interest or principal under the debt agreement or the winding-up of the credit union;
 - 4.6.1..5 The remedies available to the subordinated creditor in the event of default in respect of the subordinated debt are limited to petitioning for the winding-up of the credit union or proving for and claiming in the liquidation of the credit union;
 - 4.6.1..6 The subordinated debt must not become due and payable before its stated final maturity date except on an event of default;
 - 4.6.1..7 The terms of the subordinated debt must be set out in a written agreement or instrument that contains terms that provide for the above conditions;
 - 4.6.1..8 The debt must be unsecured and fully paid up.

- 4.6.2 In short, the Credit Union are precluded from providing security for any such subordinated loan and the Council effectively rank last in the order in which creditors will be paid in the event of the Credit Union being wound-up. However, the likelihood of such financial failure is now significantly lower than in 2009 when the original loan was granted. In 2009 LCCU was recovering from serious financial problems but over the last 6 years the fortunes of LCCU have improved, the business plan that was put in place has been met and LCCU is now seen as a strong, viable and sustainable organisation. The risk associated with the proposal to reschedule the loan is low compared to the risks that existed in 2009.
- 4.6.3 The Council can, by way of agreement with the Credit Union, attach conditions to the loan agreement, albeit non-compliance with such terms and conditions does not constitute default and therefore the Council could not impose those conditions.
- 4.6.4 The Financial Services Compensation Scheme (FSCS) extends to Credit Unions. As such, all members of LCCU are protected up to a maximum of £75,000 each in the event that the Credit Union is insolvent. If this risk were to materialise the PRA would freeze the Credit Union's permissions to operate and handover administration to the FSCS. The FSCS would aim to pay members out quickly in the event of insolvency.

5 Conclusions

- 5.1 Leeds City Credit Union is a key partner in helping to tackle poverty in Leeds, through delivering affordable locally based financial services. Successful and sustainable partnership working with Leeds City Council has resulted in increases to both membership and loans over the past ten years, through developing innovative customer focussed products and services.
- 5.2 With the support of the Council, LCCU has ambitions grow their membership base and provide genuine alternatives to the high cost credit sector.

6 Recommendations

That Executive Board;

- 6.1 Notes and welcomes the significant progress made and projects developed through the partnership between the Council and Leeds City Credit Union which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation and further welcomes the ongoing strategic approach to the partnership work.
- 6.2 Authorises the Council entering into an agreement with the Credit Union in connection with the continuing support from the Council to the Credit Union, the approval of the terms of such agreement to be delegated to the Assistant Chief Executive (Citizens and Communities).
- 6.3 Agrees to the re-scheduling of the loan to the credit union as set out in paragraph 3.38 of this report with the detailed arrangements being subject to determination by the Assistant Chief Executive (Citizens and Communities).

7 Background documents¹

7.1 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.

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: Citizens and Communities	Service area: Welfare and Benefits
Lead person: Dave Roberts	Contact number: 247 4724
Date of the equality, diversity, cohesion and integration impact assessment:	

1. Title: Financial Inclusion Action Plan
Is this a:
<input type="checkbox"/> Strategy /Policy <input type="checkbox"/> Service / Function <input checked="" type="checkbox"/> Other
If other, please specify Financial Inclusion Action Plan

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Financial Inclusion Steering Group, key members include:		
Financial Inclusion Manager	Financial Inclusion Team, LCC	Manager of service
Chief Executive	Leeds Citizens Advice Bureau	Specialist
Chief Executive	Leeds City Credit Union	Specialist
Head of Public Health Partnerships	Public Health, LCC	Manager of service
Executive Officer (Advice Services)	Welfare Rights Unit, LCC	Manager of service
Chief Executive	Chapelton CAB	Specialist
Service Manager	Housing Leeds	Manager of Service
Head of Customer Contact	Customer Services, LCC	Manager of service
Project Manager	Ebor Gardens Advice Centre	Specialist
Chief Executive	Better Leeds Communities	Specialist
Centre Manager	St Vincent's Support Centre	Specialist
Director of Neighbourhoods and Communications	Connect Housing	Specialist
Customer Services Director	Leeds Federated Housing	Specialist
Community Support Manager	Yorkshire Bank	Specialist

3. Summary of strategy, policy, service or function that was assessed:

As a Local Authority we have responsibilities to address poverty and deprivation – which is a key priority for the Council. The activities set out in the Financial Inclusion Action Plan support the:

- Best Council Plan
- Safer and Stronger Communities Plan
- Children's and Young People's Plan
- Child Poverty Action Plan
- Leeds Joint Health and Wellbeing Strategy

All of which have a strong focus on:

- addressing debt
- maximising income and

- moving people and families out of poverty.

4. Scope of the equality, diversity, cohesion and integration impact assessment
(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input checked="" type="checkbox"/>
Please provide detail:	
The Financial Inclusion Action Plan	

4b. Service, function, event

please tick the appropriate box below

The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
Please provide detail:	

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Addressing poverty and deprivation is a key priority for the Council. The Best Council Plan 2013-17 identifies key outcomes that need to be achieved if we are to achieve our best council ambition. One of the outcomes cover the need to improve the quality of life for our residents, particularly those who are vulnerable or in poverty. The Council needs to better promote and increase access to affordable credit and free debt advice . There is also a need to reduce reliance on high cost lending and support our citizens to be able to budget more effectively.

The Financial Inclusion Steering Group has investigated the national picture and also the work that has been undertaken locally by StepChange and the Citizens Advice Bureau.

Locally, partners (debt advice agencies, Credit Union, StepChange) have reported to the Council that they are seeing many more clients with debt problems associated with payday loans. In many cases clients have multiple loans with a number of payday loans.

The high cost credit market makes use of the fact that its customers lack access to other forms of mainstream credit. A quarter of the customers of high cost credit companies cannot access any other form of credit. As a result these customers have restricted choice and therefore are not able to shop around for other forms of credit that are more affordable to them and more manageable to pay back. It is estimated that 5 million people in the UK access high cost credit of which 2 million use Payday lenders.

Based on the national picture, it is estimated that up to 60,000 people in Leeds may use high interest lenders including approximately 22,500 people who may take out Payday loans. Furthermore it is estimated that (based on national data), the high cost market in Leeds could be in the region of £90m. It is forecasted that if everyone using high cost credit in Leeds had access to affordable sources this could reduce the cost of borrowing by up to £60m a year.

According to debt charity StepChange, the number of people taking out payday loans doubled from 2011 to 2012 with the average owed increasing by £390. The charity's research also showed that the average payday loan debt of clients now exceeds their monthly net income and they are increasingly getting caught in the payday loan trap. More than 30,000 people with payday loans have sought debt advice from the charity StepChange in the first six months of 2013 which is almost as many as in the whole of 2012. In 2012, 74% of those people seeking help with payday loans had a net annual income of less than £20,000.

Stepchange also reported that more than twice as many people who sought help with debts in 2012 had payday loans compared with 2011. It helped 36,413 people last year who had payday loan debts, some 20,000 more than the previous year. Worryingly, they also reported that 42% of their clients under age 25 had payday loans. This is a four fold increase in just two years.

Leeds City Credit Union (LCCU)

Leeds City Credit Union is one of the largest in the UK with some 33,000 members and there are six full service branches as well as five information points. LCCU already provides a substantial amount of affordable credit in Leeds; the current loan book is £7.1m.

The credit union has an ambition to build the loan book to £20m i.e. approximately 20% of the £90m estimated total high cost lending market in Leeds. The growth phase of this plan will require investments in staff, technology and marketing. In addition to reducing the market share of the high cost lenders, the plan would also see a considerable additional saving for households and the local economy and further build the capacity of the credit union.

The following research looks at detailed research that has been undertaken in the city:

2004 Research: Exclusion to Inclusion:

The 2004 research considered two aspects of the issue. Firstly, to undertake research to establish the extent of the problem in Leeds for individuals, disadvantaged communities and Leeds as a whole. Secondly, to undertake a feasibility study to determine responses that would address the situation, and in particular consider what role could be played by the expansion of Credit Union facilities or other forms of community enterprise in addressing the problems faced by financially excluded communities.

A survey was conducted involving interviews with 410 householders and the results of this survey formed a significant base of data illustrating the extent of the problem.

The study identified the credit market in Leeds which targets disadvantaged neighbourhoods and the different communities within them and particularly focused on sub-prime moneylenders. The percentage of people with and without bank accounts was identified and also those without access to mainstream credit facilities. Difficulties which people faced in obtaining mainstream banking facilities were considered and what factors were associated with this difficulty (e.g. Security/identity checks brought about through money laundering regulations, lack of access to bank facilities, lack of skills/knowledge/access to telephone/internet banking, banking practices, religious or cultural factors).

The research also looked into the extent of debt and its impact on individuals, disadvantaged communities and the City as a whole and considered the distinction between manageable and un-manageable debt in the defined areas.

The research identified needs which came under three broad headings:

- Affordable credit
- Debt advice and
- Financial literacy

When the 2004 research was concluded the findings were reported to a half day conference attended by a significant number of partners working in the Leeds area. At this conference it was determined that a similar exercise should be undertaken five years later. This was to attempt to identify if the impact of the financial inclusion strategy (which was developed in response to research findings) was having the desired and intended effects in the neighbourhoods which were subject to the original research.

Therefore in January 2010, the same survey was conducted with 600 households in the same neighbourhoods. In addition, 300 households in less deprived neighbourhoods were surveyed focusing on homeowners to provide information about the extent of financial exclusion arising from the economic recession in recent years.

Evolution of Financial Exclusion in Leeds since 2004

A report was then compiled which compares the results from the 2004 and 2010 surveys. It

also contains an extensive discussion of the changes in financial inclusion policy and financial exclusion nationally for the same period. The findings of this report paint a somewhat bleak picture of financial exclusion in Leeds. With the important exception of access to and use of banking and transaction services, financial exclusion has grown since the last survey. This is not necessarily a reflection on the significant financial inclusion interventions implemented in the UK and in Leeds. On the contrary, a study of the economic and regeneration impact of financial inclusion activities in Leeds estimated that these interventions had a cumulative impact on the regional economy of £28 million (Dayson et al, 2009). Ultimately, as with any, the impact of financial inclusion interventions can only be ascertained through a designated study examining the effects on beneficiaries of a given number of interventions and also the costs of these interventions.

However, the findings of this study provide important lessons for financial inclusion practitioners. First, the influence of national factors on financial exclusion locally is likely to be considerable. In virtually all aspects of financial exclusion the survey data suggest that Leeds mirrored the country. Although Leeds has proven innovative and effective in its approach to financial exclusion, the influence of national policies and regulatory regime is evident in numerous aspects. The enhanced access to bank accounts in Leeds is at least in part due to the national government's push on paying benefits into bank accounts and pushing for the introduction of no-frills bank accounts. This would suggest that local authorities and other stakeholders in financial inclusion also need to be attuned to the national picture and lobby the national government for the implementation of more effective financial inclusion policies.

Second, the trends in financial exclusion are closely linked to trends in employment and other socio-economic factors. For example, access to mainstream loans is often dependant on the respondent being in employment. This suggests that combating financial exclusion is not likely to be effective if done in isolation of wider social inclusion interventions and labour market interventions. Financial inclusion interventions are important to avoid people slipping back into the cash economy as they are leaving the labour market.

Finally, financial exclusion is not only affecting traditionally financially excluded groups and areas, but also less deprived areas and households. The respondents residing in less deprived areas were in fact less likely to save and have mainstream borrowing than respondents in the deprived areas surveyed in 2004. They were also slightly more likely to have had an application for credit rejected. This would suggest that financial inclusion interventions should not only target the typically financially excluded, but also less deprived areas and households.

Groups most affected by financial exclusion

A comparison of the Original and Repeat survey respondents suggest that the same groups are experiencing financial exclusion in both 2004 and 2010. In both the Original and Repeat survey, social housing tenants were far more likely to have fallen behind with bills than owner-occupiers. Owner occupiers were more likely to have savings and home contents insurance than other tenures. Overwhelmingly, workless and lone parent households were more likely to have no savings at all or less than £100. The groups least likely to have a bank account were men under 60 living alone and pensioner only households.

**Are there any gaps in equality and diversity information
Please provide detail:**

No
Action required: N/A

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes No

Please provide detail:

See details of household surveys from 2004 and 2010 above.

Partners from the Financial Inclusion Steering Group (listed above) who work with people directly affected by high cost lenders have been involved in putting together the action plan.

Action required:
Continue to have regular dialogue with partners to ensure actions represent the needs of those most affected.

7. Who may be affected by this activity?
please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

<input type="checkbox"/> Age	<input type="checkbox"/> Carers	<input type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> Other		

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving public health)
Please specify: All equality characteristics are relevant but particularly financial exclusion, tackling poverty and improving public health

Stakeholders		
<input checked="" type="checkbox"/>	Services users	<input type="checkbox"/>
		Employees
		<input type="checkbox"/>
		Trade Unions
<input checked="" type="checkbox"/>	Partners	<input type="checkbox"/>
		Members
		<input type="checkbox"/>
		Suppliers
<input type="checkbox"/>	Other please specify	

Potential barriers	
<input type="checkbox"/>	Built environment
<input type="checkbox"/>	Location of premises and services
<input type="checkbox"/>	Information and communication
<input type="checkbox"/>	Customer care
<input type="checkbox"/>	Timing
<input type="checkbox"/>	Stereotypes and assumptions
<input type="checkbox"/>	Cost
<input type="checkbox"/>	Consultation and involvement
<input checked="" type="checkbox"/>	Financial exclusion
<input type="checkbox"/>	Employment and training
<input type="checkbox"/>	specific barriers to the strategy, policy, services or function

Please specify

8. Positive and negative impact
 Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

The high cost credit market makes use of the fact that its customers lack access to other forms of mainstream credit. A quarter of the customers of high cost credit companies cannot access any other form of credit. As a result these customers have restricted choice and therefore are not able to shop around for other forms of credit that are more affordable to them and more manageable to pay back. It is estimated that 5 million people in the UK access high cost credit of which 2 million use payday lenders.

Based on the national picture, it is estimated that up to 60,000 people in Leeds may use high interest lenders including approximately 22,500 people who may take out payday loans. Furthermore it is estimated that (based on national data), the high cost market in Leeds could be in the region of £90m. It is forecasted that if everyone using high cost credit in Leeds had access to affordable sources this could reduce the cost of borrowing

by up to £60m a year.
All actions within the Financial Inclusion Action Plan will positively impact on poverty in the city. Working with partners to maximise income, tackle high cost lenders, provide access to more affordable credit and promote healthy lifestyles will help reduce instances of depression, mental and physical health issues associated with debt and poverty.
Action required:
Ensure that equality is considered at each stage of the Financial Inclusion Lending Action Plan – attached – and particularly when any activities take place.

8b. Negative impact:
There will be no negative impact resulting from LCC's direct actions, however external factors may have an impact.
Action required:
None

9. Will this activity promote strong and positive relationships between the groups/communities identified?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Please provide detail:
Work to tackle Financial Inclusion in the city will provide access to more affordable credit and promote healthy lifestyles and will help reduce instances of depression, mental and physical health issues associated with debt and poverty. In April 2011 a report entitled 'Improving Public Health through Income Maximisation' was produced by LCC's Financial Inclusion Team. The report recommended a best practice model for commissioning money advice services. It pulls together the key evidence to support the need for advice services as an important facility to assist with improving the health of those suffering from multiple disadvantage.
Action required:
Continue to implement action plan

10. Does this activity bring groups/communities into increased contact with each

other? (e.g. in schools, neighbourhood, workplace)	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Please provide detail:A key aspect of tackling financial inclusion is the ability to provide improved access to affordable credit and free advice services. This includes better use of our One Stop Centres/ Community hubs, and locating services in the best possible locations. For example, Leeds City Credit Union has just opened an affordable loans shop 'Your Loan Shop' on Roundhay Road in Harehills.</p>	
<p>Action required: Continued promotion and publicity of alternatives to high cost lending. Work with Corporate Communications ongoing.</p>	

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<p>Please provide detail: The actions will not benefit any particular group at the expense of another.</p>	
<p>Action required:</p>	

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Implement the financial inclusion action plan	Ongoing	Measure achieved and completed	Dave Roberts
Continue to have regular dialogue with partners to ensure actions represent the needs of those most affected.	Ongoing	Revision of the action plan as necessary	Dave Roberts
Ensure that equality is considered at each stage of the financial inclusion action plan and particularly when any activities take place.	Ongoing		Dave Roberts
Continued promotion and publicity of alternatives to high cost lending. Work with Corporate Communications ongoing	Ongoing	Meetings with partners as necessary	Dave Roberts

13. Governance, ownership and approval State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment		
Name	Job Title	Date
Dave Roberts	Financial Inclusion Manager	07.10.2014

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)	
<input type="checkbox"/>	As part of Service Planning performance monitoring
<input checked="" type="checkbox"/>	As part of Project monitoring
<input type="checkbox"/>	Update report will be agreed and provided to the appropriate board Please specify which board
<input type="checkbox"/>	Other (please specify)

15. Publishing	
Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision .	
A copy of this equality impact assessment should be attached as an appendix to the decision making report:	
<ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record. 	
Complete the appropriate section below with the date the report and attached assessment was sent:	
For Executive Board or Full Council – sent to Governance Services	Date sent: 1 October 2015
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Report author: Angela Brogden
Tel: 247 4553

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 9 November 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. This 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 21st October 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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Scrutiny Board (Citizens and Communities) Work Schedule for 2015/2016 Municipal Year

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		
Budget & Policy Framework/pre-decision Scrutiny			
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 27/07/15 @ 10 am	

Page 87

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		Session 1 of the inquiry SB 9/11/15 @ 10 am Session 2 of the Inquiry (tbc)
Development of Community Committees	Agreeing terms of reference SB 14/09/15 @ 10 am		
Universal Credit	Agreeing terms of reference SB 14/09/15 @ 10 am	Session 1 of the Inquiry WG 20/10/15 @ 10 am Session 2 of the Inquiry WG 26/10/15 @ 10 am	
Briefings	Delivering the centres of excellence model within the Corporate Contact Centre – update SB 14/09/15 @ 10 am Summer Budget Welfare Reforms SB 14/09/15 @ 10 am	Poverty Truth Challenge – update SB 12/10/15 @ 10 am Migration and Refugee Update – Leeds' Position SB 12/10/15 @ 10 am	Leeds City Credit Union – Partnership Work and Strategic Plan Update SB 9/11/15 @ 10 am
Budget & Policy Framework/pre-decision Scrutiny	Revised Gambling Act Licensing Policy SB 14/09/15 @ 10 am Equality Improvement Priorities 2016-2020 SB 14/09/15 @ 10 am		
Recommendation Tracking			
Performance Monitoring			Quarterly Performance report SB 9/11/15 @ 10 am

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

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	Session 3 of the Inquiry (tbc)	Session 4 of the Inquiry SB 18/01/16 @ 10 am	Session 5 of the Inquiry (tbc)
Development of Community Committees		Session 1 of the Inquiry SB 18/01/16 @ 10 am Session 2 of the Inquiry (tbc)	Session 3 of the Inquiry SB 15/02/16 @ 10 am
Universal Credit	Sessions 3 and 4 of the Inquiry WG 07/12/15 @ 10 am	Session 5 of the Inquiry (tbc)	
Briefings			Delivering the centres of excellence model within the Corporate Contact Centre – update SB 15/02/16 @ 10 am Syrian Refugees – update SB 15/02/16 @ 10 am
Budget & Policy Framework/pre-decision Scrutiny		Initial budget proposals 2016-2017 SB 18/01/16 @ 10 am	
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 18/01/16 @ 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	Session 4 of the Inquiry (tbc)		
Universal Credit			
Briefings	Role and work of the Communities Board SB 14/03/16 @ 10 am Migration – general update SB 14/03/16 @ 10 am		
Budget & Policy Framework/pre-decision Scrutiny			
Recommendation Tracking			
Performance Monitoring		Quarterly Performance report SB 12/04/16 @ 10 am	

Page 50

Unscheduled
Approaches in tackling begging

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

EXECUTIVE BOARD

WEDNESDAY, 21ST OCTOBER, 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

56 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.

57 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt 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 public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 3 to the report entitled, 'The Regeneration of the New Briggate Area', referred to in Minute No. 71 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the submitted appendix relates to the financial or business affairs of a particular organisation and of the Council. It is considered that the public interest in maintaining the content of the appendix as exempt from publication outweighs the public interest in disclosing the information, due to the impact that disclosing the information would have on the Council and third parties.
- (b) Appendix 2 to the report entitled, 'East Leeds Extension Update and Next Steps', referred to in Minute No. 74 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the submitted appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th November, 2015

considered that since this information was obtained through initial one to one discussions for the acquisition of the property/land, then it is not in the public interest to disclose this information at this point in time.

Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

58 Late Items

There were no late items as such, however, prior to the meeting Board Members were provided with the following for their consideration:

- Correspondence which clarified that in relation to agenda item 16 (The Regeneration of the New Briggate Area), those references in paragraph 5.1, Recommendation 4(a) and Recommendation 6.1(a) should read *26-32 Merrion Street*, rather than *26-32 Merrion Way* (Minute No. 71 refers);
- An updated version of the covering report and appendix 3 to agenda item 18 (The Community Infrastructure Levy: Spending of the Neighbourhood Fund and Other Spending Matters) (Minute No. 73 refers);
- An updated version of appendix B to agenda item 20 (Learning Places Programme: Capital Programme Update) (Minute No. 75 refers).

59 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'The Regeneration of the New Briggate Area', Councillors J Procter and Yeadon drew the Board's attention to their respective positions on the Leeds Grand Theatre and Opera House Board of Management (Minute No. 71 refers).

60 Minutes

RESOLVED – That the minutes of the previous meeting held on 23rd September 2015 be approved as a correct record.

COMMUNITIES

61 Long Term Strategic Partnership with Leeds City Credit Union

The Assistant Chief Executive (Citizens and Communities) submitted a report which provided an update on the Council's continued joint work with Leeds City Credit Union (LCCU) to tackle poverty in Leeds. In addition, the report also presented the long-term strategy for ongoing partnership working and

specifically, set out the options available in respect of the Council's continuing financial support and future investment in such matters.

Members welcomed the contents of the submitted report, placed on record their thanks for the valuable and innovative work being undertaken in this area and highlighted how such work provided a key example of civic enterprise.

RESOLVED -

- (a) That the significant progress made and the projects developed through the partnership between the Council and Leeds City Credit Union, which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation be noted and welcomed, and that the ongoing strategic approach towards the partnership work also be welcomed;
- (b) That authority be given to the Council entering into an agreement with the Credit Union in connection with the continuing support from the Council to the Credit Union, with the approval of the terms of such an agreement being delegated to the Assistant Chief Executive (Citizens and Communities);
- (c) That approval be given to the re-scheduling of the loan to the Credit Union, as set out in paragraph 3.38 of the submitted report, with the detailed arrangements being subject to determination by the Assistant Chief Executive (Citizens and Communities).

62 Re-location of Red Hall Horticultural Nursery to Whinmoor Grange

Further to Minute No. 76, 4th September 2013, the Director of Environment and Housing submitted a report regarding the latest designs and costs relating to the relocation of the Parks and Countryside horticultural nursery from Red Hall to Whinmoor Grange along with the relocation of other operational services currently based at Red Hall. In addition, the report sought approval of an injection into the capital scheme and subsequent expenditure of £6.5m for the construction and relocation works from Red Hall to Whinmoor Grange.

The Board paid tribute to the valuable work undertaken by the horticultural nursery service. Furthermore, Members emphasised the ongoing partnership work taking place between the service and community organisations across the city and highlighted the need for such partnership working to continue and develop further with the help of the proposed new facility.

A Member raised the issue of the proposed entry point to the facility and highlighted the need to ensure that it remained in keeping with the wider area.

RESOLVED –

- (a) That an injection of £6.5m into Capital Scheme No. 32415/000/000 be approved;

- (b) That expenditure of up to £6.5m to design and build a replacement horticultural nursery for Leeds City Council Parks and Countryside at Whinmoor Grange and for the relocation of other services from the existing Red Hall depot, be approved, subject to planning approval and Local Growth Fund loan agreement;
- (c) That in accordance with Contracts Procedure Rule 3.1.8, approval be given to the selection of a single stage develop and construct procurement approach via an open non-EU procurement, in order to obtain a specialist contractor to undertake the proposed construction of a horticultural nursery glasshouse at Whinmoor Grange, with the evaluation criteria of 70% of marks for the lowest compliant cost and 30% of marks for quality criteria;
- (d) That the current designs, as detailed at appendix 1 to the submitted report, and the costs for Whinmoor Grange nursery, be approved, subject to the necessary planning approval;
- (e) That it be noted that the Chief Officer (Parks and Countryside) will be responsible for the implementation of such matters, and to ensure that the Parks and Countryside service vacate the Red Hall site by the end of 2016.

63 Commissioning a new model for the delivery of Supporting People Services

The Director of Environment and Housing submitted a report providing a performance summary of the Housing Related Support commissioned programme during 2014/15 and updating the Board on the review and progress made towards developing a new model for the city which included the intended outcomes and benefits. In addition, the report sought the Board's input and guidance on the model and forward work programme.

Members welcomed the proposed key principles and features of the new model, with reference being made to the person centred approach and the potential establishment of a triage system.

RESOLVED –

- (a) That the progress of the review, as detailed within the submitted report, be noted;
- (b) That approval be given to proceed with the recommendations within the submitted report for the re-procurement / re-contracting of housing related support services in the context of the proposed key principles and features of a new model to a maximum budget of £10.4 million;
- (c) That it be noted that the Director of Environment and Housing will use his delegated authority in order to take commissioning and decommissioning decisions which will be a direct consequence of this key decision. (For example, approval of the detailed specifications for the procurement and subsequent contract awards, which will be at

most significant operational decisions. This is subject to the decisions being in line with the key principles and features as described within the submitted Executive Board report).

ENVIRONMENTAL PROTECTION AND COMMUNITY SAFETY

64 Improving Air Quality within the City

Further to Minute No. 139, 17th December 2014, the Director of Environment and Housing and the Director of Public Health submitted a joint report providing an update on the progress which had been made since the submission of the previous report. In addition, the report also provided details of health implications arising from air quality levels, on the West Yorkshire Low Emission Strategy Paper, Leeds' action plan and also on a number of current and related funding opportunities.

Responding to Members' enquiries, officers provided an update on the range of actions currently being taken to improve air quality in Leeds. In addition, it was highlighted that further monitoring of air quality levels was to be undertaken which would enable more quantifiable actions to be identified, and it was noted that such information would be presented to the Board for consideration.

Furthermore, Members highlighted the pivotal role to be played by the public in improving air quality levels in Leeds, and emphasised the vital importance of raising the public awareness and understanding of such matters.

RESOLVED –

- (a) That the raising of the public's awareness and understanding of such matters be identified as a key priority in the approach towards improving air quality levels in Leeds;
- (b) That the progress which the Council has made to date and its plan for the expansion of its own alternative fuel vehicles and associated infrastructure, be noted;
- (c) That the West Yorkshire Low Emissions Strategy (WYLES) and Leeds' Air Quality Action Plan, be endorsed;
- (d) That the PM2.5 targets for 2020 and 2030, as referred to within paragraph 3.6 of the submitted report be adopted;
- (e) That the allocation of parking spaces for electric vehicles in Council car parks, to be implemented by the end of the financial year as part of the 'Cutting Carbon and Improving Air Quality' breakthrough project, be supported;
- (f) That the enforcement of the planning conditions on new developments to increase charging infrastructure across the city be supported, which is an on-going action that falls under the Chief Planning Officer's responsibility to monitor all new developments;

- (g) That the establishment of walking and cycling friendly infrastructure be supported, with the use of appropriate planning conditions to ensure that new developments support alternative modes of transport;
- (h) That support be given to further work being undertaken to determine the scope and number of potential Clean Air Zones required within the city in order to ensure that compliance with EU directives is met as a minimum, and which will look to improve public health outcomes for the citizens of Leeds;
- (i) That it be noted that the Director of Environment and Housing will oversee the delivery of the study and will submit a progress report to Executive Board as part of the breakthrough project's annual report.

(Under the provisions of Council Procedure Rule 16.5, Councillor S Golton required it to be recorded that he abstained from voting on the matters referred to within this minute)

ECONOMY AND CULTURE

65 Strong Economy, Compassionate City

The Chief Executive submitted a report which presented the Council's vision for a strong economy and compassionate city and highlighted the actions being taken to sustain and accelerate the economic progress that the city has achieved, whilst also ensuring that all people and communities in Leeds contributed towards and benefitted from such economic success.

Responding to Members' enquiries, it was noted that the update report, scheduled to be submitted to the Board in Spring 2016 would provide further information on the actions being taken in the areas of social enterprise and also inward investment.

Members highlighted the linkages between the Council's breakthrough projects and the vision to have a strong economy and be a compassionate city. Also, the Board considered the role played by the Government in the development of the city's economy. Furthermore, emphasis was placed upon the important contribution made by Leeds' cultural offer towards the Council's overarching vision.

RESOLVED –

That the following be approved:-

Tackling Low Pay

- i) **Living wage city** – Leeds City Council will work with partners to develop a Living Wage City campaign to encourage employers to pay the Living Wage as accredited by the National Living Wage Foundation. The aim should be to significantly increase the number of Living Wage businesses in Leeds over the next year.

- ii) **Supporting people to get better jobs** – Leeds City Council will work with the Leeds City Region Enterprise Partnership, the Chamber of Commerce and education and training providers in order to develop proposals to create a careers advice and in-work progression service, and support for employers, aimed at helping people move out of low paid work into better jobs.

Regenerating places

- iii) **A new approach to regeneration** – the Council will identify a rolling programme of prioritised schemes in deprived areas, with an emphasis upon bringing together the approach to supporting people and communities with interventions to deliver positive physical development and change, with a particular focus on early intervention to tackle the causes of poverty. A report recommending the details of the approach be submitted to Executive Board by early 2016.

A life ready for learning – putting children at the heart of the growth strategy

- iv) **Strengthening business engagement in schools** – The Council will work with business leaders, head teachers, universities and colleges and leading experts and enterprises in the third sector to look at how to build on existing work to strengthen business engagement in Leeds schools, with the aim of ensuring that all secondary schools, particularly those with a high proportion of pupils from deprived areas, have strong partnerships with business.
- v) **Enhancing careers advice and guidance for young people** – The Council will work with business leaders, head teachers, universities and colleges, leading experts in the third sector, and the national Careers and Enterprise Company to look at how to strengthen independent careers advice in schools, with the aim of ensuring that all secondary schools are offering good quality careers advice.

Supporting business to invest in growth and communities

- vi) **Key Account Management** – the Key Account Management approach to working with businesses should be extended across the Council and a wider range of businesses in order to strengthen the approach to promoting business growth and community investment, with the aim of ensuring regular contact with 150 businesses that are significant strategically.
- vii) **Promoting community investment** – the Council works with other organisations and business leaders in order to develop an initiative to encourage more businesses in Leeds to commit to investing in their workforce and their local communities, with the aim being for 50 businesses to strengthen their community investment work.

Creating quality places and spaces

- viii) **Creating quality places and spaces** – we will continue to seek to improve the quality of design of new development, including through refreshing the ‘Neighbourhoods for Living’ design guidance document.
- ix) **Securing good jobs and skills outcomes from major development and infrastructure projects** – we will set out how we will build on the achievements and learning over recent years to set out how we can strengthen our approach to using major developments and infrastructure projects to support training and jobs for local people. A report setting out the details of this approach be submitted to Executive Board by early 2016.

Backing innovators and entrepreneurs

- x) **Keeping graduates in Leeds** – we will develop an initiative to improve levels of graduate retention in Leeds, including interventions to help tackle skills shortages and fill vacancies at graduate level in the digital sector, and a Leeds graduate careers fair and clearing system to connect students to future job opportunities in Leeds. A report setting out the details of this approach be submitted to Executive Board by early 2016.
- xi) **Backing innovators** – we will develop an initiative to support the future growth of innovative businesses that have been incubated by Universities and other bodies, and are now looking to grow and move on to new business space and employ more people. A paper setting out the details of this approach should be submitted to Executive Board by early 2016.
- xii) **Backing entrepreneurs** – we will develop a new enterprise programme using European Funds to provide support for people starting new businesses. We will also provide support for small business accelerators in the city, including the proposed digital business accelerator.

Next Steps

- xiii) That it be noted that the Chief Executive, supported by the Chief Officer Economy and Regeneration, is responsible for the implementation of such matters, and will update Executive Board on progress in spring 2016.

66 Medium Term Financial Strategy 2016/17 - 2019/20

The Deputy Chief Executive submitted a report setting out the principles and assumptions underlying the proposed financial strategy for the Council covering the years 2016/17 to 2019/20.

Members were provided with the timescales and framework for the preparation of the 2016/17 Initial Budget Proposals which were scheduled to be presented to the Board in December 2015 and which would inform the Council’s future priorities and strategies. It was also noted that announcements regarding the Government’s Spending Review and details of

the Local Government Settlement would not be released until November and December 2015 respectively.

Furthermore, the Board was provided with an update on the current position regarding the Public Health grant and the implications arising from the in-year reduction which was announced in June 2015. Also, cross-party support was sought in relation to raising the Council's concerns on the current in-year grant reduction, and also in respect of the Council's future allocation of Public Health grant.

RESOLVED – That the Medium Term Financial Strategy for 2016/17 – 2019/20 be approved, and that agreement be given for the assumptions and principles, as outlined within the submitted report, being used as a basis for the detailed preparation of the Initial Budget Proposals for 2016/17 and which will inform the Council's future priorities and strategies.

RESOURCES AND STRATEGY

67 Financial Health Monitoring 2015/16 - Month 5

The Deputy Chief Executive submitted a report setting out the Council's projected financial position for 2015/16 together with other key financial indicators, after 5 months of the financial year.

Responding to a Member's enquiry, it was undertaken that the Member in question would be provided with an update on the financial position regarding the healthy schools initiative and also the Early Years service. Furthermore, officers undertook to provide an update to the same Member on the projected shortfall in advertising income.

RESOLVED - That the projected financial position of the Council for 2015/16, as detailed within the submitted report, be noted.

68 Gambling Act 2005 Statement of Licensing Policy

Further to Minute No. 29, 15th July 2015, the Assistant Chief Executive (Citizens and Communities) submitted a report on the Statement of Licensing Policy in respect of the Gambling Act 2005. The report included the comments of the Scrutiny Board (Citizens and Communities) and recommended that the matter be referred to full Council for formal approval, in accordance with the Council's Budget and Policy Framework Procedure Rules.

In considering the report, emphasis was placed upon the importance of the national lobby regarding the impact of gambling and also on the introduction of Local Area Profiles and the proposed involvement of Community Committees in the development of such profiles.

RESOLVED – That the contents of the submitted report be noted, which includes the comments of the Scrutiny Board (Citizens and Communities), and that the matter be referred to full Council for the purposes of formal approval.

(In accordance with the Council's Executive and Decision Making Procedure Rules, the matters referred to within this minute 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, which includes those resolutions above)

EMPLOYMENT, ENTERPRISE AND OPPORTUNITY

69 Equality Update: Improvement Priorities 2016-2010, and the Equality Framework Re-accreditation

The Assistant Chief Executive (Citizens and Communities) submitted a report setting out the approach taken to develop the Equality Improvement Priorities 2016-20 and how these priorities supported the ambitions of the city. In addition, the report also outlined the plans for the Council's reassessment against the Equality Framework for Local Government, in which the local authority currently held an 'excellent' accreditation.

Members welcomed the contents of the submitted report, and it was emphasised that equality improvement was a key priority for the Council. In addition, it was acknowledged that a proactive approach needed to continue in order to ensure that the Council was an attractive employer to all communities.

Responding to a Member's specific enquiry, an update was provided on the actions being taken to promote the Council as an employer at graduate level.

RESOLVED -

- (a) That the contents of the submitted report, be noted;
- (b) That the contents of the Equality Framework narrative be noted, and that an update on the outcomes and actions arising be provided to Executive Board in Spring 2016;
- (c) That the Equality Improvement Priorities 2016-20 be endorsed, and that it be noted that annual reports will be provided on progress against these.

REGENERATION, TRANSPORT AND PLANNING

70 An Approach to Street Design and the Public Realm in Leeds City Centre

The Director of City Development submitted a report outlining an approach towards street design and the public realm. The report identified some key principles to ensure schemes were designed and implemented within agreed corporate parameters and objectives, and included artist impressions of how the city centre may look if such an approach was adopted. Additionally, the submitted report included a prioritised programme for public realm improvements in the city centre.

Members discussed the potential approach towards the promotion of more pedestrian accessible spaces in the city centre and the impact of such an

approach. In addition, the Board considered the benefits of simplistic and consistent designs and also the sources of funding which could be used for such initiatives.

In conclusion, emphasis was placed upon the need for the associated consultation exercise which was proposed to be as comprehensive and inclusive as possible.

RESOLVED –

- (a) That the principle of the Council developing a strategic plan for public realm improvements in the City Centre, based upon the principles as outlined in paragraph 3.7 of the submitted report, be endorsed;
- (b) That approval be given to the Council consulting and engaging with stakeholders on potential schemes to be brought forward, based upon the design ideas and opportunities document, as detailed at Appendix 1 to the submitted report;
- (c) That subject to the outcome of the consultation, officers be requested to submit a report to a future Executive Board outlining a proposal plan of public realm improvements, costings and funding, and that it be noted that the Head of Strategic Projects, City Development, will be responsible for the submission of this report.

71 The Regeneration of the New Briggate Area

The Director of City Development submitted a report regarding the issues and opportunities related to the regeneration of the New Briggate area. The report identified how the area could be re-energised through partnership working between the Council and other stakeholders.

It was noted that prior to the meeting, correspondence had been circulated to Board Members clarifying that those references in paragraph 5.1, Recommendation 4(a) and Recommendation 6.1(a) should read *26-32 Merrion Street*, rather than *26-32 Merrion Way*.

Following consideration of Appendix 3 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That approval be given to 26-32 Merrion Street being declared surplus and marketed, with the property being added to the capital receipt programme. In addition, it also be agreed that the approval for the terms of any such disposal be delegated to the Director of City Development;
- (b) That in principle support be given to the invitation of proposals for the potential development of the pay and display car park and the re-ordering of the public open space at Belgrave Gardens, for further

consideration by the Council, in order to provide an additional capital receipt;

- (c) That officers be requested to undertake an initial 'expressions of interest' marketing exercise for the lease of 34-40 New Briggate (i.e. the vacant shops under The Grand and Howard Assembly Rooms) with a reverse premium payment available (as detailed within the exempt Appendix 3 to the submitted report);
- (d) That officers be requested to develop an initial feasibility scheme for improvements to the public realm of New Briggate and the immediate surrounding area;
- (e) That officers be requested to continue partnership working and improvements to the public realm in order to stimulate the regeneration of this area, and to develop options above and beyond the 'match funding' of any contribution by the Council; and
- (f) That officers be requested to report back to Executive Board on progress in due course;
- (g) That it be noted that the Head of Land and Property will be responsible for the implementation of matters relating to resolutions a), b) and c) above and that the Head of Strategic Projects, City Development, will be responsible for the implementation of matters regarding resolutions d), e) and f) above.

72 Our Transport Vision for a 21st Century Leeds

The Director of City Development submitted a report setting out a transport vision for Leeds as a prosperous, liveable, healthy and sustainable 21st century city. In addition, the report recognised the challenges and complexities of changing the way we travel into and around the city in order to create a more people friendly and productive urban core, identifying the key policy principles that the Council would need to adopt in order to deliver a transport system fit for a Leeds as a 21st century city.

Members discussed the range of initiatives which were currently being used to address the volume of car journeys within the city centre, and also considered the issue of car parking provision and the role which such provision could play in the overall transport vision.

When considering the suite of reports which had been submitted to the Board regarding pedestrian movement, transport and the public realm, it was suggested that when such matters were presented to the Board in the future, consideration be given to them being presented as one package.

RESOLVED –

- (a) That the transport vision, as outlined in paragraph 3.11 of the submitted report be approved, and that the key policy principles, as

presented within the paragraphs (a) – (i) of the same report, be adopted;

- (b) That officers be requested to use the vision and principles to work with the West Yorkshire Combined Authority in order to help shape the Single Transport Plan, and that as part of this, develop a compelling ambition for investment in an integrated mass transit network with supporting strategic park and ride infrastructure, and HS2 connectivity package;
- (c) That officers be requested to submit a report to Executive Board in 2016 which reviews the long term options for the Leeds Inner Ring Road;
- (d) That in accordance with the Leeds Core Strategy Local Development Framework, officers be requested to submit a Car Parking Supplementary Planning Document to Executive Board for the purposes of adoption during 2016;
- (e) That in partnership with the Communications Team and the West Yorkshire Combined Authority, officers be requested to develop a holistic transport communications strategy, compatible with social media that engages key stakeholders, government, and the general public in a city wide conversation;
- (f) That the Director of City Development be instructed to co-ordinate the work, as detailed within the resolutions above, with an update being submitted to Executive Board in 2016.

73 The Leeds Community Infrastructure Levy - Spending of the Neighbourhood Fund and Other Spending Matters

Further to Minute No. 156, 11th February 2015, the Director of City Development and the Assistant Chief Executive (Citizens and Communities) submitted a joint report detailing the process undertaken to generate spending guidance for Community Committees in making decisions on the Community Infrastructure Levy (CIL) Neighbourhood Fund, with a number of potential options being presented for consideration. Additionally, the report also proposed some minor changes to the Regulation 123 List and the withdrawal of the Council's policy allowing discretionary charitable relief for investment activities to address and clarify some implementation issues following 6 months of charging.

Prior to the meeting, Board Members had been provided with an updated version of the covering report and appendix 3, for their consideration, which superseded the versions contained within the original agenda papers.

Responding to an enquiry, the Board was provided with details of how receipts from CIL could potentially be brought forward and incorporated into the Council's budget process.

Having discussed the issue of the CIL neighbourhood fund being allocated to the local Community Committee in those areas where there was no town or parish council, it was highlighted that such matters were already being discussed with Community Committee Chairs, and it was noted that Executive Board would be kept fully informed as discussions in this area continued.

RESOLVED –

- (a) That approval be given to the CIL neighbourhood fund spending guidance for use by Community Committees, as set out in Appendix 1 to the submitted report;
- (b) That the proposed minor changes to the Regulation 123 List, as set out in Appendix 2 to the submitted report be agreed, that it be noted that such changes will be subject to local consultation and that the Chief Planning Officer be authorised to consider any representations made and to make any further amendments considered necessary as a result of the consultation, prior to the implementation of the revised list;
- (c) That approval be given to the removal of the Council's policy allowing discretionary charitable relief for investment activities, to take effect from 1 December 2015;
- (d) That the amendment to the Community Committee Executive Delegation Scheme, as set out within Appendix 3 to the submitted report, as revised and circulated to Board Members prior to the meeting, be approved, noting that the delegation is shared with the Assistant Chief Executive (Citizens and Communities);
- (e) That it be noted that the Chief Planning Officer will be responsible for the implementation of such matters.

74 East Leeds Extension update and next steps

The Director of City Development submitted a report regarding the progress made in planning for the delivery of major housing growth and infrastructure investment in the East Leeds Extension. The report also sought specific approval on a number of matters which would enable the investment to progress.

Members noted how the East Leeds Orbital Road was a key piece of infrastructure which was integral to the East Leeds Extension development, and as such, raised concerns regarding the lead role that the Council was being required to take in order to ensure that the Orbital Road was delivered.

Following consideration of Appendix 2 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the submitted report, together with the positive progress made by the Council in its enabling activities to bring forward the major strategic growth area of the East Leeds Extension and the major infrastructure project for the East Leeds Orbital Road, be noted;
- (b) That in principle approval be given to the Council continuing to develop a funding case for the costs of the East Leeds Orbital Road through the West Yorkshire Plus Transport Fund, prudential borrowing and developer contributions, with the Council also continuing to explore alternative means of financing;
- (c) That the commitment to the East Leeds Orbital Road Roof Tax be reaffirmed as the principle mechanism through which developer contributions will be secured from the East Leeds Extension towards the delivery costs of the East Leeds Orbital Road, as set out in paragraphs 3.1.6 – 3.1.8 of the submitted report;
- (d) That the programme for the planning, procurement and construction of the East Leeds Orbital Road, as set out in paragraphs 3.1.10 – 3.1.13 of the submitted report be noted, and that approval be given for the Chief Officer (Highways and Transportation) to submit a detailed planning application for the project, in consultation with the Executive Member for Regeneration, Transport and Planning;
- (e) That the progress made in assembling land to facilitate the route of the East Leeds Orbital Road at the Northern Quadrant be noted, and that the recommendations, as detailed within the exempt Appendix 2 to the submitted report, be approved;
- (f) That it be noted that the Council will make land available on the Red Hall site for the initial A58 junction infrastructure which will enable access to the Northern Quadrant site, as set out in paragraphs 3.3.12 – 3.3.14 of the submitted report, subject to the discharge of relevant statutory processes by the Head of Land and Property and the delegated approval of the Director of City Development;
- (g) That approval be given for the Chief Planning Officer to prepare and publish a Draft Planning Brief for Red Hall, with the detailed timetable to be agreed with the Executive Member for Regeneration, Transport and Planning;
- (h) That approval be given to the approach towards marketing and disposal of the Red Hall site, as set out in paragraphs 3.4.18 – 3.4.22 of the submitted report, with the details to be confirmed by the Director of City Development in consultation with the Executive Member for Regeneration, Transport and Planning;
- (i) That approval be given for the Chief Planning Officer to prepare and publish a Draft Development Framework for the Southern and Middle

Quadrants, with the detailed timetable to be agreed with the Executive Member for Regeneration, Transport and Planning;

- (j) That a co-ordinated programme of public and stakeholder engagement for the East Leeds Extension from November 2015 be approved, which will include public consultation on the East Leeds Orbital Road, Red Hall and the Southern & Middle Quadrants, with the details being confirmed by the Head of Regeneration in consultation with the Executive Member for Regeneration, Transport and Planning and also Ward Members.

CHILDREN AND FAMILIES

75 Learning Places Programme - Capital Programme Update

Further to Minute No. 187, 22nd April 2015, the Director of Children's Services, the Deputy Chief Executive and the Director of City Development submitted a joint report presenting an update on the three year strategy for providing sufficient school places in the city, and also on the progress made in respect of the projects currently forming part of the Learning Places Programme. In addition, the report sought the Board's approval for further authority to spend on the programme, and provided an update on the applications submitted and approved for access to the programme risk fund.

Prior to the meeting, Board Members had been provided with an updated version of appendix B to the submitted report, for their consideration, which superseded the version contained within the original agenda papers.

Responding to a Member's enquiry, the Board received an update on the outcomes of the research undertaken by Leeds Beckett University regarding the relationship between the size of a school and the educational outcomes, and it was undertaken that full details would be provided to the Member in question.

The Board also received an update on the continued work of the cross-party steering group, with emphasis being placed upon the Council's commitment to continue such work on a cross-party basis.

In discussing the approach being taken by the Council in respect of the Learning Places Programme, it was highlighted that although all available options would be considered as part of the strategy to ensure there were sufficient good quality learning places in Leeds, the key priority was to ensure that the specific needs of the local community were met.

RESOLVED –

- (a) That additional authority to spend on the Learning Places programme for the Roundhay scheme, with a value of £13m, be approved, which resets the overall approval of the schemes currently in the programme to £56.355m;

- (b) That approval be given for the balance of the programme risk fund to be reset to £5.635m, in order to facilitate effective risk management at programme level;
- (c) That approval be given for any savings made on applications to the programme risk fund being returned to the risk fund in order to support the continued management of programme risks;
- (d) That the scale of identified need at primary level, and the indicative financial implications of £146m, be noted;
- (e) That the projected funding deficit which currently stands at £69.5m and is based on Education Funding Agency (EFA) rates, be noted, and that it also be noted that this figure is likely to increase due to a number of factors, as set out in paragraph 4.4.5 of the submitted report;
- (f) That it be noted that the Head of Learning Systems continues to have client responsibility for the programme, and that the Chief Officer, Projects, Programmes and Procurement Unit continues to be responsible for the delivery of the projects in the Learning Places programme.

DATE OF PUBLICATION: FRIDAY, 23RD OCTOBER 2015

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 30TH OCTOBER 2015

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 2nd November 2015)

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